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CHANGING THE INSTITUTION
U.S. ARMY SPECIAL OPERATIONS COMMAND

ARSOF 2022 PART II



On the Cover

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U.S. Army Special
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FROM THE COMMANDANT



Since 9/11, U.S. Army special operations forces have proven themselves time and again in combat and other operations throughout the globe. We have used our unique skill sets operating with, through and by in the Human Domain, growing the concept of the Human Domain into the lexicon of the U.S. Army and the Department of Defense. As the years since 9/11 continue to march forward, we see the need for SOF-specific campaign planning that can effectively harness the power available within the Human Domain over an extended campaign.

In this issue Retired Col. Joseph D. Celeski talks about the importance of working in the Human Domain. He also touches on the importance of SOF campaign planning — a topic being tested through the U.S. Army Special Operations Command’s *Silent Quest* exercises and codified within the ARSOF Planner’s Handbook. In the article “SOF Operational Design,” Capt. Anne M. Barlieb, expounds upon the importance of SOF Campaign Planning and the U.S. Army Special Operations Command’s renewed interest in its art. Lt. Col. Christopher Schilling expands this paradigm and looks at how USASOC puts ARSOF campaign planning to the test in *Silent Quest*, and in doing so challenges USASOC operational concepts put forth in *ARSOF 2022*.

As we move forward together into the future, we must closely study the skills, tactics, techniques and procedures that have defined our force and refine them to meet the evolving challenge of the next century. ARSOF mastery of the Human Domain and SOF campaign planning clearly leaps into plain sight as key topics when we apply this lens. This issue provides a number of superior observations and recommendations to assist our community as we grapple with this difficult problem set.

A handwritten signature in black ink, appearing to read "Eric P. Wendt".

Major General Eric P. Wendt



THE HUMAN DYNAMICS A Psychological Operations officer builds relationships with partner forces in Uganda. U.S. Army photo.

SOF, the Human Domain and the Conduct of Campaigns

BY COLONEL (USA, RETIRED) JOSEPH D. CELESKI

“To succeed, Joint commanders must be able to successfully maneuver in the most decisive domain, and that is the Human Domain.”

— Frank G. Hoffman and Michael C. Davies¹

Introduction

As a further understanding of the Human Domain grows and becomes adopted into operational art and doctrine, an understanding of the implications of campaigning in the Human Domain will become important to SOF strategists, planners and SOF theater maneuver commanders. What does this mean for SOF? What are the characteristics of future campaigns involving the Human Domain? As the discussion on the importance of the Human Domain continues to grow, the SOF community, already well-steeped in an understanding of operating in the Human Domain, will necessarily need to explore the aspects of operational art (linking tactical actions and operations to strategy through the use of campaigns) shaped by the impact of the Human Domain in achieving campaign objectives.

In the evolution of special operations roles and missions, one of the key purposes for the use of SOF has been in achieving effects within the Human Domain. These activities and functions include protecting the populace from acts of political violence or harnessing the energy of the populace to achieve its political aspirations. As an adjunct to these two “ways” to employ SOF, there is also the humanitarian dimension where special operations are used to support alleviation of suffering, which given the cause of the grievances, may contribute to conflict.

Thus, counterterrorism, foreign internal defense, unconventional warfare, counterinsurgency, Civil Affairs, Psychological Operations and

humanitarian activities are all missions and operations which place the effects SOF try to achieve predominantly within the Human Domain. Special Reconnaissance deriving from information elicited from humans and used in targeting against human beings individually (such as man-hunting), is also within this category. While certainly there are military objectives to be achieved by SOF, often achieving operational objectives in the societal-political-psychological arenas of the Human Domain positions SOF as a key contributor for successful campaigns.

The Human Domain

Since most people live on the land, and that is where conflict is ultimately resolved, operations in the Human Domain are interdependent with strategic land warfare. The objectives of warfare in this domain are effects achieved within populations.²

The application of military (and diplomatic) power in the Human Domain is therefore intended to have influence over its various components to win population-centric conflicts. A growing number of SOF strategic thinkers are tuned to the aspects of the emerging concept of the Human Domain and the need to generate special operations (as a form of military power) to achieve effects in it, with maneuver redefined as leveraging the Human Domain to put the enemy at a disadvantage. In this domain, confronting the threat requires human intervention combined with the patience and persistence to operate where combatants and non-combatants converge.



BUILDING PARTNER CAPACITY U.S. Special Forces team members participate in a training exercise with partner-nation Soldiers. *U.S. Army photo.*

The contest for power includes commanding the inputs and outputs of human terrain, both militarily and politically, to deny its use to the enemy. This contest (the battle of wills) will be fought with battlefield operating systems quite different from the norm: legitimacy, sovereignty, human security, moral diplomacy, political systems, political philosophies and ideology.

Attributes of the Human Domain. In *Seapower: A Guide for the Twenty-First Century*, Geoffrey Till explains the attributes of the maritime environment and the need to secure it for economy and trade as the foundations of seapower. The term seapower describes how the application of power inherent in naval forces is used in this domain, shaped by the attributes of the maritime environment. In a loose analogy, his maritime attributes are somewhat modified with respect to those important to the conduct of special operations in the Human Domain, and their derivations are introduced below.³

Which of these are the most relevant in a campaign? Thus, what are the attributes of the Human Domain which dictate the functions of SOF for military purposes? Selections of attributes in the Human Domain which may have impact on special operations include:

- Human Security – the need to feel secure and have freedom from fear; the need for the primary necessities of life; the need for freedom
- Political – human beings arrange themselves under various ideological and political systems to establish governance and rule of law; this aspect of the human domain is often tested and challenged
- Gregarious (Groupism) – humans order themselves into associative arrangements from tribal, ethnic, and religious group-

ings up to the level of nationalism as citizens of the state (this can create anthropological friction)

- Humans are networked and are a source of information exchange and establish mediums of communication
- Humans are mobile – humans travel and migrate along established routes via a variety of transportation methods; if forced, humans are mobile as refugees
- Humans are a resource – humans provide commercial goods and trade of material goods along with their associated financial transactions
- The worst feature of humanity is anti-social behavior of a violent nature, to include criminality

SOF as an Asset in the Human Domain. There are various environments where SOF achieve their highest purpose and utility. There may be a gap in capability of traditional forces, or interagency, to fill these voids. There could be a lack of an instrument of national power to respond, particularly where the strategic utility that relates to the value of power is hindered. SOF may operate best in these environments where their application can have a major impact, such as in the Human Domain. SOF can achieve military objectives within the campaign, but more importantly, SOF can also help achieve political objectives with minimal investment, a lot less mass, lower political impact and risk, all as an economy of force for the resources invested. Some of these operating environments within the Human Domain require surgical precision and cultural agility.⁴

Strategy in the Human Domain. The proscriptions for developing campaign strategies in the Human Domain need not change from what is currently understood about methodologies to craft military campaigns. Balancing the triad of *ways*, *ends*, and *means* with a vi-

able strategic concept is still required for operational design in the Human Domain. Applying SOF within their core competencies is the *means*. The *ways* are known: FID, UW, security assistance, COIN, combatting terrorism, etc. Of particular note will be the design of desired end-states, and ascertaining what end-state for a populace is desired (this end-state must be nested within achieving the military and political objectives of the campaign). For example, a strategic end-state for the Human Domain may look like the following:

A secure and loyal populace, free from internal threats, governed by a legitimate political body in the eyes of the populace and enforcing the rule of law, with civic and institutional systems in place to alleviate suffering, address social and development problems, and includes the population in the political process.

Other ends might include protection of the loyal population, conversion of the neutral elements, and managing and isolating those populations that support the enemy. End-states for the Human Domain should also consider not only social and behavioral end-states, but economic, psychological, and developmental end-states. What is of importance, however, will be in understanding each population has its own complexity (loyalties, beliefs, culture, etc.) and a chosen measure to achieve an end in one case might not apply across the board in other cases.

The purpose of military operations in the Human Domain are to achieve a level of control over key portions of the domain critical

required to secure the domain or deny it to adversaries. This is the “by and with...” mantra. In order to achieve effects, the key for SOF will be the ability to have influence in their operational areas. First and foremost, this is achieved by cultural acumen and some level of assimilation into the societies they operate amongst. The ability to achieve rapport and foster personal relationships is the hallmark of having influence. SOF influence helps to further the concept of shared agreement on what regional and transnational threats pose to both America and its partners. Against adversaries, SOF employ assets designed to attack the will and morale of the enemy and influence adversary behavior (or conduct operations to change their behavior).

- **Human Security and Denial of the Human Domain to the Adversary.** A small branch of contemporary security studies addresses human security. For human security, interest is focused on threats to individuals in society, segments of the populace, or the population as a whole. These threats include activities that generate fear within a given population — physical violence and suffering. Physical violence emanates either from the state itself (a brutal, repressive regime) or from non-state actors who threaten internal security. Generally, these are considered acts of political violence — terrorism, insurgency, genocide, subversion, etc. Other fears may emanate from acts of suffering and include hunger, poverty and tragedy, which occurs from environmental

“SOF can also help achieve political objectives with minimal investment, a lot less mass, lower political impact and risk, all as an economy of force for the resources invested.”

to the achievement of campaign objectives, secure these portions to deny access to the enemy, and to buy space and time as a form of operational reach.

Subordinate campaign objectives would at least include those desired objectives in the Human Domain which are physical, psychological (cognitive and informational) and virtual.⁵

Special Operations Functions within the Human Domain.

Power is the ability to do something; Special operations, as a form of military power, has the ability to perform the following operational functions in the Human Domain (similar to lines of logical effort):

- **Influence.** There are only a few, simple reasons for having influence within the Human Domain. The first, from a geo-strategic and strategic position is the ability to foster alliances and partnerships along with associated access to a country or region once a security threat arises. Influence, in this case, is based on long-term relationships built over time with deep trust, as well as diplomatic and economic measures to strengthen these relationships. The second reason for influence in the Human Domain is to change, shape or alter behavior (and perceptions) favorable to American and partner-nation security interests. The third reason is leverage. Leverage is used to coerce, convince or make the actors in the Human Domain conduct some physical activity

disaster. In the first case, this can be called freedom from threat; in the second case it can be called freedom from want.⁶

When conflict occurs involving the human domain it may be a combination of both, adding complexity for any military campaign. The security line of operation in a Human Domain-oriented campaign will be designed to address the dependent and the independent variables of these two facets of “fear” to create successful conditions for the desired end-states (or objectives) of the campaign.

Special Operations are applied at the local level to help secure the populace in the Human Domain. The intent is to deny the populace as a resource (and a source of legitimacy) from competitors.

- **Enable and Prevent.** Application of special operations are used to build partner capacity and improve and enhance the capabilities of security forces to combat internal and external threats. SOF conduct this role through foreign internal defense programs, regional military exercises (show of force), security assistance programs, and in contingency operations. If conflict cannot be prevented, then special operations functions and abilities are reoriented and applied with other elements of national power to at least mitigate the threat.
- **Control (less Command) in the Human Domain.** Similar to theories on airpower or seapower, command of the domain

may be impossible to achieve, since military forces are finite and cannot be everywhere. Command in a domain is a condition achieved when a form of military power can influence and achieve effects at will — total command, a form of superiority in the domain, is achieved when a military power can operate in a domain uncontested by adversaries. The campaign planner will need to pick and choose which portions and segments of the Human Domain where ‘selective’ command by military forces can be achieved. The purpose is to identify those portions of the Human Domain which need to be freed up to support the campaign while at the same time denying those portions to the enemy — this is true for civil and diplomatic endeavors, not just for military objectives.⁷

Like commanding the sea, what may only be possible due to the enemy’s ability to penetrate and operate clandestinely and underground in the Human Domain, is the notion of ‘control’ in the Human Domain. Offensively, control is sought in order to enhance operations. The enemy is also attempting the same use of the Human Domain, so inherent with control is its defensive feature, denial.

Using the analogy of the purpose for sea control found in the *2010 Naval Doctrine Publication 1: Naval Warfare*, one may consider crafting the purpose of control in the Human Domain as phrased something similar to this:⁸

“...to enhance maneuver in order to close with the enemy and provide for human security against threats in the Human Domain, while denying violent actors access to the domain; this then can enhance freedom of action in the Human Domain and enables the projection of forces into all of its facets.”

Achieving this level of control during a campaign provides opportunities for maneuver (cross-domainal), access to resources, protection of critical infrastructure, securing LOCs and safeguarding institutions needed to achieve campaign objectives.

Control in the Human Domain consists of control over selected groups of the population (control of an entire populace is not possible, just like sea control does not mean that every portion of the maritime environment can be policed). Control in the Human Domain also includes control over resources needed by humans as well as control in the virtual domain

In the cognitive, psychological domain control refers to controlling the means of spreading an ideology, management of perceptions and the shaping of whatever narratives are required within the populace to support the campaign.

Other Campaign and Operational Art Considerations for SOF

Campaigning in the Human Domain will require an understanding of how to employ special operations within the construct of operational design. Some of these considerations include:

a. **An understanding of the center of gravity within human populations.** Centers of gravity within population-centric campaigns may not be found in absolutes. The history of irregular warfare suggests otherwise. Based on power, politics and perceptions, centers of gravity may shift as loyalties and the security context shifts. Operational designs should incorporate flexibility and adaptability to make these adjust-

ments into the series of engagements within the campaign. The aggregate center of gravity, often stated as “the populace” actually consists of variables based on the military condition, the political condition and the psychological-societal perceptions of the population in any given phase of the campaign.

- b. **Theater Design and Operational Areas.** Contesting land and terrain of no benefit to achieving effects within the Human Domain might be less of a feature of theater graphics and design than those based on orientation of the attributes of the Human Domain to disadvantage enemy forces. Mapping the operational environment in this manner includes identifying human inputs and outputs going into and out of the conflict area (fighters, smuggling, weapons, financing, ideology, etc.) and identifying “key” human terrain. Theater graphics for maneuver in the Human Domain may look like a layered set of 3-D graphics, incorporating a variety of data to ascertain where opportunities and vulnerabilities exist in the human population, as well as identifying decisive points. Based on graphics of this type, operations are conducted or refocused on what is important to the campaign.
- c. **Lines of Communication.** Lines of communication are based on the flow of human beings: physically, culturally and virtually. It will be important to map social networks, both physical and in the virtual domain, commerce and trade routes, heavily used transportation routes, as well as those lines upon which civilians flee or migrate. A sub-element of these lines of communication include illegal routes that enable smuggling, infiltration and exfiltration as well as those rural routes use by migratory populations (for the movement of seasonal grazing by livestock, for hunting, etc.).
- d. **Unity of Effort between Civilians and Military.** A pure military command is probably not feasible within a campaign involving the Human Domain. Previous doctrine for Internal Defense and Development may be useful here in ensuring that whatever the command and control mechanism chosen, it is collaborative and inclusive of civilian and developmental/humanitarian organizations to ensure the whole-of-government approach. At local levels, an understanding of councils, committees and civic organizations should be studied to incorporate best methods into the command style.
- e. **Phasing.** Regardless of the phasing of any campaign plan, paramount to the Human Domain is securitizing the populace as a first phase, and all subsequent phases. These include neutralizing the effects of violence from violent political organizations and extremists, isolating the populace from adversaries and any other measures to ensure freedom from fear and want. Later phases might adopt the COIN doctrine of clear-hold-build, or merely focus on advancing the legitimacy of the government and the political process. One of the phases important to transition and withdrawal will be to implement whatever developmental programs are needed to ensure grievances do not re-emerge and re-ignite the conflict.



IT TAKES A VILLAGE A Civil Affairs Soldier works alongside Philippine government officials to assess the needs of the local population. *U.S. Army photo.*

Conclusion

Special operations are characterized by their centrality to the modern-era of warfare where an understanding of the Human Domain is important to success. Small, agile, adaptable, innovative and culturally skilled and mature, SOF will continue to be increasingly called-upon. Based on their unique skills in wartime, the effects SOF can achieve within the Human Domain are irreplaceable.

Key to any future decisions on the application of special operations will be in ensuring it maintains a political-military-social orientation to address challenges. SOF will constantly need to improve these operational capabilities across the spectrum of conflict. Any of the chosen attributes of the Human Domain provide opportunities in military operations or a basis for exploitation of their vulnerabilities. An analysis of where SOF achieves its highest efficacy may suggest a form of nodal and nexus warfare in the Human Domain.

The nation's special operators will continue to build on their legacy to effectively serve in the national interest to deter and defeat our enemies, assist and engage with U.S. partners and allies and to help change the environment where oppressed populations desire freedom and stability. SOF provide the nation a highly trained and disciplined force that can operate globally, with speed, precision, innovation and initiative as global scouts, strategic sensors, warrior-diplomats and ambassadors of good will (senior SOF Soldier-Statesmen). **SW**

COL (USA, Ret.) Joseph D. Celeski is a retired, career Army Special Forces Officer. He currently resides in Buford, Ga. where he continues his studies and work on the role and application of special operations within the national security environment.

Notes

1. Hoffman, Frank and Michael C. Davies. "Joint Force 2020 and the Human Domain: Time for a New Conceptual Framework?" *Small Wars Journal*, June 10, 2013. accessed via internet www.smallwarsjournal.com, 17 Nov 2013, pg. 10.
2. General Robert W. Cone, the Commanding General of the U.S. Army Training and Doctrine Command, explained the importance of understanding the human nature aspects of conflict as essential to operationalizing Strategic Landpower. See his "Operationalizing Landpower" speech prepared by the Commanders Planning Group, HQ, U.S. Army TRADOC, Ft. Eustis, Va., prepared on 27 June 2013. General Cone delivered his speech at the Royal United Services Institute (RUSI) Land Warfare Conference as a keynote speaker.
3. Till, Geoffrey. *Seapower: A Guide for the Twenty-first Century*. Routledge, London, UK, 2004: pp. 6-18.
4. COL (USAF Ret.) John D. Jogerst from his work in the draft monograph, "An Introduction to Special Operations Power: Origins, Concept, and Application," with co-authors COL (USA Ret.) Joseph D. Celeski, LTC (USA Ret.) and Timothy S. Slemple, 15 August 2013.
5. The Strategic Landpower White Paper. "Strategic Landpower: Winning the Clash of Wills." Produced as a result of findings from the Strategic Landpower Task Force, the U.S. Army Capabilities Integration Center, May 2013. Accessed on the Internet 1 Dec 2013, www.arcic.army.mil.
6. Collins, Alan. *Contemporary Security Studies* (3rd Edition). Oxford University Press, UK, 2013: pp. 104-115. For a more detailed look at the various threats to Human Security, see also Paul D. Williams' (Editor) *Security Studies: An Introduction*, Routledge, UK: 2008.
7. This idea for looking at command of and control in the Human Domain originated with Dr. Milan Vego's article in the U.S. Naval Institute *Proceedings*, November 2013 issue, titled "Getting Sea Control Right." Dr. Vego succinctly makes the point that understanding the doctrine and theory behind sea control is essential for strategists, requiring a deeper look at the set of both offensive and defensive operations entailed in achieving sea control. While there may be other parallels in military power theories on achieving command of a domain, and in achieving control in a domain, the analogy of sea control was chosen to explain how these effects can be applied within the Human Domain.
8. Naval Doctrine Publication 1: Naval Warfare, Wash DC: Department of the Navy, March 2010: pg. 27.



URBAN PATROL U.S. Special Forces and Philippine Army Soldiers conduct a joint patrol in the city of Jolo. U.S. Army photo.

SOF OPERATIONAL DESIGN BY CAPTAIN ANNE M. BARLIEB

As the ARSOF community looks beyond the battlefields of Iraq and Afghanistan, we see a complex and ill-structured future operating environment (FOE) characterized by increased urbanization, resource constraints, evolving threat forms and advanced social media. This environment will present both challenges and opportunities and also ultimately demand new responses from our military.

ARSOF 2022, the U.S. Army Special Operations Command's forward-looking "blueprint for change," outlines these challenges and opportunities. With clearly defined priorities and goals, *ARSOF 2022* also presents a way ahead to ensure USA-SOC is well postured to provide, through its unique capabilities, a full range of options and alternative approaches that are required in the future operating environment.

Developing SOF capabilities at the Operational Level is an *ARSOF 2022* priority that will be accomplished by "providing the expertise to enable operational-level headquarters in their effort to tie tactical capabilities to regional or national strategies."¹ The goal, to develop multiyear SOF campaigns for uncertain and politically sensitive environ-

ments that integrate the full suite of SOF/CF/JIIM and partner capabilities aimed at shaping the future operating environment and achieving national objectives, is nested within this priority. Additionally, this goal serves as a point of integration for the other key priorities outlined in *ARSOF 2022*. It is through campaign planning, the exploration and identification of options and alternatives, that ARSOF capabilities, adaptability and innovation are most evident.

With a renewed emphasis on campaign planning at the operational and strategic levels serving as a catalyst, SOF Operational Design began as an effort to explore the current planning methodologies and constructs available to the SOF planner. More specifically, the effort was to determine if the cur-

rent methods and constructs best facilitate the process planners use to design the types of campaigns in which special warfare activities, options and approaches play a central rather than supporting role in achieving national strategic objectives. Future campaigns will increasingly rely on special warfare and alternatives over the direct-action or protracted, high-intensity conflict approach; therefore, it is necessary to ensure that planners involved with SOF-centric campaigns are well equipped with the most relevant and effective planning tools possible.

Through extensive research and then initial planning experimentation at the inaugural Silent Quest facilitated wargame (March 2013), it was determined that current design and planning methods, as

applied to the unique characteristics of special warfare campaigns, were adequate but not ideal. During the Silent Quest 13-1 wargame, it was verified that current Army and Joint methodologies produce suboptimal results when executing long-duration, small-footprint, low-visibility operations in the complex and ill-structured future operating environment. In order to adequately mitigate these challenges and exploit opportunities through special operations core competencies, ARSOF needed to codify its planning processes related to special warfare, which included a unique set of elements and a distinct flow specifically engineered to support the increasing demand for special warfare solutions anticipated in the future operating environment. The outcome of this effort was SOF Operational Design and the corresponding *USASOC Planner's Handbook for SOF Operational Design*.

In order to develop *SOF Operational Design and the Planner's Handbook*, the production team conducted a thorough review of strategic guidance, existing planning tools and methods. Additionally, the team maximized the inputs and outputs generated through the USASOC Campaign of Learning and the Silent Quest Exercise Program. Outputs from Silent Quest 13-1 were used to shape the foundation for the initial draft of the *Planner's Handbook*. Silent Quest 13-1 used a multiyear, interagency, SOF campaign scenario set in the future operating environment characterized by uncertainty and political sensitivity. This platform was used to explore emerging concepts and planning considerations that included SOF mission command, human domain, the Global SOF network, and strategic landpower.

As various concepts were explored throughout the four operations of the Silent Quest war game: shaping/unconventional warfare/strategic raid/ and stability operations, conceptual planning gaps and seams emerged that routinely reflected two distinct patterns consistent with the development team's research findings. First, the gaps and seams were less common during the Strategic Raid phase of the operation: the planning effort was more uniform and doctrinal frames of reference and terminology were fairly consistent among military, interdepart-

mental and governmental agencies. Second, the gaps and seams were far more apparent in less decisive phases during which special warfare capabilities were more appropriate: coordination and integration was notably less efficient despite a clear need for a more integrated and collaborative approach. Also relevant were reduced and less confident



FIGURE 1 SOF Operational Elements and SOF Operational Critical Planning Terms as described in the USASOC Planner's Handbook for SOF Operational Design.

references to doctrine, a lack of clarity or awareness as to the capabilities and options available; and more importantly, the roles and responsibilities regarding coordination for, and orchestrations of, resources were not immediately apparent.

The identification of these recurring gaps and seams provided a basis for the development of specific elements, which include culture/problem characterization/stakeholder

development/operational time/SOF-CF/JIIM-SH approach/and collaboration model. These elements were considered critical to successful campaign design but unlikely to be taken into account unless specifically outlined in a framework. The lack of consideration for these elements was driven by a number of factors; the most notable was the planners' backgrounds and experience in executing campaigns set in an interagency space that relied on the implementation and integration of special warfare capabilities.

The framework described in the *USASOC Planner's Handbook for SOF Operational Design* consists of 11 interrelated elements that are nested within four critical planning terms (figure 1).

The framework is dynamic and attuned to both internal and external conditions; driven by re-framing, it was intended to facilitate the inclusion of these specific elements and guide a planning effort that would, by its structure, identify challenges and opportunities and lead to a collaborative effort in nominating courses of action that might not have otherwise been identified.

The SOF operational design flow (Figure 2) as applied to the framework consists of four steps that are executed in a way that enables a plan to evolve and adapt through the continual process of reframing. The first step in SOF Operational Design is Framing the SOF Operational Environment. During this step, key factors of culture, problem characterization and stakeholder development must be explored and fully understood: Current and desired conditions are clearly defined. As a transition is made to the second step, Developing the SOF operational approach, centers of gravity and decisive point analysis are conducted. This collaborative effort among all stakeholders within nested end states informs the development of the SOF/CF/JIIM/SH Approach.

This approach, through expanded reliance on CONUS-based operationalization and judicious application of force or capability, is cognizant of, and responsive to, operational time considerations. Once the approach is determined, nested end-states are revalidated in the context of implementing SOF operational art, the third step. In this step, conceptual problem framing is fused with mechanical

planning. In Step 4, Planning and Executing SOF Campaigns, specific objectives, culmination and termination criteria are identified. As the framework is constructed, operational risks and opportunities are identified throughout. Once applied, continuous reframing is conducted to identify emerging operational risks and opportunities.

SOF Operational Design, with the addition of distinct elements, a framework and a flow tailored for the types of campaigns anticipated in the future, is not a new or independent concept. Rather, SOF operational design is firmly grounded in operational design and current doctrine. However, it is adapted for campaign planning considerations specific to interdisciplinary, cross-functional, low-visibility, small-footprint formations operating in an interagency space with constrained resources for long durations. Campaigns in the future operating environment are driven by ARSOF 2022 assumptions: increased instability, constrained resources, waning political endurance or tolerance for sustained conflict, and innovative social media. These campaigns are expected to achieve objectives more common to the special warfare side of the special operations continuum prior to, and in prevention of, strike operations, direct action or large-scale conflict.

Since its publication in August 2013, the *Planner's Handbook* has been reviewed and implemented in several forums including Silent Quest 13-2, September 2013; the USASOC Young Lions program, October 2013; and a SOF Operational Design Working Group, November 2013. Continued feedback, encouraged through events in the USASOC Campaign of Learning and Exercise Program, are consolidated and used to inform and validate the handbook's revision in the fourth quarter of every fiscal year. This enduring requirement will ensure the handbook contains the most effective tactics, techniques and procedures as identified by those planning campaigns and conducting operations. Senior leader participation will ensure content reflects innovative organizational concepts and initiatives that directly impact the planner.

The objective is to provide a useful tool and common frame of reference for planners charged with the responsibility of nominat-

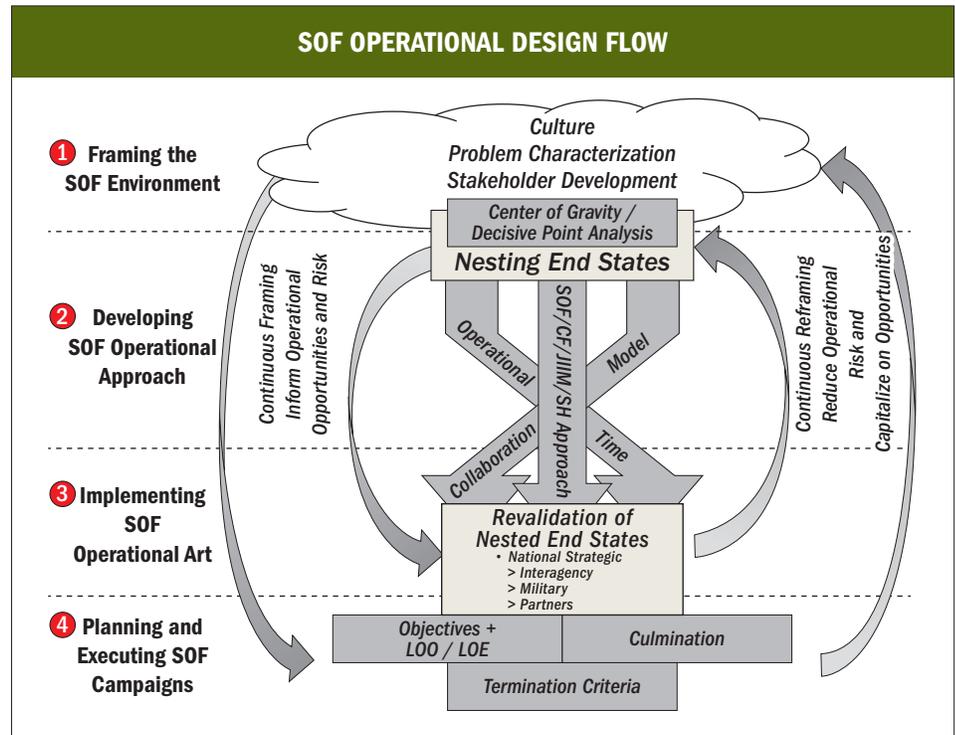


FIGURE 2 The SOF Operational Design Flow consists of four steps that are executed in a way that enables a plan to evolve and adapt through the continual process of reframing.

ing special warfare solutions at the operational level and further elevating them to the strategic level. The process of disciplined and continual exploration, experimentation, reflection and documentation is aimed at delivering an ever current and helpful reference for special warfare campaign design as well as applications in the art of special warfare. The handbook is a starting point, an institutional baseline. Quality in special warfare and SOF operational design will be perfected through experience. Self-study among disciplined professionals, dedicated to excellence in their craft and fiercely committed to being as capable and proficient in special warfare applications as they are in strike or direct action will ensure special operations remains a relevant and reliable resource when national leadership wants to explore the full menu of options and alternative solutions available to solve the country's most challenging strategic problems. **SW**

Captain Anne M. Barlieb received her commission in 2004 through the University of Scranton Army ROTC program. She completed her academics at Marywood University which included a bachelor's in criminal justice and a master's in public administration. She served her first six years of service in Army

Aviation and flew the OH-58D Kiowa Warrior, deploying to Iraq in support of Operation Iraqi Freedom and New Dawn from 2007-2008. She attended the Aviation Captain's Career Course in 2009 followed by the Psychological Operations Qualification Course and French language training in 2010.

As a PSYOP officer, Capt. Barlieb has served as a planner at the Joint Information Support Task Force (Special Operations), detachment commander and assistant operations officer in 5th Military Information Support Battalion, and a planner at the Military Information Support Operation Command. Capt. Barlieb will attend Intermediate Level Education in January 2014 followed by the School of Advanced Military Studies which will mark the beginning of her future career track as a Strategist in Functional Area 59, Strategic Plans and Policy.

As a member of the MISOC drafting team for the USASOC Planner's Handbook for SOF Operational Design, Capt. Barlieb authored several chapters and served as the lead editor.

Notes

1. United States Army Special Operations Command, ARSOF 2022, (Fort Bragg, NC, USASOC, 2013), 17.

SILENT QUEST

EXERCISE SERIES

BY LIEUTENANT COLONEL CHRISTOPHER SCHILLING

Introduction

The future operating environment that Army special operations forces will face in the coming decades will continue to be complex and multidimensional. General Raymond Odierno, chief of staff of the Army, addressed this concern in “Marching Orders”: “Army leaders accept that there are no predetermined solutions to problems. Army leaders adapt their thinking, formations, and employment techniques to the specific situation they face. This requires an adaptable and innovative mind, a willingness to accept prudent risk in unfamiliar or rapidly changing situations, and an ability to adjust based on continuous assessment. Accordingly, thorough understanding and wise application of cultural knowledge and language skills are tantamount to our success. So too are training, leader development, and personnel policies aimed at fostering creativity at every level.” As a means to move forward and adapt in preparation for the challenges and opportunities of the future operating environment and improve cross-domain synergy, the commander of the U.S. Army Special Operations Command, published *ARSOFF 2022*. This document discusses the importance of using experimentation to explore what capabilities and capacities are required to meet future threats; one of the key venues for this directed experimentation and exploration is USASOC’s Silent Quest exercise series.

Silent Quest is an exercise set within the USASOC Campaign of Learning that builds on future operating environment-based concepts and consists of two exercises a year; the inaugural event occurred in 2013. The Military Information Support Operations Command led the planning, coordination, design and execution of the exercise series with the MISOC commander serving as the exercise director. The objective of the Silent Quest exercise series is to examine ARSOFF structures, cultures and processes in order to identify capability and capacity gaps and seams and then inform potential mitigation to those gaps and seams through doctrine, organization, training, material, leadership, personnel, facilities and policy solutions. Additionally, Silent Quest outputs inform reports and programing activities such as the Program Objective Memorandum, the Strategic Planning Process, and the Quadrennial Defense Review.

The Silent Quest exercise series is further nested both within the U.S. Special Operations Command’s Shadow exercises and the U.S. Army’s Unified Quest exercise. Through the exploration of Silent Quest and its attention to special operations and conventional force interdependence and unified action partners, USA-

SOC is able to examine its vision and posture to shape, prevent and win in a future area of operations with the smallest footprint, ensuring it is adaptive enough to find, fix and finish modern, adaptive and learning adversaries.

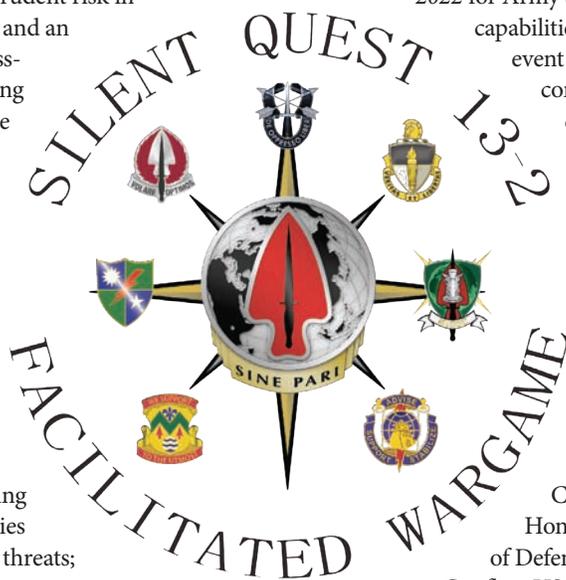
The Inaugural Event

In March 2013, USASOC conducted Silent Quest 13-1 the first exercise in which USASOC challenged its operational concepts for *ARSOFF 2022* for Army and joint force campaigns. SQ 13-1 utilized a capabilities-based, facilitated wargame as the capstone event in a series of preceding enabling events conducted in the months prior that informed the development of ARSOFF future concepts and SOF design initiatives anticipated to be in place by 2022.

Through the use of the enabling events designed to provide inputs to the overall capstone event, Silent Quest planners produced a script that captured content which enabled a smooth-flowing, facilitated wargame. Utilizing the facilitated wargame as a format and participation from key participants such as Ambassador Alberto Fernandez (Coordinator, Center for Strategic Counterterrorism Communications) and the Honorable Michael Sheehan, Assistant Secretary of Defense for Special Operations and Low Intensity Conflict, USASOC was able to simulate a multiyear inter-agency / SOF Campaign within the anticipated future operational environment. Set at the strategic- to operational-level, the USASOC campaign design provided a platform to visualize and execute SOF Mission Command and the full-suite of ARSOFF capabilities across four operations: shaping, unconventional warfare, strategic raid and stability operations. As a result of SQ 13-1, USASOC gained a much better appreciation and understanding of the Human Domain; cohesive SOF effort; the Strategic Landpower Line of Effort for Joint Force Operations in 2022; a better informed *ARSOFF 2022* concept; and the ability to provide input to the USSOCOM Shadow exercises and U.S. Army’s Unified Quest exercise.

Silent Quest 13-2, executed in September 2013, was the final facilitated wargame exercise of the fiscal year in the USASOC Campaign of Learning Experimentation Line of Effort. SQ 13-2 was designed to examine future operating concepts of USASOC’s subordinate commands and units, and its support to Army/Joint Force campaigns at the strategic- and operational-levels in a future operating environment within the Central Command area of responsibility.

Through this “SOF Campaign within an exercise concept,” USASOC was able to further develop the concept of SOF Operational



Design and contribute to the development of a cadre of SOF Campaign Planners who can provide the understanding and the ability to plan for the implementation of the full range of special warfare and surgical strike capabilities. The outcomes from these events informed the process determining what capabilities are required to meet future strategic and operational challenges that ARSOF will encounter. Discussions from senior participants such as Ambassador (Retired) Victoria Huddleston, Lt. Gen. Charles Cleveland, commanding general, USASOC and Admiral William McRaven, commander, USSOCOM provided key guidance and insight into the developments of both USASOC and component subordinate commands' and units' working groups to explore future concepts. SQ 13-2 was also impacted by two separate but related parallel efforts: SOF Operational Design and the Hybrid Corps concept. The objective of SOF Operational Design is to build campaigns to prevent, shape and win in uncertain and politically sensitive environments where the political support and national will for significant force structure is limited while achieving the required military portion of the national strategic end-state. As we began to appreciate the full scope of changes inherent in the future operational environments represented in SQ 13-1 and SQ 13-2, USASOC determined that SOF require a new planning process

“Utilizing Silent Quest as an experimentation venue prepares an enterprise of special operations forces, conventional forces, and JIIM team members at the strategic and operational levels to envision and develop multiyear campaigns.”

with a unique set of elements and flow to remain relevant and effective in multi-year, enduring ARSOF campaigns. This determination resulted in the development of SOF Operational Design and the accompanying production of the *USASOC Planner's Handbook for SOF Operational Design*. The Silent Quest exercise series, which included SOF Campaigns and both the SQ 13-1 and SQ 13-2 scripts, formed supporting materials, effectively providing practical examples of the “how to” contained in the handbook itself.

According to TRADOC PAM 525-3-0, *The U.S. Army Capstone Operating Concept*, dated Dec. 19, 2012, the future Army requires the capability to achieve special operations and conventional force interdependence through education and via a range of personnel, command and support relationships across all activities and operations within the operational environment to support Unified Land Operations. *ARSOF 2022's* vision on SOF mission command states that ARSOF will possess a wide array of scalable and deployable mission command and communications nodes, capable of projecting SOF Mission Command in the most austere and politically sensitive environments.

SQ 13-1 allowed us to experiment with operational- and tactical-level headquarters for conducting special warfare, including a Joint Special Warfare Command capable of conducting global special warfare activities in support of a theater special operations command and national objectives. During SQ 13-2, USASOC teamed with U.S. Army Forces Command to discuss the concept of a hybrid (SOF/CF) corps-level headquarters with organic interagency and intergovernmental plug-ins designed to conduct counterinsurgency, humanitarian assistance, foreign internal defense and limited combined arms maneuver.

This past year, the Silent Quest series has also been instrumental in operationalizing USASOC Continental United States-based resources and capabilities. Through the exploration of utilizing a separate command, to be named, concept within USASOC to synchronize these platforms, USASOC has developed specialized platforms such as the MISOC Effects Group, the Office of Special Warfare, the Civil Military Advisory Group and the Institute for Military Support to Governance. For example, through the MEG, the MISOC and USASOC better connect and synchronize the CONUS-based strategic- and operational-level interagency and intergovernmental entities to support inform and influence efforts of the geographic combatant commanders, Army Service Component Commands and theater special operations commands in support of U.S. national security. These elements will feed into the separate command concept and provide a capability to form the trained and ready core of campaigning special operations joint task forces. The USASOC separate command will also provide a consolidated Title X overwatch responsible for the training, readiness and validation of the deployment of select ARSOF. Working in conjunction with the TSOCs, the command will provide enduring CONUS-based regional expertise with increased efficiencies and effectiveness.

Future Experimental Exercises

Silent Quest 14-1, scheduled for spring 2014, will again examine a regional future operational environment at the strategic and operational level, examining the complex problems USASOC will contend with in the future. The exercise will focus on maintaining operational continuity and appropriate levels of effort as transition occurs from a SOJTF to a SOC Forward, providing support to conduct global and regional influence activities, enabling the TSOC to synchronize regional foreign internal defense, as well as counterproliferation efforts against a regional adversary.

Conclusion

USASOC is USSOCOM's intellectual foundry for Special Warfare, SOF Campaigning, and the development of innovative organizational structures that will meet new challenges and seize opportunities in the future operating environment. Utilizing Silent Quest as an experimentation venue prepares an enterprise of special operations forces, conventional forces and JIIM team members at the strategic- and operational-levels to envision and develop multiyear campaigns. The lessons learned in Silent Quest are being applied to the development of SOF; creating a range of inputs across the DOTMLPF-P, POM, SPP and QDR construct; and informing both the Army's and USSOCOM's efforts to define its future operating concepts for the Theater Special Operations Commands, Global SOF Network, and Strategic Landpower Task Force. **SW**

LTC Christopher L. Schilling is currently the G35 for the Military Information Support Operations Command. He will assume command of the 3rd Military Information Support Battalion in June 2014.

SOF Collaboration with the Interagency

A Star Wars Bar Analogy

BY MAJOR STEVEN SMITH,
MAJOR JOSH PUSILLO
AND LIEUTENANT COMMANDER
AUSTIN JACKSON

“My concern is that as we draw down in Afghanistan, and we don’t have the opportunity that, unfortunately, war brings you to continue to work together, we’ve got to be careful about moving apart. The whole-of-government approach is absolutely crucial to getting after these threats. We’ve got to work together to make sure that those threats don’t end up on our shores.”

— Admiral William McRaven,
13 November 2013



The United States maintains the world’s predominant military force, and much effort is made to train combat leaders to tackle the numerous challenges that face our leaders on today’s evolving battlefield. As a nation, we are particularly adept at assembling cutting edge technology, tactics, procedures and equipment to counter recent threats that have not previously been experienced by the U.S. military. However, this focus on battlefield effectiveness may have prevented us from adequately preparing our special operations forces leaders to work together with our interagency partners, who are just as vital to securing our national policy objectives. We must invest in our future leaders’ ability to effectively collaborate with our interagency colleagues. If we do, it will provide SOF leaders with a better understanding of our future role in executing the nation’s policy objectives.

This article will discuss the complex environment SOF officers and NCOs face in the multifaceted organization of the embassy country team. We will draw upon lessons learned from these authors’ combined 11 deployments to IA environments—specifically embassies around the globe — in order to provide recommendations in three areas of focus: communication, culture and education. On those deployments, we experienced both tremendous successes and needless setbacks in each of those focus areas. Although some of these lessons are applicable to serving as a liaison officer to another U.S. Government agency, or perhaps within a fusion cell, this article focuses on the dynamics of a SOF team’s interaction within the country team. Our force requires preparation before entering and navigating the labyrinth of agencies and relationships within the U.S. country team. A central theme in this article is the importance of shared understanding with partner agencies. The mix, and sometimes clash of each organization’s cultures and norms can be likened to the oddities seen among the characters’ reactions to one another in the Star Wars movie bar scene. Only by taking the time to understand our IA colleagues, will we truly be able to execute our mission. In that regard, the following fictional narrative depicts real-world events over the last 12 years of combat outside of Iraq and Afghanistan. If you are a SOF officer, you may be familiar with the following scenario...

Imagine...

Imagine you have just redeployed from Afghanistan two weeks ago only to discover your command has selected you to fill a recently vacated embassy team leader position for a counter-terrorist mission in the CENTCOM region that has an advise and assist focus. You start your preparations by searching the SOCOM Joint Lessons Learned Information System database. The data available is sparse and you have no luck finding contact information for the knowledge manager for that region. You immediately contact your close network of peers to get the information. Through a friend of a friend, you are able to reach the assistant team leader of the mission who gives you a brief run down on the team's current operations. He provides a convoluted list of the vital interagency and partner nation personalities in the country and region. "Can you send me a turnover file?" you ask. It arrives over a week later, one hour before you catch your departing flight. You arrive in country to find the team in place is in multiple locations, undergoing a turnover and everything seems unnecessarily chaotic. Without the current team leader there to conduct proper introductions, you improvise and confidently introduce yourself to the country team and other senior officials. The usual dog sniffing contests begins, but you expected this. You immediately notice a high level of compartmentalization within the embassy and little connection to the host-nation partner force you are there to advise and assist. As you introduce yourself and listen to your new colleagues, you hear the usual litany of complaints regarding draconian budget cuts and understaffing which seem to be prevalent throughout each of your engagements.

The agenda for your first counterterrorism-focused meeting covers an extensive list of foreign fighters and possible connections to the U.S. homeland that you hope to help address immediately, although you have never worked on something so sensitive. Seated by rank, and informal cliques, various analysts and interagency representatives fill an uncomfortable room as the lead agency's operations director takes charge, similar to the uncertainty that Han Solo and Luke Skywalker faced during the bar scene in *Star Wars*. Many of the meeting attendees say nothing and those who do provide very little information pertaining to the group or connected to emerging threats. The meeting hastily disperses. You try and track down various representatives to verify their understanding of your mission only to find out that few care, and even fewer truly understand it. Already frustrated within your first 48 hours of "interaction," you email your command to clarify your boss's vague "go-forth-and-conquer" mission statement. Clarity comes in fits and spurts, but you are well accustomed to that.

Eventually, you get the opportunity to brief both the Chief of Mission and Chief of Station in a close-hold meeting. Tempted to produce a slideshow, you smartly decline and commit your talking points to memory. Before approaching the Ambassador you secure "buy-in" from both the COS and the FBI's in-country representative because your mission impacts and indirectly benefits them, although they happen to lack the specific resources to execute and because it's the COM's guidance. As you brief the Ambassador, you start to notice cues that he or she is hesitant to support your team's mission. You learn there is an ongoing U.S. Agency for International Development project in the area in which you seek to operate, and USAID does not want to spark an uprising. You look to the COS for back up, but quickly realize that both the COM and COS have demonstrated this hesitancy often, and they are smart enough to know when to back down. Dejected, you collect your notes and go back to your tiny embassy space (really just a glorified closet) to call your headquarters on the secure line before typing up your formal situation report. You update your boss on your progress only to get berated for your lack of "salesmanship." You hang up the phone and ask yourself "How many more months left in this deployment?" You leave the embassy to head back to your team house to consider your next move.

What Imagination Teaches Us

Some will read the above narrative and quickly lay blame and point out failures of mission, resourcing and leadership. That conclusion is overly simplistic and unproductive. Numerous specified and implied issues influence the dynamic of the complex interagency environment of any embassy's country team. The objective of the above scenario is to provide a relatable story from which to discuss proven techniques for improving SOF interaction within the country team environment.

Consider, for example, the evidence of several cultural biases that emerge during the scenario's assignment and transition process. The assistant team leader and headquarters staff each had clear expectations that the SOF leader would automatically 'know-how-to' approach the problem by applying previous standard operating procedures to an ambiguous mission tasking. The personal stereotyping between the IA organizations most likely led to a lack of sharing, ultimately making the discussion and collaboration uncomfortable. These cultural nuances led to challenges in communicating with the Ambassador and Chief of Station. Other considerations also influenced the Ambassador's decision to withhold support for the team's mission and then shifted the COS' position to that of non-support. In addition, many other issues could likely be listed if the narrative covered the remainder of the SOF leader's deployment. Overcoming these IA dilemmas with proven techniques should become the ultimate goal in improving the SOF team's interaction within the country team environment.

While the wars in Afghanistan and Iraq draw down, SOF continue to fight our nation's enemies at a rapid pace in places such as Yemen, the Philippines and the Horn of Africa. As Admiral McRaven (2012) stated in his *SOCOM 2020 Strategy*, "Our vision is a globally networked force of SOF, interagency, allies and partners able to rapidly and persistently address regional contingencies and threats to stability." We are not executing these wars in the large joint operations centers used in the combat zones. Instead, we are fighting irregular campaigns out of embassies with an array of daily interagency interaction. This includes daily meetings with representatives of the Department of State, CIA, FBI, USAID and representatives of the host nation or partner nation's government, in order to gain an understanding of their goals and objectives.

In 2012 Admiral McRaven succinctly stated in *USSOCOM 2020: Forging the Tip of the Spear*, “Success in the future demands unprecedented levels of trust, confidence and understanding — conditions that cannot be surged” (p. 3). To achieve the desired level of trust, SOF leaders have to establish and maintain credibility early in these relationships or we risk alienating our interagency colleagues and host-nation partners. This creates a unique challenge when junior or mid-level officers are thrust into a dynamic environment where they find themselves representing not only DoD, but perhaps the entire U.S. Government. Rarely do any of these individuals possess any formal interagency education and often have limited experience to prepare them for this type of situation.

“While the wars in Afghanistan and Iraq draw down, SOF continue to fight our nation’s enemies at a rapid pace in places such as Yemen, the Philippines and the Horn of Africa.”

Defense attaches and foreign area officers attend Advanced Civil Schooling to gain cultural, economic and political understanding of the country and region where they will be serving, prior to their assignment to a new embassy. The SOF leaders who execute missions similar to the one above have often done so with little more than an abbreviated handover with their predecessor and some on the job training. Although SOF has a rather good track record when deployed with other agencies, there also have been numerous instances that resulted in operational setbacks with both IA and coalition partners. Most of these setbacks were preventable with some rudimentary codified training to prepare these otherwise capable SOF leaders for the inevitable challenges they encounter. Based on our experiences, SOF leaders need additional awareness in three crucial areas in order to improve their interagency collaboration: communication, cultural understanding and education.

Communication

The SOF Interagency Counterterrorism Manual (2011) advocates that SOF elements work to transcend the constraints of the traditional military component of

national power and become “3-D warriors.” The manual describes a 3-D warrior as “an individual with the skill sets and experiences to work with the interagency to produce diplomatic, defense, and development effects as required within any area of operations” (p. 1-2). Elaborating on this concept, the manual explains, “navigating the interagency environment requires special operations warriors to be guided by achievable expectations and to maintain high levels of situational awareness, display a willingness to listen and learn and exercise the skill of knowing when to lead, support or, when appropriate, enable others outside of the DoD to accomplish their objectives” (p. 1-3). These characteristics are vital to operating effectively within a complex system. Principally, the

3-D warrior is an astute observer and effective communicator.

Too often DoD leaders attempt to communicate with interagency colleagues in a directive manner similar to a platoon sergeant talking to a private. This technique is neither welcomed nor accepted by our colleagues in the DoS, FBI, CIA or other career government civilians. DoD officials have made common mistakes when attempting to communicate with our interagency partners. Ambassador Donald Yamamoto, former Principal Deputy Assistant Secretary in the Bureau of African Affairs and currently Associate Dean Leadership and Management School at the Foreign Service Institute, recommends SOF personnel serve as advisers to the COM and provide military options. The following suggestions are ways we can improve this vital communication:

- **Tailor Every Briefing to Your Audience.** As described in the narrative, the team leaders must be conscious of the audience’s background and time in order to deliver the right message and work towards the common objective. This comes from the ability to know the audience or gather information ahead of time in order to tailor your message appropriately. If

you are briefing the Chief of Mission, your briefing will likely require little historical background due to his extensive knowledge of the region and continuous attention on the given topic. However, a briefing to a visiting congressional delegation or congressional staffer may require significant background. Do your homework, tailor your brief and try your best to leave out power point slides.

- **Know your audience and ensure your agenda pertains to the majority of the stakeholders.** The Chief of Mission may ask who the stakeholders are at the table. Unique issues have unique stakeholders. Appreciating the roles and responsibilities of various deputies and principles, combined with any knowledge of their stance on a particular issue, is crucial to developing trust and reliability within the country team. At a lower level, it is vital to pass only the information that pertains to the agenda of that meeting or discussion. Remember, the stakes are different for each stakeholder. For example, the regional security officer is focused on security, while USAID is focused on host-nation development. Know your audience!
- **Positional flexibility within the IA collaboration environment.** Be ready to step up or step down in a leadership role during embassy meetings. Many country teams collaborate in a tabletop discussion setting, and SOF leaders naturally want to take the lead. However, it may sometimes be best to take a step back and first analyze the situation. Always remain ready to assume the lead role in the absence of a designated lead agency representative or other formal meeting leader. Some groups may want or expect SOF personnel to take the lead. Check your ego. A humble, ‘hat-in-hand’ approach often reduces some prevalent negative cultural stereotypes of SOF.
- **“Over-Socialize” Your Concept.** Make an effort to visit each interagency stakeholder

in his or her setting. If you inbrief the COS, or other IA partner, on your mission, ensure you follow up and conduct a proper outbrief. This is a recurring theme after SOF deployments to embassies. Country teams are compartmentalized for security, so finding a balance between intrusiveness and remaining an outsider is crucial when building trust. Some personnel in agencies with limited traditional interaction with the military view DoD personnel as Hollywood caricatures: An insular group with aggressive Type-A personalities, a strange common language and similar haircuts. SOF is most successful when we are professional, likeable and approachable.

Techniques that are the cultural norm within the DoD community, such as using PowerPoint to represent all forms of data, are met with resistance and consternation by other agencies. These representatives sometimes prefer to type a memorandum or to host a meeting with nothing more than hand-written notes. Attempting to change cultural norms makes some military leaders appear overbearing and can lead directly to collaborative friction. Often, the country team will host meetings with no formal agenda or briefing slides. SOF leaders must succinctly clarify their objectives within these non-traditional military settings.

Additionally, the terminology used in these meetings can make the difference between success and failure of strategic DoD objectives. Military culture encourages the use of military acronyms and unit jargon to communicate large amounts of context and information concisely. We personally have witnessed many instances of accomplished military leaders failing to communicate with non-military personnel due to their overuse of acronyms and polarizing terms. If savvy leaders at the senior levels of the DoD can make these mistakes, imagine the level of setback which could occur when an officer at the O-3/O-4 level makes these same mistakes while representing the U.S. counterterrorism efforts against terrorists in Country X, with little preparation or education. Mitigating the effects of such miscommunication requires significant situational awareness and deliberate communicative effort.

To limit the U.S. military footprint in many of these countries, small teams of mid-level SOF personnel work from U.S. Embassies across the globe to execute SOCOM's global reach initiatives targeting key

terrorist nodes. Because these SOF leaders are given such high risk, "no fail" missions, they should be prepared to make decisions on the spot when confronted with time sensitive information from their interagency colleagues. These situations rarely allow SOF leaders the luxury of going back to consult their respective higher headquarters and seeking additional guidance. Conversely, these same leaders are expected to take often ambiguous guidance from their higher headquarters and translate it into the appropriate interagency vernacular to achieve the desired results. Sometimes SOF leaders must execute this decision-making even when U.S. national policy objectives are not entirely clear. A failure to effectively communicate a mission often results in the Chief of Mission, Deputy Chief of Mission or Chief of Station non-concurring with a proposed SOF activity. Such ineffective communication can have serious consequences for any short-term activities and devastating effects on the long-term strategy. Although SOF operators are historically comfortable in ambiguous situations, this is a tremendous responsibility to place on them without the benefit of training. To effectively communicate with our interagency colleagues, SOF leaders should study the cultural differences between DoD and other agencies. Only then can we acknowledge the strengths and weaknesses of each organization to further our nation's mission.

Cultural Understanding

It is important for SOF leaders to understand the roles, authorities and mission objectives of our interagency partners. Although each organization has a different purpose, we all have the shared responsibility of communicating and advancing U.S. policy objectives. Although DoD and the DoS have different charters, they both support overarching national policy objectives with the intent of achieving our Nation's Security Strategy. In the seminal classic, *Defense is from Mars, State is From Venus*, Army Col. Rickey Rife (1998) states, "Once we understand the differences in our two agencies (DoD and DoS) we are well on the way to capitalizing on our respective strengths and special skills" (p. 2). As Rife suggests, successful interagency collaboration requires that SOF leaders understand cultural differences and turn them into positive attributes. The DoS mandate is to keep our nation from going to war by extending national diplomacy, while the mission of

DoD is to fight and win our nation's wars. If SOF fails to understand the role and culture of DoS, then it is unlikely that effective collaboration will occur. Rife stresses "The various members of the country team bring to the mission their own respective organizational cultures, procedures, expectations, situational awareness and levels of expertise. Thus, there exists a strong tendency toward compartmentalization of the effort, with individual country team members frequently remaining within their comfort zones by exchanging information with and responding to direction only from their leadership back in the U.S." (p. 2-1). This describes a crucial dynamic of interagency relationships that, if recognized and understood, can foster enhanced understanding of individual incentives.

The following list demonstrates some of the cultural fundamentals and differences commonly found within the confines of the country team:

- **Know the Chief of Mission's Strategic Guidance.** The Chief of Mission is the President's representative to a given country. You must know his or her mission guidance, how the SOF mission nests within it, and how you can support it. The current Presidential Letter to Chiefs of Mission and the Mission Strategic Resource Plan are essential reading prior to arriving at the embassy. Remember, you are working with the COM, on behalf of the geographic combatant commander. As Ambassador Donald Yamamoto succinctly summarized this role, "[SOF Teams are in the embassy] are protectors of the flank and supporters of the mission."
- **Organizational Knowledge.** Knowing the roles, responsibilities and authorities of your partners in the interagency environment is vital to understanding how they fit into the Chief of Mission's objectives and ultimately the national policy objectives. Once you understand an agency's mission and local capabilities, natural areas for collaboration become evident, and can yield opportunity. For example, something as simple as offering to provide transportation to an area in which your team is working for an interagency colleague, who lacks organic transportation assets, can assist them with resources and trust and advance the overall U.S. effort.
- **Organizational Shared Understanding.** As you increase your organizational

knowledge, you begin to develop empathy. Empathy increases opportunities for collaboration and compromise. Some interagency representatives may oppose an initiative for a variety of reasons, but escalating the situation or venting within ear shot will only erode your credibility. If an individual blocks an initiative for petty reasons, it is best to step back and re-engage later. Find out the real reasons and see if you can assist. Understand their perspective and rationale before re-engaging. Often, the blockage occurs well above your colleague's level, so it is best to communicate these actions with your own chain of command.

- **Learn the historical ties.** Always remain cognizant of the long-standing ties agencies maintain with each other, with non-governmental organizations and with the partner nation. This will be unique in each overseas location. As a consequence of recurring SOF personnel turnover and short duration tours, history is often forgotten, and the host nation counterpart is cautious about DoD's long-term strategy in their country. Knowing who the original stakeholders were and currently are, and how a given initiative was spawned, will help preclude disputes over future partnerships. Some agencies have habitual relationships and operations that one SOF initiative could derail with devastating lasting impacts. However, SOF leaders must also learn to recognize why their interagency colleagues say "No." There is a difference between "No" as the easiest answer, and "No" because it is upsetting a historical relationship essential to the long-term country strategy.
- **Compromise is king in a country team.** Nothing is unilateral. Always have alternative courses of action and knowledge of issues to support cooperation. There are numerous instances of lost opportunities because an interagency colleague's first reaction was to non-concur because it was not their idea, or they wanted something different. Sometimes "No" just means "not that way," and the decision can be negotiated if flexibility and options are embedded in the plan. Through compromise, all agencies can achieve their primary objectives.
- **DoD has all of the resources.** Make every effort to exhaust your own means before seeking outside help. DoD is often viewed within the interagency environment as



STAR WARS SCENE Special operations forces participate in a joint planning meeting during an exercise at the Joint Readiness Training Center. U.S. Army photo.

a provider and enabler. Some agencies perceive the DoD as over-manned and over-resourced. Common knowledge of the DoD budget frequently leads to challenges when SOF asks others for support. SOF is often in a position to offer internal resources to our partners. Do not use the resources you control to establish a *quid pro quo* deal. Instead, use the resources at your disposal to support the COM's strategy. This often increases levels of interagency trust essential to future collaborative efforts.

Understanding the objectives of other agencies facilitates improved rapport, trust and support for SOF initiatives in that country. This process requires that SOF leaders take the initiative within the midst of uncertainty to seek improved understanding of the problem environment and seek adaptive methods to align disparate interests. Categorizing and enumerating every institutional and cultural difference in the interagency is outside the scope, and is not the intent, of this article. However, by becoming cognizant of existing organizational cultures it is possible to facilitate a sense of shared responsibility. With increased organizational culture awareness, insightful operators can align dissimilar individual desires, divergent agency viewpoints and other competing

perspectives to pursue a unified objective as per their guidance.

Education

We cannot continue to deploy SEAL and Special Forces commanders to embassies with inadequate preparation. The stakes are simply too high. A better approach is to educate these bright, capable leaders by providing them an optimal context of peer experiences within the embassy environment prior to their assuming a similar role. This could provide the necessary framework for capably dealing within complex interagency environments.

Educating leaders for dealing with the IA environment could vary based on that particular officer's career path, but all officers should have, at a minimum, a block of instruction during each service's Intermediate Level Education that discusses these USG agencies and how they operate. Anytime U.S. military leaders, of any rank, interact with IA colleagues, they must do so with a certain level of *emotional intelligence*. This is fundamental in understanding not only how different agencies work, but how SOF can work with them to support long term U.S. policy objectives. Quite simply, this is a goal every agency in the USG should share.

Some of the education would not have to be a formalized military professional devel-

opment program, but SOF could focus initially on capturing the lessons learned by the plethora of SOF leaders who have deployed to these areas and interacted with our IA colleagues. The lessons captured are legion, and they should be promulgated throughout the SOF community. Some organizations in the United States Army Special Operations Command and the Naval Special Warfare community have done a tremendous job capturing this data, but it often sits within the subordinate organizations. This does the rest of the community little good when they are trying to prepare teams for deployments to an embassy environment. For example, if an element from 5th Special Forces Group (Airborne) were to deploy to Country X for an advise and assist mission, they may not have contact information for the platoon in SEAL Team Five who operated in-country less than six months prior. SEAL Team Five could have vital information and insight into initiatives the COM supports, or that are not suitable in a formal after action review. As stated previously, these nuances could drive mission success or failure from the outset.

SOF commanders must ensure their subordinate leaders take the time to study the DoD authorities and approvals for the missions they are undertaking, so they can adequately represent this information to the COM or other representatives in the embassy. Additionally, these leaders should educate themselves on the authorities of the other agencies they could be working with in the embassy, and should visit DoS and CIA regional desks supporting these embassies. It is vital to reach out to the TSOC country desks and the country Defense Attaches prior to deploying. These extremely important meetings and introductions can provide indispensable information on those agency's objectives and authorities for the respective country.

The Defense Attaches and many agencies offer 'scene-setter' documents and cables, which provide the most current environments, achievements and challenges within the country. These are perfect reads prior to travel. Making the effort to travel to another partner agency's location also demonstrates a genuine concern for that agency's perspectives, and, in most cases, the regional desks will cable the country team to advise them of the pending deployment. Furthermore, you should make the effort to also back-brief the regional desks as a post-deployment procedure. This is a good way to develop shared

understanding and build the trust necessary for a successful deployment.

Conclusion

In a future rife with defense cuts, we will continually be asked to do more with less. According to Ambassador Yamamoto, DoD has an important role within the embassy team as "protectors of the flank and supporters of the mission." SOF can only afford to send its best to represent the SOF community during critical engagements with other agencies. Across the whole of government, special operations professionals will be required to work with all forms of national power to accomplish this nation's policy objectives. We owe it not only to our military, but to our Nation to educate the future leaders of SOCOM and provide them the tools they need to accomplish any task. If we invest early in our junior and mid-level officers, the nation will reap the benefits in the future.

SOF units traditionally use the Special Operations Debriefing and Retrieval System to capture lessons learned from operations and training events across the globe. Although great in theory, the SOF community has lacked a comprehensive effort to populate this database. This has resulted in reams of data sitting and collecting dust on unlabeled hard drives in team rooms, or stuffed in the back of staff safes across the SOCOM enterprise. Although this written data stashed in team rooms and on forgotten hard drives is valuable, it is not as important as the ability of a deploying team to spend a few minutes talking with someone who has recently been where they are going. The innovation design company, IDEO, suggests relying less on written AAR type databases since previous issues and historic problems often do not directly apply to new situations. Maintaining an updated list of knowledge managers can be more useful in getting an individual or unit, about to embark in a new embassy environment, up to speed and heading in the right direction towards success. If the SOF community maintained updated contact information for the teams that previously operated in a region or embassy, it would prove invaluable to the planning, preparation and success of future missions.

The SOCOM JLLIS is a good first step in standardizing the reporting from these trips. However, existence of this system is not well known, and it is not intuitive. Disseminating the availability and usability of this portal is also a vital step, as most previous databases have failed to remain relevant

once they became mismanaged or altogether ignored. Improving this existing system, or creating a more user friendly and accessible portal, will allow SOF leaders to learn from previous SOF experiences prior to deploying to a particular country. This may call for a combination of operational preparation of the environment reports, SODARs and AARs. These combined reports would provide instrumental information which could be indispensable to SOF leaders planning these operations. We can each be part of the solution by providing contact information on AAR and lessons learned reports to allow the SOF leader who follows behind us access to the experiences we did not take the time to write down. This may be the most valuable information provided to junior SOF leaders tasked to execute their first embassy-based mission.

Interagency collaboration problems are not DoD's alone. Each agency has a unique and defined responsibility to improve the process. SOF can take a step in that direction by setting the example and focusing on ways to improve how we collaborate with our interagency colleagues. The Star Wars bar may be a crazy, sometimes surreal place, but at least we can share the same space while working towards our nation's worthy cause of freedom and liberty. It has to start somewhere. Take the first step with us to improve interagency relations. **SW**

Major Steven Smith, Major Josh Pusillo and Lieutenant Commander Austin Jackson are students at the Naval Postgraduate School.

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INTEROPERABILITY Multinational students from eight nations participate in discussions on rule of law, governance and the legal aspects of military assistance operations at the International Special Training Centre. *U.S. Army photo.*



ISTC: Building Persistent NATO SOF Interoperability and Strengthening the Alliance at the “Tip of the Spear”

BY LIEUTENANT COLONEL HARRY. C. MARSON

The International Special Training Centre is the only multinational special operations forces training organization in Europe that focuses specifically on training special forces and their enablers at the tactical level. The ISTC, established through a memorandum of understanding, is comprised of nine NATO allies (Belgium, Denmark, Germany, Greece, Italy, Netherlands, Norway, Turkey and the United States) that solely focuses on building multinational SOF interoperability and serves as a focal point to provide the most current, relevant and cost-effective training for NATO SOF and SOF support soldiers.

Located in Pfullendorf, Germany, the ISTC has had a direct relationship with German Special Forces for more than three decades. This relationship has evolved over time changing from the International Long Range Reconnaissance Patrol School, rooted in Cold War intelligence and surveillance missions, to its current form serving at the cutting edge of training and preparing SOF Soldiers and their enablers for the complexities of the modern battlefield. Colocated and operated in concert with the Ausbildungszentrum Spezielle Operationen, the German equivalent of the U.S. Army John F. Kennedy Special Warfare Center and School, the ISTC is shaping the future of SOF tactical training in Europe.

Multinational Interoperability is our Focus

The ISTC is focused on providing current and relevant SOF tactical training and maintaining the levels of NATO SOF interoperability forged over the last 13 years of conflict. Experience gained and lessons gleaned from MOU nations as well as other NATO and Partnership for Peace nations in the U. S. European Command, U.S. Central Command and U.S. Africa Command areas of responsibility has further reinforced the critical need for interoperability between all NATO allies. Current training at the ISTC ranges from SOF medical training and direct action, to the more cerebral Special Operations Task Group Planning and Military Assistance Courses. All ISTC courses fall within one of three branches: Tactical, Medical and Planning. Curriculum is a collaborative effort based on the interests and collective national requirements of the nine MOU nations with a focus on maintaining relevancy and interoperability as key selling points. Classes at the ISTC are small and focused on low student-to-instructor ratios to afford students the best possible training. The intent is for students to return to their respective nation, prepared to articulate, demonstrate and inculcate the lessons they have learned at the ISTC. ISTC courses also serve as part of the SOF pipeline for many of the NATO countries and/or serve as prerequi-



QUICK RESPONSE Multinational soldiers load a simulated casualty onto a UH-60 Black Hawk during the ISTC Advanced Medical Responder Course. U.S. Army photo by Martin Greeson.

sites for awarding their respective SOF identifiers. The current ISTC curriculum includes 12 specific courses that are open to all NATO and PFP nations:

- SOTG Operations Planning Course
- Military Assistance Course
- Conduct After Capture Course
- Conduct After Capture Instructor Course
- Advanced Medical First Responder Course
- Advanced Casualty Sustainment Course
- Tactical Combat Casualty Care Train the Trainer Course
- Close Quarter Battle Course
- Advanced CQB Course
- Combat Marksmanship Course
- Basic Sniper Course
- High Angle/Urban Sniper Course

The ISTC is also in the process of developing a Desert Sniper Course to meet multinational demand from nations operating in and around the Trans-Sahel.

The ISTC Construct

The ISTC is a U.S.-led organization, but what makes it unique is the full integration of the multinational officers and NCOs who serve in leadership and primary staff positions and comprise the decision-making body of the organization. This unique construct gives each nation equal weight in the organization, encouraging long-term ownership and investment from partner nations. Like its American counterpart USAJFKSWCS, the ISTC shares the philosophy that the

instructors are the “center of gravity” from which it draws its greatest strength. All ISTC instructors are individually selected from within SOF units of partner nations. The MOU countries are focused on ensuring that ISTC instructors are the most experienced and best trained instructors in the world. It is this investment that allows ISTC cadre the ability to provide its unique multinational perspective and reinforce the commitment to interoperability between the nations. These long-term relationships, developed on a persistent basis, provide perspective and access to each nation at the tactical level. Aggregate experiences include: Bosnia, Kosovo, Afghanistan, Iraq, Ivory Coast, Mali, Kazakhstan, Somalia, Eritrea, Rwanda, Sudan, Lebanon, East Timor, Philippines, Panama, Honduras, Colombia, Congo, Senegal, Azerbaijan and Uzbekistan.

SOF/GPF Interdependence

The U.S. element of the ISTC is headquartered at the Joint Multinational Training Command through U. S. Army Europe. This relationship allows the ISTC to work closely with all USAREUR units with an endstate of conducting mutually beneficial METL-based training, creating SOF/conventional forces interoperability and ultimately reinforcing the interdependence with conventional forces. Additionally, with units like the JMRC, JMSC, CAT-C, 12th Combat Aviation Brigade, 212th CSH, 421st MMB, 18th MP, and 66th MI supporting multiple ISTC courses, many ISTC students are exposed to assets, capabilities and tactics, techniques and procedures that they would not ordinarily experience during home-station training. This interaction pays dividends as relationships between NATO SOF and



TEAMWORK Multinational students attending the ISTC Advanced Close Quarter Battle Course participate in a field training exercise. U.S. Army photo by Gertrud Zach.

U. S. conventional force units often carry over to the battlefield where they work together. This is currently happening in Afghanistan and Africa.

Leaning Forward in the NATO Foxhole

The ISTC has come a long way from its nascent days of teaching Soviet-based order of battle and vehicle recognition classes. It stands today as one of the most proactive and responsive training centers in Europe. It has only achieved this recognition through the efforts of forward-thinking, innovative professionals dedicated to providing world-class tactical training, incorporating the most recent and relevant tactics, techniques and procedures with access to the latest battlefield technologies. One example of this is the annual Sniper Workshop hosted by the ISTC, where subject-matter experts from the MOU nations' training centers meet to discuss innovation, best practices and training locations throughout Europe. Its sole focus is providing the best training possible to the MOU nations and NATO allies. This year's U. S. participants included elements from 1st Special Warfare Training Group (Airborne), the U. S. Army Sniper School and the U. S. Army Marksmanship Unit as well as representatives from training centers of 11 NATO countries. These working groups serve to drive the curriculum at ISTC to meet the needs of the current operational environment. The Desert Sniper Course is but one outcome of this year's effort.

ISTC also serves as an assessment and testing center for new SOF technology. Throughout the year ISTC instructors and students test and evaluate the latest advances, such as new sniper systems,

unmanned aerial systems and ground tactical robots. To this end, the ISTC works closely with organizations such as Defense Advanced Research Project Agency, Research, Development and Engineering Command, Combating Terrorism Technical Support Office, Sky-Watch and the Joint Military Simulations Center under the Joint Multinational Training Command. The benefit to each nation is reduced research and development costs and exposure to the latest in new technologies that would otherwise be unavailable. This synergy reinforces the ISTC's effort to build a common platform and reinforce multinational SOF interoperability at the tactical level. The ISTC is currently in the process of procuring the CTTSO/Conflict Kinetics 'Gunfighter Gym' for incorporation into courses and as a stand-alone trainer for Germany's harsh winter.

Smart Defence

The ISTC operates as a cost-share organization with the annual capital expenditures spread equally across the nine MOU nations. The annual operating costs, excluding personnel costs (which are borne by each respective nation), are shared in proportion to the costs of the courses and number of students attending from each nation. This means that each nation can invest as much or as little as their national budgets allow. Additionally, MOU nations can receive credits against their cost-share for direct (in-kind) course support, such as providing ammunition or medical supplies. In these cases, the monetary value of the ammunition or medical supplies is credited to the MOU nation, reducing its total *monetary* obligation.



SNOWED IN Multinational sniper teams engage down-slope targets in the High Angle/Urban Sniper Course in the Alps of Austria. U.S. Army photo.

Recognizing the benefits of multinational SOF interoperability and knowing the reality of the current fiscal environment, an increasing number of NATO allies and Partnership for Peace nations are aggressively pursuing relationships with the ISTC. Currently, the ISTC is engaged in discussions with three additional NATO nations and one PFP nation for near-term accession to the MOU. The overall goal over the next five years is to bring all NATO and PFP units under the ISTC umbrella.

Return on Investment

In the last five years, the ISTC has trained more than 3,000 soldiers from Special Forces and similar units across 20 nations, directly resulting in increased NATO and PFP nations' SOF interoperability and capacity for present and future operations.

ISTC training provides direct effects across three geographic combatant commands. In the USEUCOM AOR, nations train to develop interoperability and capability in defense of their homeland and NATO strategic objectives. These nations also export these capabilities while conducting bilateral and multinational military assistance operations throughout the USAFRICOM AOR. Finally, select nations have employed this training in direct combat and counterinsurgency operations in Iraq, Afghanistan and throughout the USCENCOM AOR.

ISTC instructors serve as 'seed corn' that return to their nations to pass their knowledge and experience from the ISTC to their home-station training programs as a return on their 2-to-3-year investment. Operating in line with NATO "Smart Defence" initiatives and utilizing a cost-share approach, the annual U. S. cost share of \$275,000 equates to that of a single joint combined exchange training engagement. Dollar for

dollar, coupled with 24/7 persistent NATO SOF engagement, ISTC is the best long-term investment in the multinational SOF market.

"My vision for the alliance's future builds on the successes of the past. It retains what makes our alliance unique and indispensable. It rebalances our collective military capacity. And it reinforces our common political resolve. Because now, and after 2014, we can only stay successful together." — NATO Secretary General Anders Fogh Rasmussen.

To this end state, the ISTC is postured for the future by providing the most relevant, cost-effective, tactical-level SOF training in the world, built on a foundation of multinational interoperability long before the first shot is fired. **SW**

LTC Harry C. Marson is the Commander of the International Special Training Centre. He is a U.S. Special Forces officer with extensive multinational combat experience. He has formerly served as a Special Forces Operational Detachment-A commander, company commander and executive officer with the 10th Special Forces Group (Airborne) and also served in the J3 under Combined Special Operations Task Force-Arabian Peninsula. Lt. Col. Marson formerly held the position of Secretary of the General Staff and G3 current operations at the United States Army Special Forces Command (Airborne) and is a graduate of the Command and General Staff College School of Advanced Military Studies. He holds a master's in military art and science.

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ARSOF 2022

PART II



CHANGING THE INSTITUTION
U.S. ARMY SPECIAL OPERATIONS COMMAND

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Official distribution is limited to active and reserve special operations units.

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/// FROM THE COMMANDER

The U.S. Army Special Operations Command is celebrating its 25th anniversary. An important milestone, it reminds us that the command, while relatively young, is seasoned by our experience in sustained combat operations over the past decade. Well before the establishment of the command, U.S. Army special operations units brought great honor to the nation, the Army and our profession by their remarkable service during World War II and the numerous conflicts that followed. In 1989, the United States Army Special Operations Command was established to bring coherence and greater synergy to this already outstanding set of special operations units. Twenty-five years later, we continue to mature our profession in our nation's defense.

Last year, we took a major step forward through the introduction of *ARSOF 2022* as our blueprint for the future. *ARSOF 2022* clarified the narrative for Army special operations forces, providing direction to the force and establishing a process for future force development that leads to better support of joint force commanders. It set in motion a number of changes primarily focused on the tactical aspects of our business and became the impetus behind the new focus on SOF operational art.

Throughout this past year, USASOC conducted studies and explored concepts that would allow our force to take yet another critical, but necessary step in maturing the ARSOF profession. These actions focused on the challenging effort to reshape the force at the institutional-level and to develop new mission command capabilities, which will address contemporary and future operational requirements. The initial results are discussed here. We have also provided a status update on the proposed solutions to issues that came to light in last year's publication. Additionally, we have added several additional tasks as part of the strategic planning process.

It is essential that we learn, anticipate and evolve to defeat an adaptive enemy and the complex threats of the 21st century. As the nation learned more than 25 years ago, change is necessary when our special operations capabilities are no longer optimized to address the threats and requirements we face. As your commander, I recognize change can be difficult, exposing additional, unforeseen challenges. However, I firmly believe these changes are necessary to ensure USASOC provides senior decision makers with the full suite of options to better defend our homeland and achieve our national-security objectives.

While USASOC's first 25 years were distinguished by the extraordinary performance of its tactical-level formations during their operations and activities, I believe the next 25 years will showcase ARSOF's ability to provide the nation with an unparalleled operational-level capability; one that optimizes its tactical assets – and when necessary — those of the Army's conventional force and others to implement the nation's security strategy.

CHARLES T. CLEVELAND
LIEUTENANT GENERAL, USA
COMMANDING



ARSOF 2022 is a three-phase approach to maturing the ARSOF profession. ARSOF 2022 introduced the vision, further clarified the SOF narrative and functioned as a blueprint for changes that were primarily focused at the tactical level. ARSOF 2022, Part II focuses on institutional change to increase efficiency, improve alignment of operational and force-generation capabilities within the U.S. Army and the U.S. Special Operations Command, while creating new, operational-level capabilities. The next iteration titled *ARSOF Next* is a return to first principles, with a focus on universal truths of the ARSOF Soldier, units and our promise to the nation.

FOUNDATIONAL CONCEPTS

ARSOF 2022 is built upon key foundational concepts: 1) a clear command vision and desired end state; 2) the two critical capabilities we provide the nation – *special warfare* and *surgical strike*; 3) an understanding of the operational environment in which ARSOF primarily operates; and 4) a commander's assessment of our current gaps and seams.

COMMAND VISION AND END STATE

The USASOC commander's vision is to *"Provide our nation the world's premier special operations units, capable of prosecuting the most sensitive special warfare campaigns and executing the most difficult surgical strike operations, while providing seamless and persistent special operations support to joint force commanders worldwide."* The vision forced the command to consider its global competition, how it develops tactical and operational capabilities for both special warfare and surgical strike to support strategic effects and how to best organize to leverage the capabilities and resident expertise throughout the force.

CRITICAL CAPABILITIES

In 2012, Army Doctrine Publication 3.05 formally introduced into doctrine the two complementary capabilities of ARSOF: *special warfare* and *surgical strike*. By describing Army special operations in these two unique and disparate forms, USASOC moved away from descriptions such as "black/white," "national/theater" and "direct/indirect," which describe the force by the nature of the funding, command-and-control structures, authorities or operational approach, all of which have limited utility. The terms *special warfare* and *surgical strike* more accurately describe our force based on its capabilities and enhance USASOC's ability to generate, sustain and articulate those capabilities. ARSOF 2022

further described these capabilities and reinforced their importance in clarifying the SOF narrative.

ARSOF OPERATIONAL ENVIRONMENT

ARSOF 2022 also introduced the concept of the Human Domain to the force and highlighted how SOF are uniquely assessed, selected, trained, educated and equipped to affect and influence human behavior to enhance stability or fight and defeat adversaries. Also addressed were several key implications for USASOC as a stakeholder in the U.S. Army's Range of Military Operations. USASOC's responsibilities range from Secretary of the Army directed activities, in support of 10 U.S. Code § 3013, to the U.S. Special Operations Command-directed operational and joint-training matters, as derived from 10 U.S. Code § 167.

COMMANDER'S ASSESSMENT

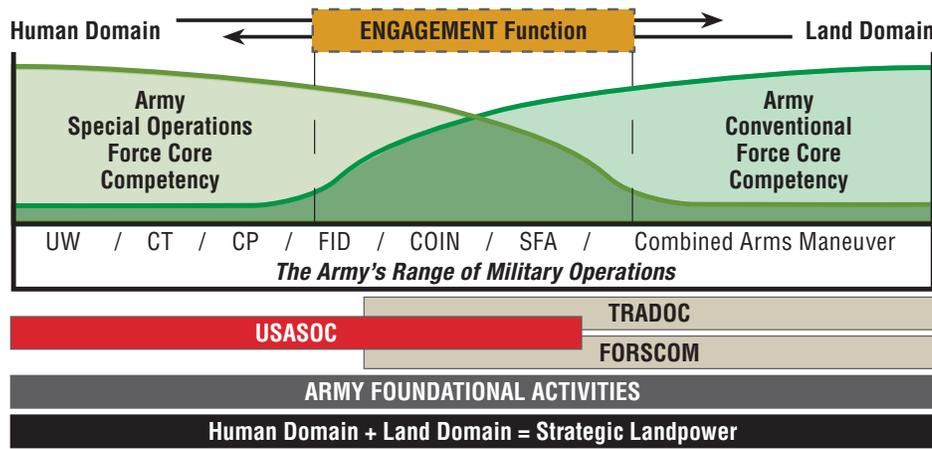
Upon arriving at USASOC, the commander conducted an assessment that revealed three specific areas in which USASOC required improvement to better enable seamless application of combat power across the spectrum of conflict: (1) addressing the capability gap; (2) developing SOF at the operational level; and (3) improving coordination, synchronization and integration of SOF at the 'seams' between interagency partners and conventional forces.

In support of USASOC's requirements and to address the shortfalls noted by the commander, ARSOF 2022

USASOC generates two different but mutually supporting forms of special operations



USASOC is the proponent for a segment of the U.S. Army's Range of Military Operations



introduced six priorities with associated challenges and numerous proposed solutions. *ARSOFF 2022* brought together several processes including a revised strategic-planning process to execute a deliberate and methodical way to implement change in line with the U.S. Army's and USSOCOM's processes and the new *ARSOFF* Campaign of Learning, which is focused on building and testing concepts that define how *ARSOFF* fights in the future.

WAY AHEAD

In summary, *ARSOFF 2022* is the blueprint for our efforts to mature the Army SOF profession, address capability gaps and reinforce interdependence with our unified action partners. It details many of the actions necessary to support the Army and USSOCOM's

vision for 2020 and develops a force fully capable of operating seamlessly across the entire spectrum of responsibility given SOF by law. In short, *ARSOFF 2022* provided direction for future force development as the command navigates the challenges of the past year, while building on that foundation by introducing the vision and intent for enabling SOF campaigns and providing an update on the command's efforts to execute *ARSOFF 2022*.

Just as *ARSOFF 2022* outlined shortcomings, *ARSOFF 2022, Part II* updates the progress of the subordinate commands to move the command forward, as well as addressing new tasks that became apparent over the past year through the campaign of learning and strategic planning process.

ARSOFF 2022 PRIORITIES >

INVEST IN HUMAN CAPITAL

USASOC fields a diverse, regionally expert force with the world's best trained and educated special operations Soldiers who are capable of addressing uncertainty.

OPTIMIZE SOF/CF/JIIM INTERDEPENDENCE

USASOC optimizes the force multiplying potential of partnership with the Army and interagency to provide the nation with seamless combat power.

OPERATIONALIZE THE CONUS BASE

Regionally expert forces provide continuous, proactive and responsive support to forward deployed forces.

DEVELOP SOF CAPABILITIES AT OPERATIONAL LEVEL

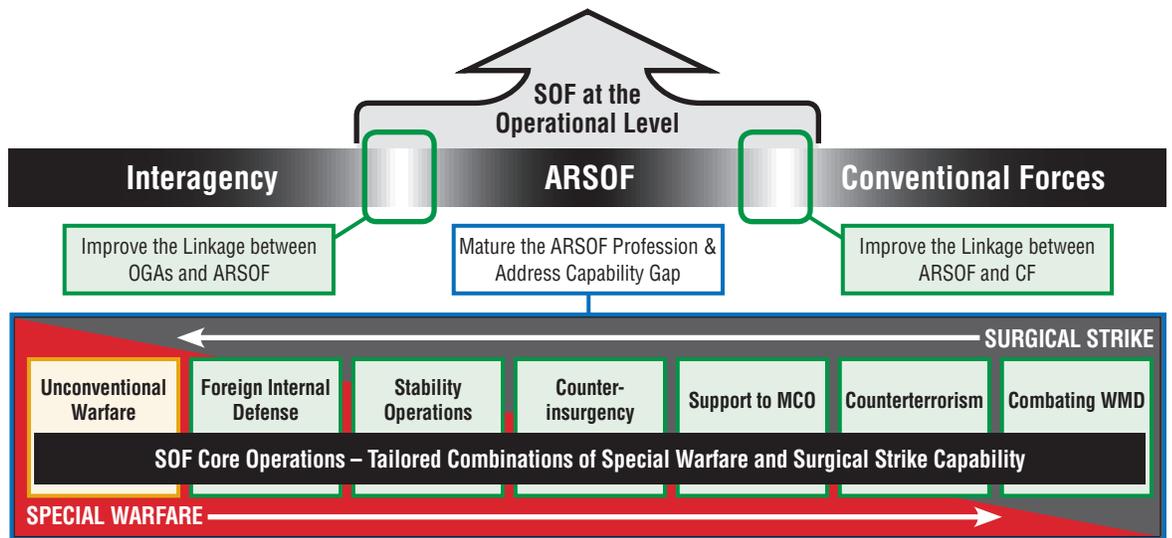
USASOC forces provide expertise to enable operational-level headquarters in their effort to tie tactical capabilities to regional or national strategies.

FACILITATE SOF MISSION COMMAND

ARSOFF have developed and validated flexible, scalable and responsive distributed command and control structures.

OPTIMIZE RESOURCING AND COMMODITY AREAS

USASOC will rebalance its portfolio while getting better, not bigger.



USASOC’s collective efforts in support of the six ARSOF 2022 priorities had a significant impact in mitigating critical capability gaps at the operational level; integration of the seams between USASOC, the conventional force and the interagency. These areas, as identified in the commander’s assessment, are of particular importance in enabling seamless application of combat power across the spectrum of conflict.

THE UW GAP

The conduct of sustained UW in denied areas is a primary focus of the command’s renewed focus on specialized training, purposeful talent management and improved force structure. A key component of that structure is the Office of Special Warfare, under the direction and command of the U.S. Army Special Forces Command, which was developed and organized to be the focal point for USASOC’s UW capabilities. The OSW provides long-term purposeful management of specially trained personnel and provides support to Special Force planning elements attached to the theater special operations commands. A result of its organization is the 4th Battalion Redesign, which is a deliberate investment by USASFC(A) to build an enhanced, full-spectrum UW capability in support of the TSOC and joint force commanders.

MATURING SOF AT THE OPERATIONAL LEVEL

Second, USASOC experimented with new concepts, introduced new curriculum and developed new products to build SOF at the operational level. USASOC utilizing the Silent Quest exercise series, developed ARSOF’s ability to plan and operate in multi-year campaigns in politically sensitive environments. These campaigns

employ multiple lines of effort, incorporate our unified action partners, focus on working with and through host nation or friendly nation security forces. Silent Quest, mirroring the Army’s Unified Quest series, serves as a platform for the command to experiment with new organizational structures, operational concepts and planning methodologies for such campaigns. An outcome of last year’s Silent Quest is the USASOC Planner’s Handbook (Generation 1) for SOF Operational Design. This handbook is USASOC’s first attempt to describe the nuances and complexities of operational design in the future operating environment.

Over the past year, the U.S. Army John F. Kennedy Special Warfare Center and School, the U.S. Army’s Special Operations Center of Excellence, has updated or established several courses to address training and education requirements of SOF operational design. These courses include the Special Warfare Operational Design Course and the Special Operations Campaign Artist Program. The SWODC integrates Civil Affairs, Psychological Operations and Special Forces personnel into one course to provide an advanced education in the unique operational design requirements for special warfare. SOCAP, an 18-week course, was created in conjunction with the SOF Cell

at the U.S. Army Combined Arms Center at Fort Leavenworth, Kan. The course improves a planner's ability to translate strategic policy into operational plans and tactical action, with a particular emphasis on operational-level special warfare campaign planning in support of TSOCs and joint force commanders' objectives.

SOF-CF INTERDEPENDENCE

USASOC continues to pursue several efforts – from new doctrine to optimized combined training at the Joint Readiness Training Center and National Training Center – to improve interdependence between ARSOF and the conventional force. Since the release of ADP 3.05 in 2012, the USAJFKSWCS continues to make significant contributions to Army future concepts and capability development. The new U.S. Army Functional Concept for Engagement is now published as U.S. Army Training and Doctrine Command Pamphlet 525-8-5 (24 Feb. 2014). The Engagement Warfighting Function is defined as the related tasks and systems that influence the behaviors of a people, security forces and governments.

The Army Concept Framework was expanded to adequately account for all of the work the Army has done to advise and assist regional partners, host-nation foreign security forces, governments and people during the last 12 years of war. Adding the seventh Army Warfighting Function, Engagement, will leverage the Army's recent wartime experiences in ways that are critical for the future force and develop required capabilities and institutionalize them into Army doctrine, training, education and leader development.

This concept is now a component of the Army Concept Framework and supports the Army Capstone Concept and Army Operating Concept. Another recent accomplishment is the approval of the Special Operations Task Force 13-1 (SOTF 13-1) formation by the U.S. Army Training and Doctrine Command. USASOC also provided qualified ARSOF personnel to establish and lead Operational Detachment

Juliet in support of the Mission Command Training Program at Fort Leavenworth. This ensures training of the Army's division and corps-level staff includes a SOF perspective and ensures it can better test SOF tools and the force in the future. The USASOC G4 partnered with the Sustainment Center of Excellence at Fort Lee, Va., to develop the Army's understanding of ARSOF sustainment challenges and SOF/CF interdependence along three lines of effort: capabilities and concept integration, doctrine and Professional Military Education integration and the campaign of learning.

The U.S. Army Special Operations Aviation Command's aviation foreign internal defense initiative will allow for five regionally-aligned aviation mobile training teams focused on priority partner nations for each TSOC. This effort is synchronized with increased emphasis on conventional force partnerships for rotary-wing security force assistance. This two-pronged approach to rotary-wing AvFID is focused on a results-based end state; assisting partner nations with establishing special operations aviation task units while simultaneously supporting individual TSOC campaign plans. USASOAC paved the way for the rewrite of USSOCOM Directive 525-8, *Joint Special Operations Aviation Component*, establishing the ARSOAC as an integral component within the mission command of a JSOAC. Finally, the 75th Ranger Regiment partnered with the Army's Global Response Force to share an en route mission command capability, as well as joint forcible entry tactics, techniques and procedures.

Combined, these represent a significant advancement in meaningful ARSOF interdependence with the Army's Conventional Forces.

INTERAGENCY

USASOC also established several venues and forums to facilitate our interdependence efforts with unified action partners. The USAJFKSWCS is harnessing expertise and capabilities across the U.S. Government and academia to

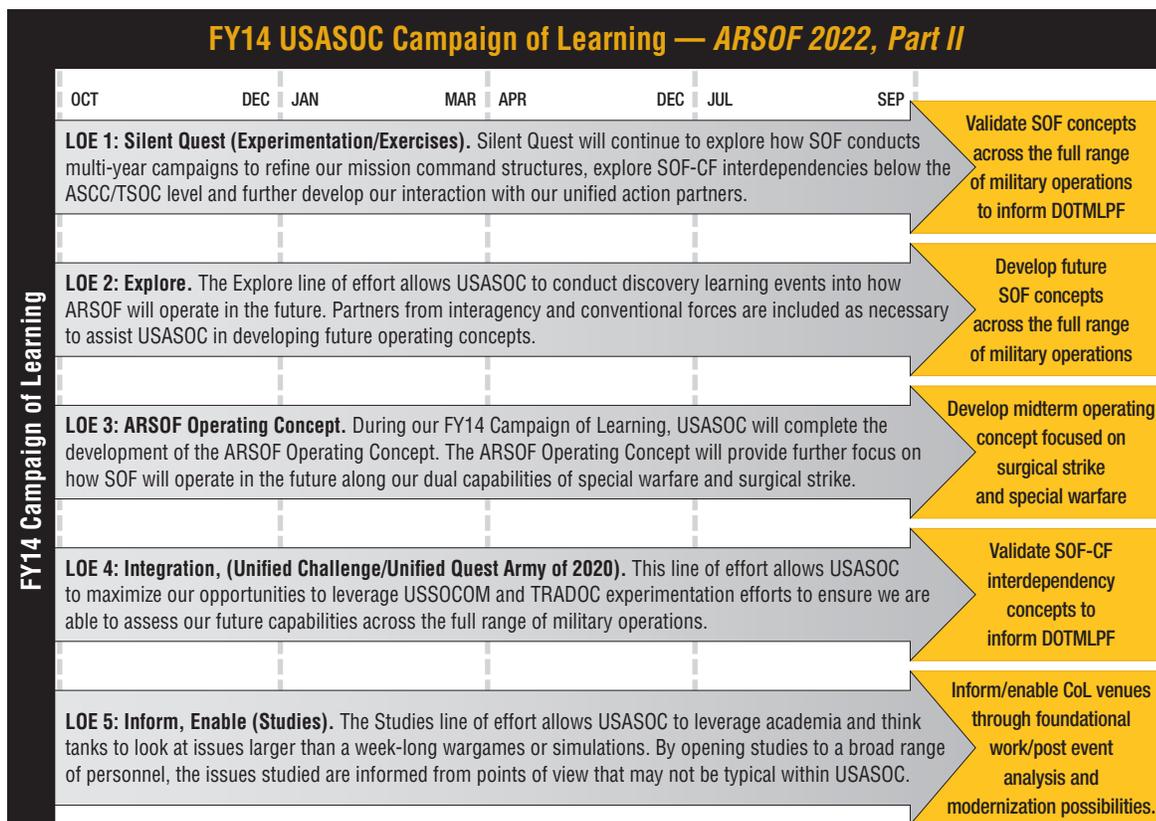
provide SOF and our Global SOF Network with the knowledge, skills and abilities required to operate together around the globe. The Military Information Support Operations Command Effects Group operationalizes the CONUS-based information-related capabilities and influence activities to increase the range of capabilities and choices available to the ground combatant commanders and TSOCs.

The 95th Civil Affairs Brigade established the Civil-Military Advisory Group an operationalized concept that provides an ARSOF capability to share information, collaborate with and leverage the resources and capabilities of a network of UAPs to provide reach-back support to ground combatant commanders and ARSOF commanders. At its core, the CMAG serves to build and sustain the readiness of standing partnerships and a community of action. This network of UAPs includes non-military, interagency, academia, think tanks, corporate entities, international and nongovernmental organizations and other non-military forces that directly aid in successful completion of missions in special warfare campaigns.

The Institute for Military Support to Governance is a nascent effort within the USAJFKSWCS that will manage the provision of civil sector expertise across the range of military operations to support U.S. Government obligations under international law and to promote stability. The IMSG will also support the TSOC, transitional military authorities and support to civil-administration operations as appropriate. Instrumental to the IMSG is the Civil Sector Expert program, MOS 38G, which will enable the U.S. Army to leverage operational practitioners for critical civilian sector skill sets.

CONCLUSION

Although this is only a partial list of the many initiatives undertaken in support of ARSOF 2022, the impact and affect of the collective effort is clear — USASOC elements are determined to mature the ARSOF profession and provide the nation with ever-increasing capabilities.



ARSOF CAMPAIGN OF LEARNING

The USASOC FY14 Campaign of Learning comprises five lines of effort that are depicted in the graphic above. The insights from the FY13 Campaign of Learning, especially the two Silent Quest events, played a central role in the development and focus of the FY14 Campaign of Learning.

During FY14, LOE 1, Silent Quest will continue to explore how SOF conducts multi-year campaigns to refine our mission command structures, explore tactical SOF-CF interdependencies and further develop our integration with our unified action partners. Silent Quest meets a significant requirement for USASOC as it provides a means to test the force and amplify its intellectual underpinnings for future ARSOF development.

The CoL will use LOE 2 to further develop concepts with specific focus given to UW and sustainment in support of special warfare. This LOE will also be used to further develop subjects identified from the SQ facilitated wargame series. LOE 3 is solely dedicated to the completion of the ARSOF Operating Concept, which will define how ARSOF operates in the future operating environment from a standpoint of both special warfare and surgical strike.

The Campaign of Learning devotes an entire line of effort, LOE 4, to participation in TRADOC and USSOCOM learning venues to integrate ARSOF learning demands and properly inform their events with the ARSOF narrative. Our collaboration during FY13 with the Army's Capabilities Integration Center and the Army's Centers of Excellence resulted in multiple opportunities to not only participate in experimentation, but also partner in various events with respect to event design, develop shared learning and desired event outcomes. The USASOC G4 participates in the Globally Responsive Sustainment ROC Drill that integrates into the Army's Campaign of Learning. In FY14, the command will continue this trend with participation in the Unified Challenge/Unified Quest (Army) and Shadow Warrior (USSOCOM) series of experiments.

LOE 5 will focus efforts on the completion of studies that add analytic rigor to our concepts and ideas concerning how ARSOF should operate in the future. Through the Army Studies Program and thesis topics assigned to future ARSOF leaders attending Professional Military Education, we will address tough problems that require extensive study and critical thinking to develop new approaches to solving intractable problems.



What is the Strategic Planning Process (SPP)?

The Strategic Planning Process is the commanders' tool to ensure that ARSOF are properly organized, trained, educated and equipped to provide our capabilities to the nation. The commander-driven SPP aligns campaign actions and ensures continuity of message by utilizing a unified strategy to drive capability development and focus all resourcing actions. The SPP's governance process, shown in gold, is driven by the USASOC Commander's Council and ensures the necessary process discipline and mechanisms are in place to assess progress toward meeting the commander's priorities. The SPP is executed through five interdependent segments titled *Strategic Guidance, Capability Analysis and Solution Development, Resourcing and Integration, Capability Delivery and Capability Delivery Assessment*.

STRATEGIC PLANNING PROCESS

STRATEGIC CONSIDERATIONS

ARSOF 2022 is nested with both the U.S. Army and the USSOCOM commanders' visions and priorities. The USASOC mantra "better, not bigger" persists in a fiscally constrained environment as the Budget Control Act of 2011 will have a greater impact on budget reductions than planned. The rigor of the FY 2015-2019 Alternative Program Objective Memorandum discussions, coupled with *ARSOF 2022* guidance, provided the clarity and incentive necessary to address our most significant capability gaps (primarily in special warfare).

OPERATIONAL IMPACTS

USSOCOM was directed to reduce its budget by \$4 billion in the FY 15-19 Program Objective Memorandum. As part of this effort, USASOC will reduce approximately 1,700 personnel from existing and future programmed force structure. This net reduction includes:

- » Special Forces: ~970 Personnel (including active duty and Army National Guard)
- » Rangers: ~370 Personnel
- » Aviation: ~340 Personnel

REMAINING EFFORT

USASOC, in coordination with USSOCOM, will continue to work with the U.S. Army to quickly and effectively document all ARSOF changes. As we document *ARSOF 2022* redesign efforts and Amended POM adjustments, our intent is to minimize future grade plate adjustments by harvesting the appropriate grades and MOSs now. Moreover, with the impending conventional U.S. Army force structure reductions, the ARSOF recruiting pool will effectively be reduced thus requiring ARSOF to implement innovative recruitment techniques to maintain its strength.

USASOC GUIDANCE FOR DEVELOPMENT OF THE FORCE

The USASOC Guidance for Development of the Force is an annual force development document that forms the foundation for translating ARSOF 2022 proposed solutions into actual capabilities. Many of the proposed solutions were approved by the commander for immediate implementation and status reporting. The remaining solutions are assigned for further analysis and for inclusion in future POM cycles. The UGDF also included additional solutions to compete for FY16-20 POM funding and implementation. All solutions are tracked and reported by line-of-effort owners as part of USASOC's SPP.

USASOC GUIDANCE FOR EMPLOYMENT OF THE FORCE

The biennial USASOC Guidance for Employment of the Force provides operational focus and priorities that are derived from national strategies and theater campaign plans to identify and prioritize ARSOF's required capabilities in the mid-term (3 to 7 years) and far-term (8 to 20 years). The UGEF provides guidance to each ARSOF formation based on its doctrinal application and regional alignment. The UGEF describes ARSOF's operational contributions based on analysis and of and direction from national strategies, the U.S. Secretary of Defense Guidance for Employment of the Force, national mission plans, the Global Campaign Plan-Special Operations, GCC Campaign Plans, TSOC Campaign Support Plans and the ARSOF Operating Concept. The UGEF also informs the development of other USASOC products; the Special Operations Force Generation process, the annual Sourcing Conference input and the USASOC Commander's Training and Education Guidance. The UGEF will be published in 3rd QTR FY15.



As the primary force provider of ARSOF, USASOC seeks to strengthen the Global SOF Network by:

- » Addressing emerging operational requirements and closing identified capability gaps
- » Creating a more optimized and efficient USASOC force structure
- » Updating instructional and evaluation opportunities for the force
- » Meeting the demand for a command and control structure that can achieve joint, scalable mission command
- » Providing responsive and tangible benefits to the TSOCs and Joint Force Commanders

... with the intent to better enable joint force commanders in their conduct of SOF campaigns.

To meet our nation's current and future requirements, USASOC must update its SOF mission-command construct, and strengthen its deployed formations through a concerted effort to provide campaign development support, interaction and regional and functional expertise through reach back to a properly configured CONUS SOF structure.

Since 1989, USASOC has provided capable and proficient ARSOF, particularly at the tactical level to joint force commanders worldwide in support of their operational requirements. Given their extraordinary capabilities, the tactical actions of these forces often generate strategic effect. However, as we have learned over the past decade of persistent conflict, ARSOF now has increased responsibilities, particularly at the operational level regarding force development and capability delivery and, even arguably, its own emerging operational art.

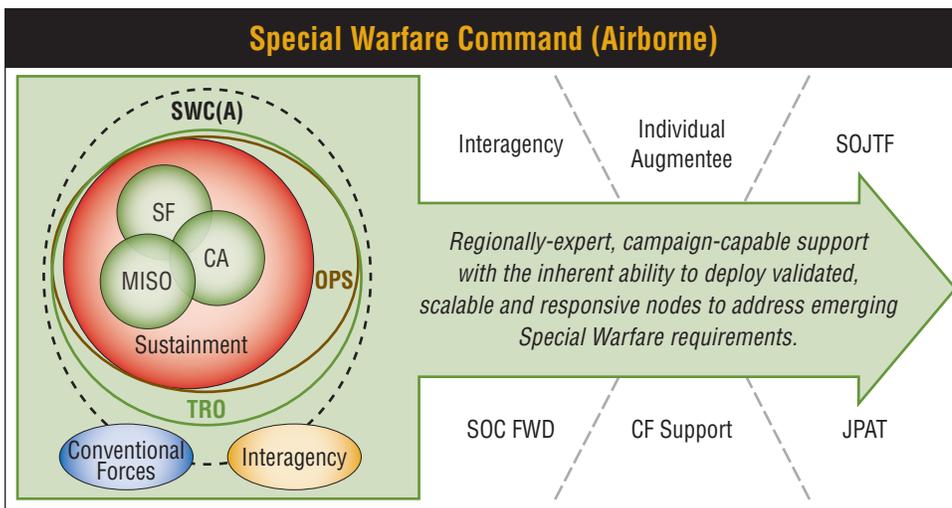
Long-duration special operations campaigns demonstrate the need for mission-specific command elements and a different cognitive approach to these problems. Our collective reaction to these challenges has been to develop and employ ad hoc solutions. Looking to the future operating environment, it's likely these

operational-level requirements will remain making it imperative we create sustainable processes.

To that end, USASOC participates in both Army and USSOCOM force development and resourcing processes. However, as those processes have matured over time, the corresponding ARSOF force structure has remained nearly the same. USASOC is developing a deployable, operational-level capability and redesigning the headquarters and supporting components to better address our responsibilities for force generation.

Throughout this past year, USASOC and its components — often advised by outside expertise — conducted studies and explored concepts to take a significant step to mature the profession. These efforts focused on the institutional-level and the potential for new mission-command capabilities to address current and projected requirements. The need for such a change is not new; in fact more than half a dozen headquarters staff-oriented studies in the past decade identified ways to gain staff efficiencies and procedural effectiveness.

This year marks the first enterprise-wide effort in 25 years to optimize and synchronize operating and generating force functions through two fully



Special Warfare Command

The Special Warfare Command (Airborne) is the merging of the Army's regionally expert forces, (SF, CA, MISO) and the 528th Sustainment Brigade, into a single division-size command of more than 22,000 Soldiers, whose mission is to provide training, readiness and oversight to the Army's special warfare units.

interdependent objectives: development of a Special Warfare Command and generating force structure capable of developing comprehensive special operations doctrine, conducting predictive analysis to meet the operational needs of the joint force commanders requirements and delivering ARSOFs platform — the Soldier as a system.

The command's redesign effort focused on three key aspects. First, alignment of USASOC's functions with those of USSOCOM and the U.S. Army to ensure our sections are better nested with our higher headquarters and working collaboratively to develop optimized solutions. Second, increased organizational effectiveness and efficiency within the command by better clarification and delineation of roles. Finally, improved surgical strike and special warfare synergy by appropriately consolidating core functions and sub-functions to ensure Doctrine, Organization, Training Materiel, Leadership, Personnel, Facilities and Policy analysis and solutions are complementary from their inception.

REDESIGN LINES OF EFFORT

Four redesign lines of effort are prescribed that will allow for successful execution over the next 12 months. The first LOE is the development of an implementation plan to assign staff entities

with specified roles and responsibilities for the transition. The second LOE is focused on the process mapping of both the Special Warfare Command and the generating force functions and the development of USASOC PAM10-10 and update to USASOC Reg 10-5 to articulate the overall process as one synchronized effort. These documents will assign roles and responsibilities and define key and supporting processes, membership and timelines for delivery of products to feed the succeeding segments. The third LOE is focused on the ongoing and continual line of effort to communicate and educate existing and incoming staff. To that end, USASOC is developing a series of educational workshops and briefings to provide information on the overarching construct, followed by a deep-dive education and learning curriculum for integrating new staff members. The final LOE is dedicated to efficient and effective process management.

SPECIAL WARFARE COMMAND

Over the past decade of persistent conflict and competition for influence, SOF mission-command solutions relied on various ad hoc constructs, which proved to be insufficient. The Special Warfare Command is the merging of the Army's regionally expert forces, (SF, CA, MISO) and the 528th Sustainment Brigade, into a single command, whose

mission is to provide training, readiness and oversight to the Army's special warfare units. Establishing a Special Warfare Command within USASOC will provide immediate and tangible benefits to the TSOCs and joint force commanders through the provision of campaign-capable support from the Special Warfare Command during steady-state operations and, when the global situation dictates, the inherent capability to deploy a responsive and scalable joint headquarters to address emerging requirements.

By developing institutional and permanent SOF capabilities at the operational level in the form of the Special Warfare Command, USASOC increases the capacity of the TSOCs through an augmentation of regionally-expert personnel as well as by providing a more responsive organizational structure. There remains a clear demand for a hybrid command and control structure that can achieve scalable SOF/CF mission command up to the two-star general officer level, resulting in seamless and persistent special operations support to GCCs, TSOCs and joint force commanders. The development of a Special Warfare Command within USASOC will enable USSOCOM to better assist in the conduct of SOF campaigns and provide senior decision makers with another viable option to achieve our national-security objectives.



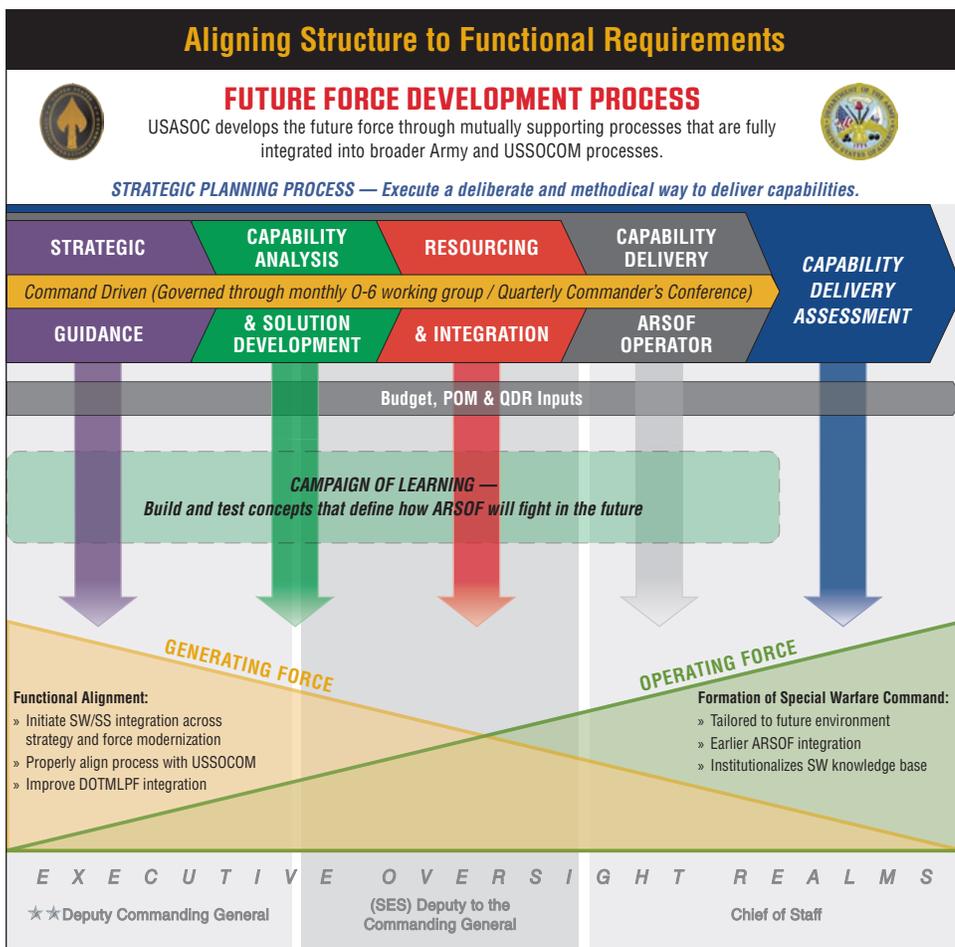
USASOC participates in both the Army and USSOCOM's force development and resourcing processes to deliver ARSOF capabilities to the joint force commander. As the operational environment changes and resource constraints increase, USSOCOM and the U.S. Army have evolved their processes accordingly. USASOC's process had not evolved to ensure full integration in the resourcing dialogue. The necessary changes are complicated by the differences in structure and processes used by USSOCOM and the U.S. Army. Past redesign studies have looked at bridging these differences to improve USASOC's structure and processes; however, changes and improvements have been limited.

The studies did result in two overarching themes, with the first general theme pointing out that the current organizational design results in a divided force management and development function. The second broad theme pointed to a lack of governance to ensure

functional and process integration. These two themes underscore the current challenges we face with sub-optimal alignment and/or an ad hoc decentralization of functions across the enterprise. Despite these challenges, the command has invested time, manpower and other resources to mitigate the issues, work through the inefficiencies and deliver the best ARSOF capability possible. As the resourcing environment continues to change and become more constrained, the need to reassess our current structure and processes has increased. If we are to continue to deliver the world's premier special operations capabilities, we need to adopt a more efficient and effective generating force construct.

FORCE MANAGEMENT

To address the first key issue of split force management and development functions, the redesign study team followed two key sequential steps. The first step was to identify and align directed functions and sub-functions to the core components of capabilities-based



to ensure each segment of the SPP has both a functional owner and a process owner to ensure integration of functions across the generating force enterprise.

In support of this framework and to mitigate the sub-optimization of a split force management and development function, the generating force redesign was structured to appropriately align form to function in support of USASOC's SPP. The ability to determine required capabilities in the application of special warfare and surgical strike and to analyze those required capabilities against existing and planned inventory of DOTMLPF-P programs of record, must be seamless, efficient and effective. It must be structured to robustly and proactively influence the Army and USSOCOM staff during the conduct of resourcing and integration functions through a collective voice tied to the USASOC commander's priorities

Functional alignment of USASOC's structure will identify operational force requirements in support of joint force commanders and translate them to the Army and USSOCOM staff for resourcing and integration. A robust force-development structure that maps the commander's strategy to program through an efficient, effective, functional alignment of organizations will facilitate this. Given our need to operate within both the U.S. Army and USSOCOM structures and processes, our approach is hybrid in nature and uniquely articulates our resourcing requirements to USSOCOM and facilitates execution of USASOC's resourcing responsibilities through the Army and its other major commands.

planning and the segments of the strategic planning process. Understanding what the SPP is, subsequently pinning appropriate functions to the segments and then determining organizational alignment were key to this step. As the SPP is a command-driven process, it must align actions through a unified strategy that drives capability development and focuses resourcing. This was accomplished in the second step, which recommends appropriate forms (key staff and organizations) to facilitate these actions, and then finally underpins each segment with analytical tools that make resourcing recommendations, objectively threading the analysis to strategy as a defensible resourcing recommendation.

PROCESS INTEGRATION

Aligning appropriate form to function ensures the SPP is operationally connected,

doctrinally grounded and transparent. Coupled with an analytically sound methodology, this facilitates connectivity of its interdependent segments. As previously stated, our SPP process must nest with the USSOCOM and Army processes to ensure appropriate advocacy for our requirements. The key understanding of this framework is realizing USSOCOM has placed determination of operational requirements with the TSOCs and Joint Special Operations Command, while force development of identified requirements remain with the components. This naturally posits the authorities for capability analysis and DOTMLPF-P solution development with the components, with the primary roles of resource sponsorship and integration remaining at USSOCOM. Consequently, it is paramount to redesign the generating force



The challenges of the future operating environment will result from an increasingly urbanized world population, with cities that hug coastlines and whose inhabitants enjoy a connectedness that is exponentially increasing. Our adversaries dwell and operate in crowded spaces, fusing their operations with those of criminal organizations in the employment of shared resources and mechanisms through symbiotic relationships. These conditions can negate our technological overmatch, create freedom of action for state and non-state actors and require different competencies to identify and affect the enemy. These complexities require deep understanding of the Human Domain and the tools necessary to prevail in this environment — capabilities that our special warfare and surgical strike units are designed to provide though not in themselves sufficient for this emerging global challenge.

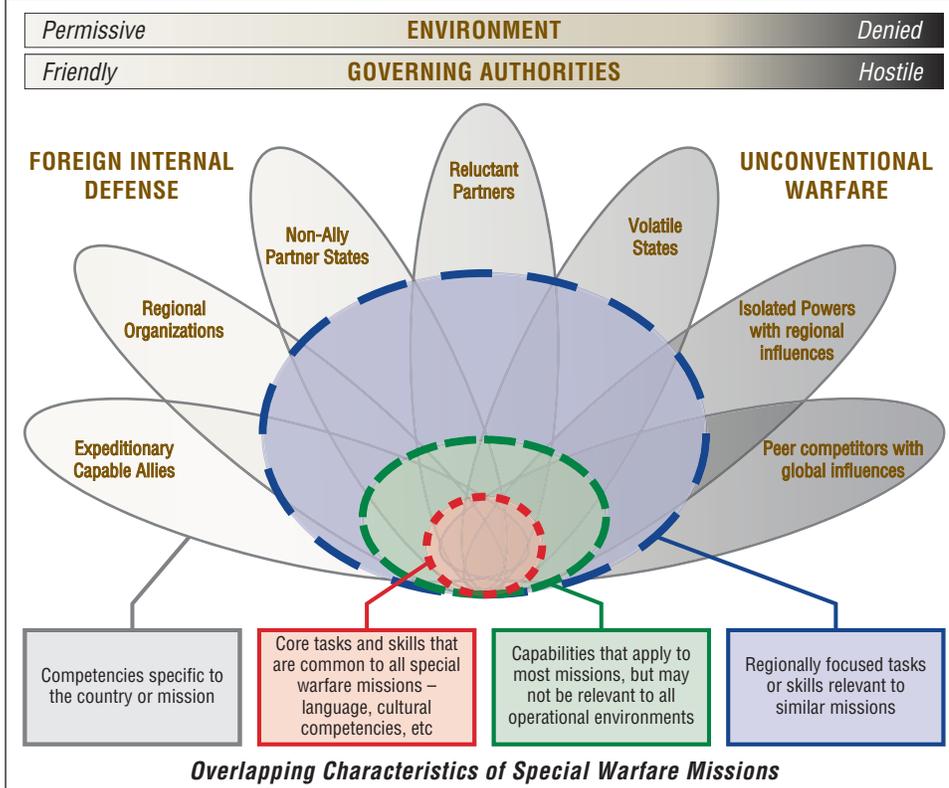
Knowing the changing nature of the environment, USASOC recognizes the increased demand from TSOCs and joint force commanders for operational-level capabilities in support of long-duration, regionally-focused campaign plans. To meet both the scope and scale of this demand, TSOCs and joint task force commanders require our ARSOF formations to provide a combination of responsive reach-back support and scalable, tailored command and control options in situations ranging from steady state to crisis.

Campaign-capable forces that can conduct special warfare and incorporate surgical strike must inherently maintain situational awareness, have a greater degree of adaptability and be able to plan and conduct long-term operations. These forces must also be able to collaborate with other designated stakeholders in support of regional plans as well as integrate knowledge found in academia and other government and non-government institutions. Ultimately, SOF must apply these capabilities in a coherent manner in support of our national interests as we form the foundation of the Global SOF Network and a Global Landpower Network — a confederation of allies, partners and surrogates.

TALENT MANAGEMENT

Critical to the design and conduct of these long-duration campaigns is the inherent requirement to manage the talent, resources and depth of knowledge necessary to succeed in the effort. These competencies take time to develop and cannot be created and employed immediately after a crisis occurs, as stated in the SOF Truths. As USSOCOM continues to evolve in the interest of providing SOF options to national decision-makers, much of the operational knowledge gained in the building of enduring networks and key relationships must be identified and incorporated. The proper capture, maintenance and delivery of tacit and explicit regional knowledge in a cohesive manner will facilitate better

The Spectrum of Special Warfare



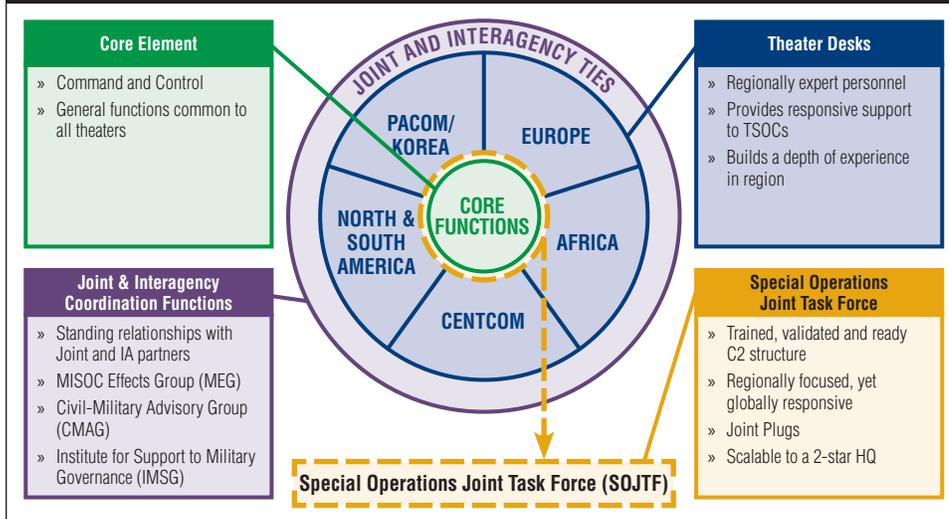
surgical strike and remain the world's finest capability, the redesign effort focused on the formations with the primary responsibility for the conduct of special warfare.

What we found is that there is an advantage in consolidating special warfare competencies into a single command focused on operationalizing the CONUS base of special-warfare capabilities and delivering appropriately blended special-warfare and surgical-strike capabilities from each of the various, subordinate elements. Such an organization would keep pace with current and future requirements, provide the campaign-capable forces and responsive support and provide comprehensive knowledge management in support of all functions in the greater organization while also gaining significant efficiencies.

By fusing special-warfare capabilities into one entity, training and readiness is further optimized. The Special Warfare Command can maintain greater situational awareness as a force provider; manage the regional knowledge and expertise of the force and better support the TSOCs and joint force commanders in the development, execution and sustainment of their campaign plans by building regionally expert, campaign-capable SOF planners. The Special Warfare Command could also provide the logical place to form the core of a deployable operational C2 node to meet requirements beyond those organic to the TSOC.

By aligning USASOC functionally and unifying the regionally-expert formations under the Special Warfare Command, USASOC will enable its warfighters within the tactical formations, while also providing support to the TSOCs and joint force commanders in the form of regional expert, responsive reach-back capability and scalable regionally expert SOF mission command when required.

Core + Regionally Expert Elements that leverage standing Joint and Interagency ties to provide responsive, informed C2 options to the Joint Force



training, improve doctrine development and enhance campaign planning.

SPECIAL WARFARE DEVELOPMENT

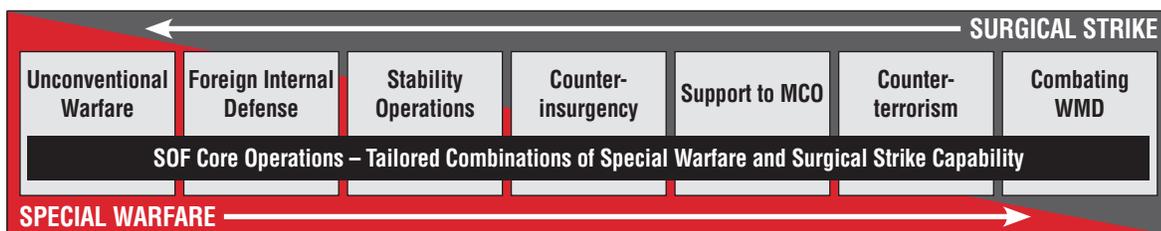
Is there a better way to conduct protracted SOF campaigns? Does ARSOF need to change to remain the nation's force of choice for special warfare and surgical

strike? These questions are not easy to answer and require careful consideration. After publishing *ARSOF 2022*, USASOC put these questions under a microscope, initiating an internal study to determine what opportunities exist to address shortfalls or inefficiencies. Largely satisfied with USASOC's collective ability to conduct

ARSOF 2022 USASOC Commander's Vision Provide our nation the world's premier special operations units, capable of prosecuting the most sensitive special warfare campaigns and executing the most difficult surgical strike operations, while providing seamless and persistent special operations support to joint-force commanders worldwide.



Commander's Intent
 USASOC matures the Army SOF profession, addresses the capability gap and improves integration at the 'seams' to better enable seamless application of combat power across the spectrum of responsibility.

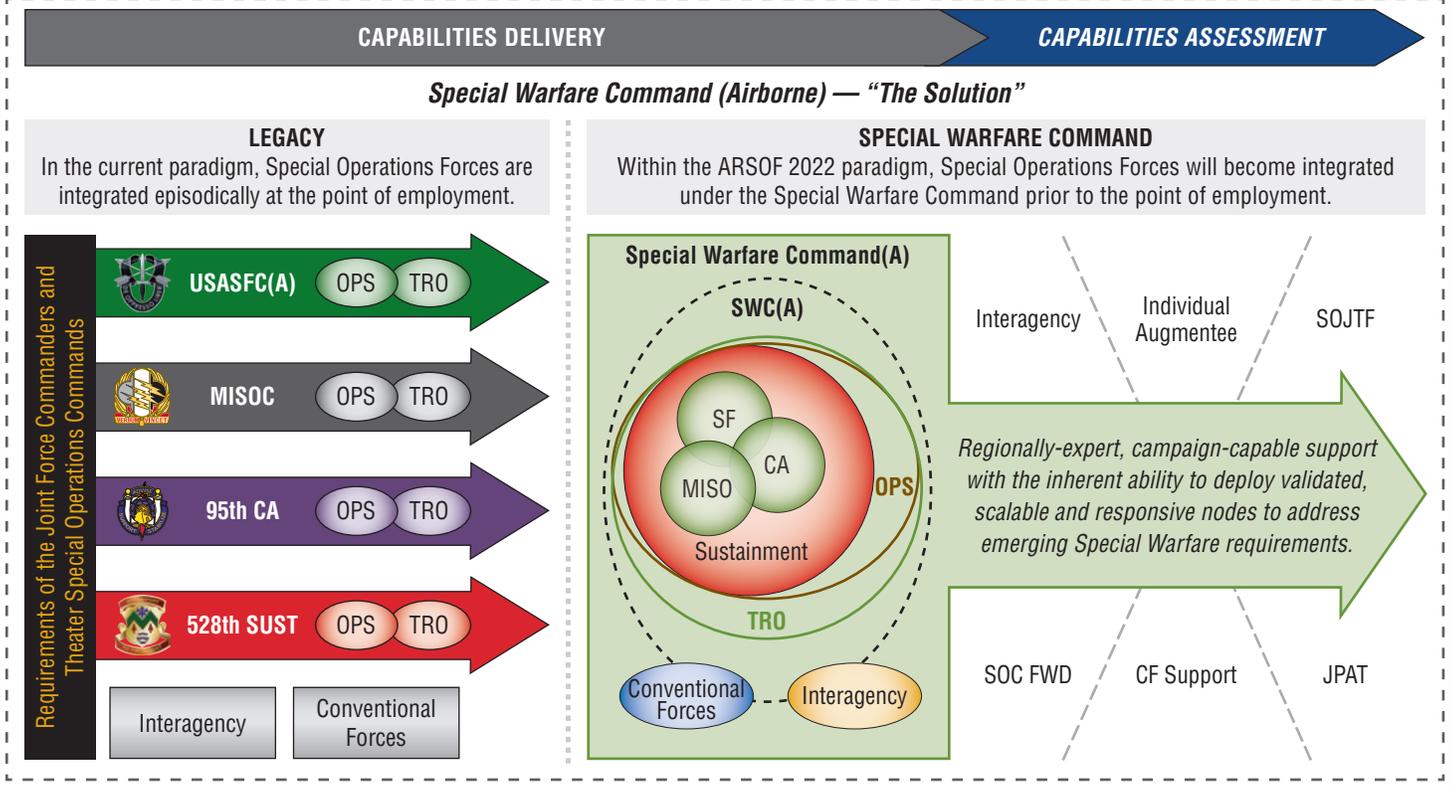
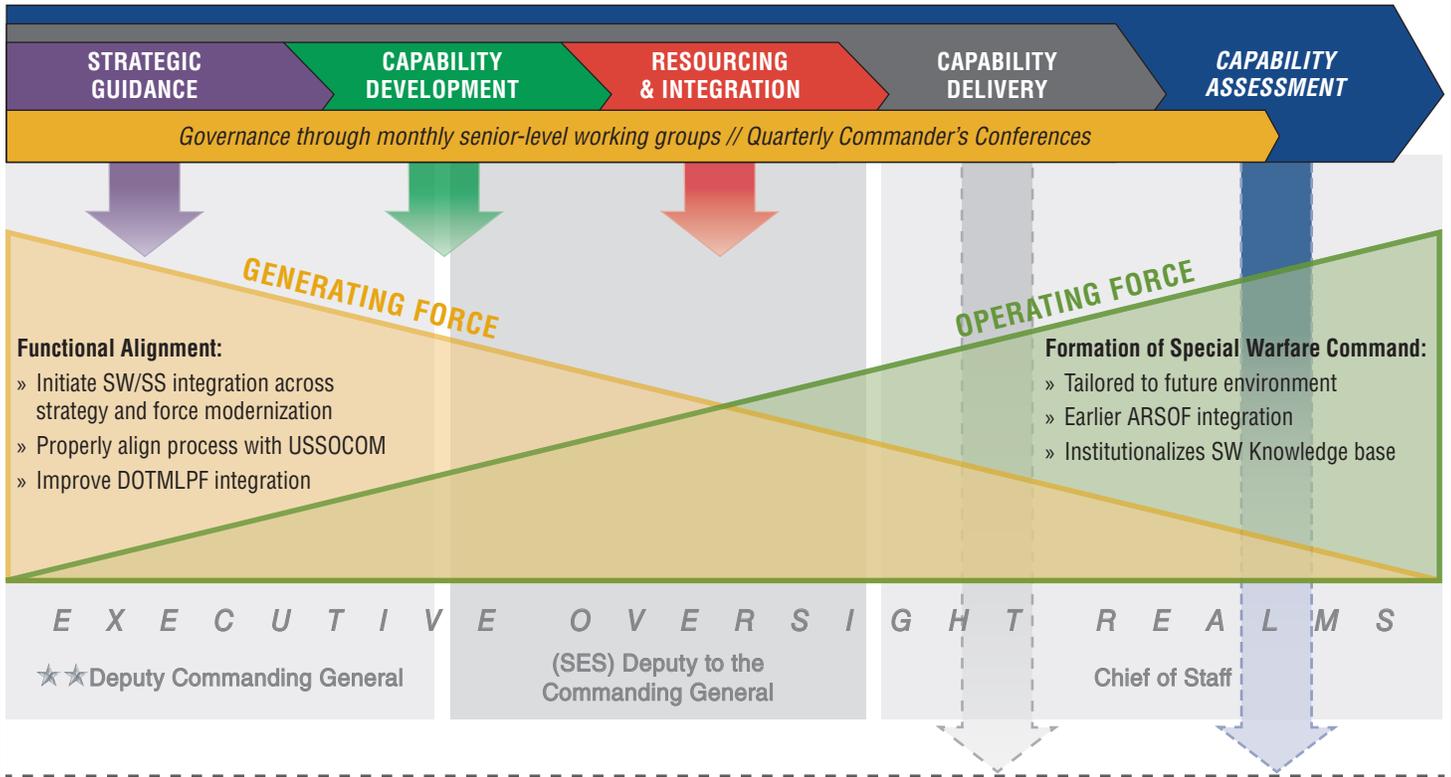


ARSOF 2022 Priorities — One Year Later

<p>FACILITATE SOF MISSION COMMAND</p> <p>ARSOF have developed and validated flexible, scalable and responsive distributed command and control structures.</p>	<p>Force Assessment</p> <p>SOC(FWD)s</p>	<p>Better Enabled SOF Campaigns</p> <p>Special Warfare Capability Surgical Strike Capability</p> <p><i>Increase the capabilities of the TSOC through better educated personnel and more responsive organizational structures.</i></p>	<p>R2POTFF Program</p> <p>SWEG Activation</p>	<p>INVEST IN HUMAN CAPITAL</p> <p>USASOC fields a diverse, regionally expert force with the world's best trained and educated special operations Soldiers capable of addressing uncertainty.</p>
<p>OPERATIONALIZE THE CONUS BASE</p> <p>Regionally expert forces provide continuous, proactive and responsive support to forward deployed forces.</p>	<p>Office of Special Warfare</p> <p>MISOC Effects Group</p>		<p>4th BN Redesign</p> <p>7th WFF "Engagement"</p>	<p>OPTIMIZE SOF/CF/JIIM INTERDEPENDENCE</p> <p>USASOC optimizes the force multiplying potential of partnership with the Army and interagency to provide the nation with seamless combat power.</p>
<p>DEVELOP SOF CAPABILITIES AT OPERATIONAL LEVEL</p> <p>USASOC forces provide expertise to enable operational-level headquarters in their effort to tie tactical capabilities to regional or national strategies.</p>	<p>Civil-Military Advisory Group</p> <p>Institute for Military Support to Governance</p> <p>SOF Campaign Artist Program</p>		<p>Strategic Land Power</p> <p>Mission Specific Procurement</p> <p>Clandestine Low Visibility Systems</p>	<p>OPTIMIZE RESOURCING AND COMMODITY AREAS</p> <p>USASOC will rebalance its portfolio while getting better, not bigger.</p>

Aligning Structure to Functional Requirements

What is the SPP? The Strategic Planning Process is the commanders' tool to ensure the enterprise delivers properly organized, trained, educated and equipped Special Operations Forces for the nation's security. This commander-driven SPP aligns enterprise actions and ensures continuity of effort. The SPP is executed through five interdependent segments titled Strategic Guidance, Capability Development, Resourcing & Integration, Capability Delivery and Capability Assessment. The leadership band, shown in gold, is integrated throughout the process.



ARSOF 2022 PRIORITIES

To focus our efforts over the next decade, we have categorized our requirements into six lines of effort, which are the enabling concepts that will allow us to direct and shape the future development of the force:

1. Invest in Human Capital
2. Optimize SOF/Conventional Force/JIIM Interdependence
3. Operationalize the CONUS base
4. Develop SOF Capabilities at the operational level
5. Facilitate SOF Mission Command
6. Optimize Resourcing and Commodity Areas

In the following pages, we address the command's efforts in each of these areas by looking at objectives, desired effects and progress. The numbers in parenthesis found at the end of each progress point align to the corresponding UGDF line number.

1. INVEST IN HUMAN CAPITAL

Our force is the best educated, trained and equipped special operations formation in the world. Our Soldiers are capable of succeeding in the increasing uncertainty of the 21st century battlefield.

The ARSOF Soldier is our center of gravity. To ensure that our forces will succeed in the future operating environment, we will recruit, assess, select, train, educate and retain only those Soldiers with the knowledge, skills and attributes to thrive in the most demanding conditions. To retain a decisive advantage over our adversaries, we will seek a variety of solutions to optimize our human capital, including: enhanced education and training and increased diversity of human capital. To ensure the health of our force, our focus will continue to be on the preservation of our force and their families.

1A. ENHANCED EDUCATION AND TRAINING

OBJECTIVE: ARSOF is the best educated and best trained force within the Department of Defense.

DESIRED EFFECTS: Success in the future operating environment places a premium on the mastery of problem solving and highly specialized technical skills; for special warfare units this includes foreign language and cultural expertise.

PROGRESS:

PROBLEM SOLVING

- » The U.S. Army John F. Kennedy Special Warfare Center and School activated the Special Warfare Education Group (Airborne) as a centrally-selected O6 command in 2013.(6.4.24.1)
- » The Special Warfare Education Group (Airborne) is formalizing and resourcing the SOF lifelong-learning model. The SWEG's expansion of education initiatives enabled Soldiers to obtain an associate's degree during the qualification courses. SWEG is synchronizing efforts with USSOCOM to provide opportunities for Soldiers to earn bachelor's, master's and doctorate degrees. (6.4.1)
- » USASOC will assess the feasibility of consolidating cross-command recruitment and assignments. USASOC has developed mechanisms to cross pollinate individuals who show potential in one regiment's selection for service in another. (6.2.13)
- » USASOC will develop SOF capabilities at the operational level and educate a cadre of SOF campaign planners. (6.2.23)
- » The command will also codify and resource doctorate requirements for SOF in key/influential positions across the Department of Defense and throughout the U.S. Government to reinforce the understanding of special warfare as a strategic option for the USG and increase SOF - conventional force interdependence. (6.4.24.5)

HIGHLY SPECIALIZED TECHNICAL SKILLS

- » SWCS is developing a modified curriculum for Civil Affairs officers to optimize support to TSOCS and geographic combatant commanders. (5.1.22)
- » USASOAC will begin SOF-specific unmanned aircraft systems courses to broaden the range of SOF understanding and utilization of unmanned platforms as part of 30 different programs of instruction conducted by the Special Operations Aviation Training Battalion. (6.6.7)
- » SWCS is developing a SOF Sustainment curriculum and doctrine for sustainment professionals assigned to USASOC. (6.4.24.2)
- » The 95th CA Brigade, in cooperation with USAJFKSWCS and unified action partners, is developing the “Civil Affairs Science” to accelerate the specialization of SOF Civil Affairs in support of special warfare.
- » The USASOC DCS Surgeon is creating a Medical Materiel Training Program to improve strategic level medical logistics support. (5.1.12)
- » SWCS is enhancing the UW operator training program and expanding the content of UW curriculum in the ARSOF qualification courses and Army Professional Military Education. (6.4.7)
- » The USASOC G3 will develop and promulgate U.S. Army and USSOCOM personnel policies that promote the development of SOF operators with the expertise required to execute clandestine UW operations. (6.4.2)
- » The command will develop training and education to improve asymmetric and unconventional warfare capabilities as well as a UW capabilities manager responsible for a comprehensive UW program of education, doctrine and leader development. (6.4.24.3)
- » The command will develop advanced Military Information Support Operations education and training. (6.7.9)

FOREIGN LANGUAGE AND CULTURAL EXPERTISE

- » The USASOC G1 is sending selected Soldiers to the Defense Language Institute for training TDY en route to assignments or TDY and return.
- » The USASOC G1 will implement overseas internships with industry for selected SOF Soldiers and special operations intelligence personnel.
- » The USASOC G1 will identify SOF assignments that require advanced language training and develop innovative approaches to implement regional and in-country language and cultural-immersion programs.

1B. INCREASED ADVANTAGE THROUGH HUMAN CAPITAL DEVELOPMENT

OBJECTIVE: USASOC units will represent and capitalize on the nation’s broad range of ethnic and cultural composition to enhance ARSOF capability to succeed in the Human Domain.

DESIRED EFFECTS: The wide array of knowledge, skills and attributes necessary for success in the future operating environment requires USASOC to expand the cultural and ethnic backgrounds of the force.

PROGRESS:

ETHNIC AND CULTURAL COMPOSITION

- » USASOC introduced Project Diane initiative to support U.S. Army and USSOCOM initiatives to expand service opportunities for women and explore concepts to leverage gender in the conduct of SOF operations. (6.3.1.3 and 6.4.17)
- » SWCS will develop innovative ways to expand the pool of ARSOF candidates. (6.4.9)
- » SWCS will partner with the Special Operations Recruiting Battalion to explore recruiting and assessment strategies to increase the number of personnel who enter the ARSOF qualification courses with foreign-language proficiency above the 1/1 level. (6.4.10)
- » The command will actively recruit the widest ethnic and cultural range of U.S. citizens, including first-generation Americans with native-speaker foreign-language capability and cultural knowledge. (6.4.8)



Project Diane

Virginia Hall Goillot, (April 6, 1906 - July 8, 1982) was an American spy with the British Special Operations Executive during World War II and later with the American Office of Strategic Services.

In September 1945, General William “Wild Bill” Donovan personally awarded Hall a Distinguished Service Cross — the only one awarded to a civilian woman in World War II — for her efforts in France.

She was known by many aliases, one of which was Diane. As a tribute to her immense contribution to our nation’s success in wartime, USASOC’s effort to explore opportunities for women in SOF is named *Project Diane*.



Military Freefall for All

In today's global environment, areas of conflict are becoming increasingly difficult for military forces to access. A collective military free-fall capability throughout the Army's Special Forces Regiment will ensure the U.S. Army's unconventional-warfare force can effectively enter and perform within the operational areas of today and tomorrow.

To increase the Special Forces Soldiers' proficiency in MFF, the U.S. Army John F. Kennedy Special Warfare Center and School is restructuring the Military Free-Fall Parachutist Course to allow sufficient annual training slots for all SFQC candidates while maintaining allocated slots for qualified SF personnel already assigned to operational units.

Additionally, the restructure of the course will allow teams preparing for missions to add HALO training to their pre-mission train-up.

- » The command will build a core of 3/3 and native foreign-language speakers in target critical languages and dialects. (6.4.6)
- » The command will expand the Military Accessions Vital to National Interest program with a focused effort to improve recruitment of foreign-born U.S. residents into ARSOF special warfare units with a goal of recruiting 25 percent of special warfare Soldiers from target populations. (6.4.24.11 and 6.4.24.12)
- » The command will develop a collaborative system that encourages and facilitates cross-command identification, assessment, selection, training and retention of ethnically and culturally diverse personnel within USASOC formations. (6.2.14)

KNOWLEDGE, SKILLS, AND ATTRIBUTES

- » USASFC (A) redesigned the fourth battalion in each group to execute and manage compartmented unconventional warfare capability. (5.1.4)
- » USAJFKSWCS determined the number and type of Civil Affairs planners required at strategic and operational level headquarters to better support GCC, TSOC and JIIM campaigns and operations and is recoding and sourcing from existing USASOC CA manpower. (5.1.21)
- » USAJFKSWCS provided Cultural Support Team training to meet joint-operational requirements. As the operational requirement subsides, SWCS will reevaluate the requirement to provide this training. (6.4.14)
- » USAJFKSWCS is developing a basic, intermediate and advanced training program for special warfare and surgical strike impacted and enabled by the Cyber Domain. This tiered program will provide ARSOF a recognized and validated capability to not only mitigate cyber threats to personnel and missions but to utilize the cyber domain for its core activities in current and future operational environments. These programs will address both the common ARSOF requirements as well as the unique CA, PO and SF requirements.
- » USAJFKSWCS is expanding its Military Freefall capacity to meet the SF Regiment's need to mitigate anti-access and area denial threat capabilities. By 2017, all active duty SF Qualification Course graduates will attend the MFF Parachutist Course, meeting the requirement for 5 x MFF-capable SF Groups.
- » USASOC G1 will implement policies and authorities for recruitment of civil-sector experts to conduct civil-military operations and enhance stability operations.
- » ARSOF will create and possess a diverse range of low-visibility, culturally astute means to access populations and operate in denied areas regardless of the nature of the human population. (6.2.27.2)
- » MISOC will advance the capabilities required to conduct nuanced and effective inform and influence activities and cyber-electromagnetic activities in targeted regions. (6.7.4)
- » USAJFKSWCS will work with USASOC to ensure the career development path for SOF personnel includes the professional development experience that comes from returning to SWCS as cadre.

1G. PRESERVATION OF THE FORCE AND FAMILIES

OBJECTIVE: The USASOC Ready& Resilient, Preservation of the Force and Families will synchronize, promote and support the optimal performance, longevity and well-being of Army special operations forces and Families, including Department of the Army civilians, through the development of mission-tailored SOF peculiar initiatives. R2POTFF will reduce pressure on the force and Families; enhance the resilience of the force and Families; and reduce stigma. The program office serves as the focal point for review, issue resolution and validation of resourcing for the Command's Preservation of the Force and Families/Invest in Human Capital programs. The program will synchronize the Human Performance Program (THOR3), Psychological Performance Program, Spiritual Performance Program, Social Performance Program, PERSTEMPO program, resiliency training, Sexual Harassment, Assault Response and Prevent, suicide awareness and community outreach. This is a commander's program; each O6 level USASOC command will develop, implement and manage its own Human Performance, Psychological Performance, Spiritual Performance, and Social Performance Programs, PERSTEMPO, Resiliency training, SHARP and suicide awareness programs.

DESIRED EFFECTS: The USASOC Protection of the Force and Family program will ensure the integration of the Army Ready and Resilient Campaign and USSOCOM POTFF resources at the O6 command echelon, providing the conditions for commanders to employ embedded assets and gain enhanced access to the full range of wellness and resiliency capabilities located in their footprint.

PROGRESS:

- » The command will develop DOTMLPF-P solutions to institutionalize the program and provide responsive resourcing, including the improvement and management of: USASOC Human Performance Program (THOR3), Special Operations Cognitive Enhancement and Performance, Psychological Performance Program, Spiritual Performance Program, Social Performance Program, PERSTEMPO program and Operator Resiliency programs. (6.3.9.2)
- » The command will continue to invest in programs including the THOR3 Program, Behavioral Health, Strong Bonds, Gold Star Family, Operator Resiliency and Unit Ministry. (6.3.9.2; 6.3.12.1)
- » The command will ensure relationships/programs are in place to react immediately to negative stressors on SOF Families through a holistic, multi-discipline approach embedded at every O-6 command echelon. (6.3.12.1)
- » The command will lead the Army in innovative, proactive programs that offset the demanding and sometimes harmful effects of sustained SOF operations. (6.3.12.1)
- » The command will develop the capability to organize multivariate physiological data to generate operationally relevant performance and health status indicators and refine predictive models. This is an analytical effort to identify, establish and evaluate measures of performance and effectiveness of Preservation of the Force and Families programs and services. (6.3.9.2)

2. OPTIMIZE SOF/CF/JIIM INTERDEPENDENCE

USASOC optimizes the force multiplying potential of partnerships with the Army and interagency to provide the nation with seamless combat power.

OBJECTIVE: ARSOF will create an integrated training environment to improve USASOC's ability to provide trained and ready operational-level SOF to ground combatant commanders worldwide, while promoting increased SOF/CF interdependence.

DESIRED EFFECTS: USASOC optimizes the force multiplying potential of partnerships with the Army and interagency to provide the nation with seamless combat power. ARSOF have bridged the critical seams of SOF-conventional force and SOF-interagency relationships to effectively contribute to unified action in the 21st century by partnering with the Army to meet its Title 10 collective training responsibilities. We must facilitate the interdependence of SOF, the interagency and conventional forces in support of unified action and unified land operations through the Mission Command Training Program.

PROGRESS:

OPTIMIZE THE FORCE MULTIPLYING POTENTIAL OF PARTNERSHIPS WITH THE ARMY AND INTERAGENCY

- » 95th Civil Affairs Brigade developed the Civil Information Node to allow unified action partners, and other nonmilitary 'forces' that have a direct relationship to success in wars among the people, to connect to commercial wireless Internet and share information during humanitarian/disaster response efforts. This exponentially increases information gathering capacity and enables Civil Affairs to share timely and relevant information with our interagency, host nation and NGO/OGO/IGO partners within special warfare mission sets.
- » The USASOC G8 developed a plan to consolidate the Army's active and reserve component Military Information Support Operations forces under a multi-component command; following approval the plan will be executed in FY15. (6.4.20)

Program Descriptions

Human Performance

Program. Provides a world-class athletic training expertise, comparable to those of professional sports organizations, to maximize individual functional performance, physical wellness, injury resistance and career longevity.

Psychological Performance

Program. Provides a tailored, multidisciplinary approach to maintaining and improving the cognitive and behavioral strength of individuals.

Spiritual Performance

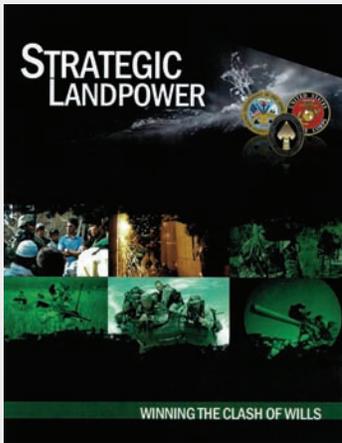
Program. Enhances core spiritual strength, values, awareness, relationships and experience. These elements form the basis to promote healthy living, sound decision-making, meaningful relational interaction, sense of transcendent life purpose and meaning.

Social Performance

Program. Assists in the building of family cohesion, which is a strong component in the ability to engage in healthy social networks that promote overall well-being and optimal performance.

PERSTEMPO (Defense

Ready). Defense Ready will provide commanders a tool that allows them to manage PERSTEMPO and provide predictability in keeping with the USSOCOM Commander's PERSTEMPO guidance stating each SOF Soldier will have 35 percent time at home station.



Exploring Strategic Landpower

In 2013, Adm. William H. McRaven, commander, USSOCOM, Gen. Ray Odierno, Chief of Staff of the Army, and Gen. James F. Amos, Commandant, U.S. Marine Corps, came together and signed a charter establishing the “Strategic Landpower Task Force.”

Over the past year, this task force has studied the historic, contemporary and emerging military, human and strategic considerations, as well as the enduring relationship between the Land domain and the Human Domain. These studies have generated ideas and led to the continuing development of concepts for operations on land and among populations. As these efforts mature, U.S. Forces are postured to provide the capabilities necessary to secure and advance the nation’s interests and those of our allies in an increasingly complex and evolving operational and strategic environment.

- » ARSOAC hosted an AvFID symposium in OCT 2013 that resulted in enhanced synchronization between ARSOAC and conventional-force rotary wing SFA entities. Additionally, quarterly SVTCs (hosted by USSOCOM J31) are conducted to identify and exploit opportunities for SOF/CF collaboration in support of world-wide AvFID endeavors. (6.6.15.1)
- » USASOC partnered with U.S. Army, U.S. Marine Corps and USSOCOM in the establishment of a Strategic Landpower Task Force that explores and develops means to increase U.S. strategic landpower. (6.3.7.2)
- » The USASOC G4 is leveraging Army, joint theater and partner-nation logistics capabilities. (6.3.4.1)
- » SWCS is establishing the Institute for Military Support to Governance to strengthen partnerships with interagency and appropriately partner with other fifth forces providers, such as academia, non-governmental organizations and civil enterprises. (5.1.23)
- » USAJFKSWCS is harnessing the expertise and capabilities across the US Government and academia to provide SOF and our Global SOF network with the knowledge, skills and abilities required to operate in an interdependent manner around the globe.
- » USASOC will nest the efforts of ARSOF and Army regionally-aligned forces, SOF and the interagency. (6.2.16)
- » The G3 will develop/implement concepts to increase 75th Ranger Regiment inclusion in TSOC plans, exercises and operations. (6.3.7.1)
- » USAJFKSWCS will embed ARSOF doctrine in all Army Professional Military Education. (6.4.18)
- » USAJFKSWCS will mature its role as the U.S. Army Special Operations Center of Excellence as the advocate for all aspects of ARSOF capabilities (special warfare and surgical strike) (6.4.19)
- » USASOC will expand institutional support to JIIM relationships. (6.2.17)
- » USASOC will facilitate the blending of capabilities between the Department of Defense and the interagency into one uninterrupted spectrum of options for U.S. policy makers, while acting as the Army lead for SOF/CF interdependence. (6.2.27.4)
- » USAJFKSWCS will reestablish the Military Assistance Training Advisor Course and reconsider the reestablishment of the Institute of Military Assistance. (6.4.24.14)

FACILITATE THE INTERDEPENDENCE OF SOF, THE INTERAGENCY AND CONVENTIONAL FORCES IN SUPPORT OF UNIFIED ACTION AND UNIFIED LAND OPERATIONS THROUGH THE MISSION COMMAND TRAINING PROGRAM

- » USAJFKSWCS developed and implemented a concept, in partnership with Combined Arms Center-Training, for a new Mission Command Training Program Operations Group to design and execute integrated operational-level collective training for a joint SOF operational element. (5.1.1)
- » USAJFKSWCS will analyze the establishment of an operations group that facilitates the collective training requirements of ARSOF as part of the Mission Command Training Program. (6.4.24.16)

3. OPERATIONALIZE THE CONUS BASE

Regionally expert forces provide continuous, proactive support to forward deployed forces.

OBJECTIVE: ARSOF will be capable of providing critical expertise to the TSOCs from CONUS-based regionally expert forces. By physically and virtually synchronizing those personnel and capabilities from across the U.S. government, academia and industry, ARSOF will leverage the nation’s CONUS-based regional expertise for continuous support to global special operations mission requirements.

DESIRED EFFECTS: Regionally expert forces provide proactive, continuous and responsive support to joint force commanders, including reach back to appropriately configured special warfare support structures and enabling coordination, intelligence and information networks.

PROGRESS:

- » USAJFKSWCS is operationalizing its CONUS-base of subject-matter and regional experts with two different lines of effort. First, offering continuous reach-back capability to address problem sets with experts in particular fields (ASOT, Tech/Physical Surveillance, SSE, Military Deception, Intelligence, etc.). Second, USAJFKSWCS is forward deploying SMEs to provide tailored, short-duration expertise to support CA, MISO and SF requirements.
- » The USASOC G9 is conducting experimentation to determine the optimal balance of forward- and CONUS-based forces. (6.3.7.3)
- » The United States Special Operations Aviation Command is expanding its AvFID capability and capacity to enhance partner-nation rotary-wing capability. (6.6.15.1)
- » MISOC will develop the capability of the Military Information Support Operations Command to synchronize the U.S. Government's global MISO efforts, providing an influence capability. This capability is realized through the establishment of the MISOC Effects Group and the UW Social Theory Academy. (6.7.2)
- » The 95th Civil Affairs Brigade will analyze the capability of the CONUS-based headquarters to optimize partnerships with the U.S. government's civil-sector expertise through the establishment of the Civil Military Advisory Group with global Civil Military Operations Center capability. (6.8.6)
- » USASFC(A) will develop CONUS-based capability to provide enhanced UW capability to TSOCs including tailored packages to habitually and routinely support GCCs and interagency special activities requirements. (6.5.4.1)
- » USAJFKSWCS will analyze the development of a CONUS-based capability to develop partner-nation SOF doctrine, training and education institutions (6.4.24.18).
- » MISOC will analyze the manning and resourcing of the MEG and UW Social Theory Academy appropriately as stand-alone organizations under the MISOC. Enable the MEG to integrate and synchronize the expected long-duration, whole-of-government influence efforts in support of GCCs objectives. The UW Social Theory Academy will continue to research, theory development, testing and policy formulation for the use of the Internet, social media and emergent means of singular and mass communication technologies and capabilities. (6.7.16.5)
- » The USASOC G9 will explore the development of CONUS-based force packages that can be deployed as tailorable Special Warfare Task Forces with the capability to support national-level influence strategy operations. (6.3.7.13.1)

4. DEVELOP SOF CAPABILITIES AT THE OPERATIONAL LEVEL

OBJECTIVE: Develop SOF Operational Art to provide coherent campaign alternatives to traditional military operations and ensure SOF is appropriately integrated in all campaigns.

DESIRED EFFECTS: To improve SOF capabilities to design and plan long-duration, low-visibility, SOF centric contributions to campaigns that bridge tactical SOF capability to strategic objectives.

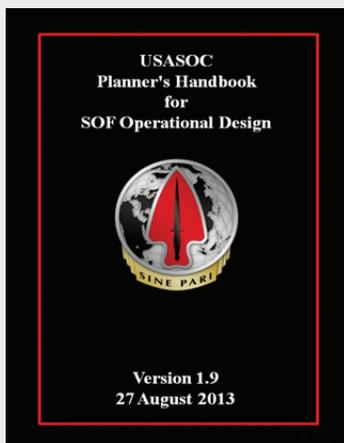
PROGRESS:

- » The U.S. Army Special Forces Command established the Office of Special Warfare as the focal point for all UW capabilities, activities and interagency coordination across the Special Warfare spectrum. (5.2.2)
- » USASOC's POM FY 15-19 led to the approved increase in the number of ARSOF assignments to the TSOC's for civil military operations/stability operations planners. (6.2.19)
- » The OSW is equipping, validating and training forces to execute special operations in support of U.S. Government objectives.
- » The 95th CA Brigade, through its redesign, is providing a specially trained Civil Affairs planning capability to each of the TSOCs, NATO SOF headquarters, OSW and SOT-D to enhance SOF/CF/JIIM interdependence and unified action in deliberate SOF campaigns.



Aviation Foreign Internal Defense (FID)

USASOAC is expanding its Aviation FID (AvFID) element to meet increasing demands for building partner-nation aviation capacity and better synchronize rotary-wing AvFID efforts in accordance with TSOC priorities. These teams will provide reach-back planning and subject-matter expertise in RW AvFID to the TSOCs and synchronize resources through the execution of an assess, assist and advise strategy tailored to produce the desired partner nation RW capabilities. The future success of RW AvFID depends on developing and sustaining SOF-CF RW partnerships to leverage the necessary expertise for institutional, individual and collective training and material solutions that reside outside of the Army special operations aviation community.



SOF Operational Art Handbook

To meet the needs of future engagements, ARSOF is evolving its planning processes to include a unique set of elements and distinct flow engineered to support the increasing demand for special warfare solutions in the future operating environment.

The first steps in developing capabilities at the operational level were the publication of ARSOF 2022 and the development of the USASOC Exercise Program – Silent Quest. Together, the two led to the development of the Planner's Handbook for SOF Operational Design, which serves as the cornerstone for SOF personnel to provide campaign planning expertise and to fully enable strategic/operational headquarters. It does not replace the concept of design, but rather evolves and optimizes operational design to meet the demands of the future operation environment.

- » USAJFKSWCS is developing a Special Operations Campaign Planner's curriculum to be taught in the 18A and 180A officers' courses. When implemented in FY16, this initiative will improve the planning and integration of SOF capabilities within the SOF Campaign Plans. (6.4.12)
- » USAJFKSWCS is currently enhancing the training value of its advanced courses by bringing the three regiments (SF, CA and PO) together in its SW Operational Design Course and SW Network Development Course.
- » USASOC's SILENT QUEST series led to the development and publication of a USASOC Planner's Handbook for SOF Operational Design.
- » The 528th Support Brigade is generating a force design update to realign sustainment planners to enhance ARSOF liaison elements in direct support of each TSOC. These planners will ensure Army Service Component Commands fulfillment of ARSOF requirements in low-signature campaigns and named operations. (6.10.1)
- » USAJFKSWCS will pursue a Special Operations Campaign, Design and Theory Directorate, which will partner with School of Advanced Military Studies and other advanced schools for military operational art. (6.4.24.19)
- » USASOC will build a partnership with the Army's Functional Area 59 Branch (strategic planners) for future assignment as ARSOF Operational Artists to Joint, Army and SOF operational headquarters, including TSOCs, to enhance the campaign-planning capability. (2.4.4)

5. FACILITATE SOF MISSION COMMAND

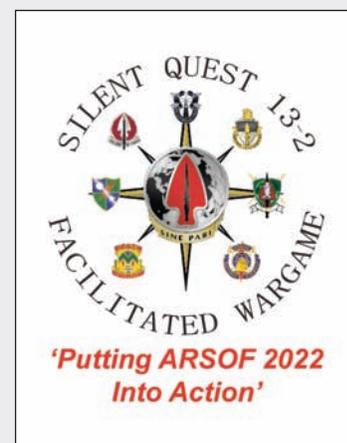
OBJECTIVE: ARSOF will possess a wide array of scalable and deployable command and control nodes, capable of projecting SOF mission command in the most austere and politically sensitive environments, with the requisite level of expertise, experience and architecture to plan, integrate and synchronize SOF operations and SOF campaigns at any echelon of joint command, in an interagency country-team environment or with partnered indigenous forces of any size, including SOF operational headquarters above the TSOC level that are designed to conduct SOF-centric campaigns.

DESIRED EFFECTS: The greatest single challenge facing SOF today is outdated command and control structures. Over the last decade, there have been numerous and diverse efforts to address this critical gap. This includes the establishment of hybrid C2 nodes, such as TSOCs-Forward in Yemen, Lebanon and Pakistan and Joint Special Operations Task Force-Philippines, JSOTF-Trans-Sahel and JSOTF-Gulf Cooperational Council. Ad hoc in nature and tough to sustain for multi-year special warfare initiatives; these efforts have yielded disparate effects, resulting in missed opportunities to effectively integrate SOF capabilities. In addition, some national security challenges increasingly require SOF-centric solutions that require unique combinations of SOF/CF capability and SOF operational level mission command.

PROGRESS:

- » The 95th CA Brigade, through its redesign, is providing a specially trained Civil Affairs planning capability to each of the TSOCs, NATO SOF HQs, OSW and SOT-D to enhance SOF/CF/JIIM interdependence and unified action in deliberate SOF campaigns.
- » USASOC G9 is exploring hybrid SOF-conventional force command structures that build on legacy efforts, such as the 1960s-era Special Action Forces, which will leverage the inherent strengths of SOF and CF formations. (6.3.7.5)
- » The ARSOAC, in accordance with USSOCOM Directive 525-8, Joint Special Operations Aviation Component (JSOAC) dated 28 JAN 2014, is an integral component within the mission command of a JSOAC. Additionally, the directive addresses service component tactical level mission command, appropriate levels of risk, and the tailorable and flexible nature of a JSOAC based on the parameters of an operation. The updated directive appropriately reflects the way the ARSOAC employs and supports the ground force commander within the joint special operations aviation architecture. (6.6.15.3)

- » USASOC will execute a thorough review of existing organizations, formations and mission-command paradigms, down to the detachment level. (6.2.24)
- » USASFC(A) will explore developing tailored packages to provide a mission command plug-in to TSOCs for the conduct of special activities including advanced special operations, military source operations and unconventional warfare. (6.5.4.2)
- » The USASOC G9 and G6 will collaborate to conduct experimentation with alternative forms of TSOC C2 nodes. (6.3.7.4)
- » The USASOC G9 will analyze and experiment with operational- and divisional-level headquarters for the conduct of special warfare including a Joint Special Warfare Command, which is capable of supporting TSOC SW missions. (6.3.7.13.2) and also with hybrid (SOF/CF) corps-level headquarters with organic interagency and intergovernmental plug-ins designed to conduct counterinsurgency, humanitarian assistance, foreign internal defense and limited combined arms maneuver (6.3.7.13.4).
- » USASOC will create an agile mechanism to routinely reassign units and personnel within USASOC to build hybrid teams comprised of special warfare and surgical strike capabilities to meet global mission requirements. (6.4.3)
- » USASOC will develop an integrated ARSOF architecture that incorporates, analyzes and displays a common operating picture from SF, CA, PSYOP, etc. (6.2.11)



Silent Quest Exercise Series

In FY13, USASOC started an experimentation series titled Silent Quest to meet the needs of Army SOF and, by extension, Joint SOF.

Silent Quest, part of the USASOC Campaign of Learning, builds on future operating environment-based concepts and consists of two exercises a year. The Military Information Support Operations Command led the planning, coordination, design and execution of the exercise series. The objective of Silent quest is to examine ARSOF structures, cultures and processes to identify capability and capacity gaps and seams and then informing potential mitigation to those gaps and seams through DOTMLPF-P solutions. Additionally, SILENT QUEST outputs inform SPP segments (e.g. strategic guidance and capability analysis.)

6. OPTIMIZE RESOURCING AND COMMODITY AREAS

OVERVIEW: The current resource allocation reflects a significant commitment to the U.S. Central Command combat theaters. While national policy and SOF requirements regarding Afghanistan will solidify in the coming months, we anticipate that we must begin to realign resources in FY15 to better meet our global-mission requirements. Our forces must be equipped to operate in any environment for extended periods in a low-visibility and clandestine fashion. Instead of taking a one-size-fits-all approach, we must equip our formations to meet the specific needs of its assigned missions and area of operations, especially our regionally aligned special warfare units. We should embrace an approach to resourcing that is highly agile and encourages our regionally aligned forces to be as varied and unique as their areas of operations and missions require, including leveraging commercial off-the-shelf solutions and improved mechanisms to locally procure equipment that is indigenous to the area of operations.

6A. MOBILITY SYSTEMS

OBJECTIVE: ARSOF possesses a wide range of mobility platforms that are able to penetrate denied areas clandestinely by air, sea or land, including the use of stealth technologies. These platforms are designed to allow the force to operate for extended periods of time in denied areas.

DESIRED EFFECTS: The ARSOF mobility fleet is properly balanced to meet SOF global-mission requirements.

PROGRESS:

- » The USASOC G8 CDD invested in non-standard commercial vehicles that provide a low-visibility and survivable platform that is sustainable in austere environments around the world through locally available parts and service. The first unit equipped will occur in June 2015. (6.3.6.8)
- » The USASOC G8 CDD is executing a replacement of the legacy GMV fleet one for one with the GMV 1.1, which will offer greater mobility and internal air transportability via CH-47. First unit equipped for the GMV 1.1 is scheduled for June 2015 with initial operating capability in the operational fleet FY20. (6.3.4.2)
- » The USASOC G8 CDD is fielding the commercially available four-seat variant of the Lightweight Tactical All-Terrain Vehicle. The first unit equipped is scheduled for 3QFY14. (6.3.6.7)
- » USASOC will improve management of individual vehicles such as ATVs, snowmobiles and motorcycles to provide more agility to meet specific mission requirements. (6.2.22)



Soldier Systems Advancements

Over the past year, the USAJFKSWCS has implemented technological changes in its mobility systems, that will allow the force to penetrate denied areas utilizing SCUBA or HALO.

SF Combat Diver: The Hands-Free Diver Propulsion System will replace the old Diver Propulsion Device, which is two-man, smaller version of the SEAL delivery vehicle. The Hands-Free Diver Propulsion System costs \$20,000 per unit. The system is capable of propelling a diver at speeds up to 4 knots while wearing surface swim gear, Open Circuit SCUBA or Closed Circuit Re-breathers. The Hands-Free Diver Propulsion System requires minimal physical exertion from the diver.

Another advancement is the Diver Tracking System, a “Blue-Force-like” diver tracking system that allows operational commander’s to track their divers when they are sub-surface from any location.

- » The USASOC G4 will analyze the consolidation of aerial-delivery capability within sustainment mission command to provide robust delivery options in limited-access environments. (6.3.4.9.4)
- » The USASOC G4 will analyze using a pooling strategy to maintain a wartime contingency fleet of MATVs utilizing Army sustainment and storage. (6.3.4.9.3)
- » The USASOC G9 will leverage new science and technology initiatives including, but not limited to lightweight armor, stealth technology, unmanned capabilities and decreased fuel consumption with added range. (6.3.7.13.3)

6B. AVIATION

OBJECTIVE: ARSOF will possess a fully functional SOF Aviation Enterprise that synchronizes efforts to generate the world’s premier special operations aviation capability.

DESIRED EFFECT: USASOC maintains the pace in modernization of platforms and force structure to provide comparative advantage to execute precision aviation missions in the future operating environment.

PROGRESS:

- » USASOC G8 and the USASOAC completed the evaluation of operational and maintenance costs in the heavy assault (MH-47G) fleet, which has been the preferred platform of SOF operators. Ensure these high-demand, low-density aircraft meet SOF requirements through the 2030s. The results are in the command’s Total Cost of Ownership Automated Tool. (6.3.6.2)
- » USASOAC will field approved modernization for the Mission Enhanced Little Birds. (6.6.7)
- » USASOAC will work with the Technology Application Project Office and the MH60 PM to field approved modernization of MH-60M Blackhawks. (6.6.3)
- » USASOAC will partner with the USASOC G2 and G8 to improve Army unmanned aerial-system programs of record (Raven, Shadow and Gray Eagle) to meet joint expeditionary tactics, techniques, procedures and forward-based networking and sensor requirements. (6.6.8)
- » USASOAC will retain flexibility within the acquisition process to explore potential non-program of record solutions to support ground-force reconnaissance and fires requirements. (6.6.12)
- » USASOAC will research replacement options for MELB that will extend the capabilities required by Joint Force Commanders. (6.6.2)
- » USASOAC will develop SOF Mission Equipment Packages to ensure ARSOF aviation maintains an advantage in command and control, survivability, navigation and targeting. (6.6.5)

6C. TARGET ENGAGEMENT

OBJECTIVE: ARSOF will leverage emerging technology to continue to develop innovative, low-visibility means and, when required, non-attributable materiel solutions, that enable new means for ARSOF to discriminately engage the most sensitive targets around the globe.

DESIRED EFFECT: ARSOF have available a different set of lethal and non-lethal options with varying levels of discrimination, feasibility and acceptance.

PROGRESS:

- » USASOC G8 CDD is fielding visual augmentation systems (PVS-31), weapons systems and munitions that are critical to the success of ARSOF in ongoing combat operations. The 75th Ranger Regiment is at full operational capability. Special Forces Command’s fielding has begun and will be complete in FY19. (6.3.4.3)
- » USASOC G9 will focus USASOC research, development, test and evaluation on innovative solutions and maximize the utility of other advancements made throughout the Department of Defense and the interagency. (6.3.7.6)
- » MISOC will collaborate with USSOCOM, Naval Post Graduate School and the Defense Intelligence Agency on development of social-media mapping capabilities. (6.7.12)

- » USASOC G9 will continue investments in RDT&E in advanced digital multi-spectral night-vision goggles with color, thermal and wide-field-of view capability and precision sniper rifle. (6.3.7.7)
- » The MISOC will study social-media mapping capabilities in support of Special Operations OCONUS. (6.7.16.2)
- » USASFC(A) will partner with the G9 to analyze and rebalance the target-engagement portfolio including a wide array of scalable, precision lethal- and nonlethal-weapons systems and munitions that better enable the SOF Soldiers to conduct all aspects of unconventional warfare. (6.5.5)

6D. COMMAND, CONTROL, COMMUNICATIONS AND COMPUTERS

OBJECTIVE: ARSOF is equipped with innovative systems that provide low-visibility, reliable, secure and seamless video, data, imagery and voice services that provide integrated, on the move, timely and relevant information to enable SOF C2 in any environment with any echelon of joint command or partner force.

DESIRED EFFECT: Increased requirements for secure and non-secure, real-time communications leveraging multimodal, cloud-based mesh-network technology exist to address technological advances and new operational paradigms.

PROGRESS:

- » The USASOC G6 will build agility into existing systems to better facilitate distributed SOF C2, including real-time secure and non-secure communications that enables SOF tactical formations to communicate with GCCs and TSOC headquarters. (6.3.5.1)
- » The 528th Sustainment Brigade (SO) (A) will increase forward presence of signal detachments in each TSOC to provide satellite on the move, individual high-definition video and enhanced executive communications support. (6.10.3)
- » The USASOC G6 will utilize a versatile combination of commercial-off-the-shelf and joint systems. (6.3.5.2)
- » The USASOC G6 will develop a wide variety of technologies characterized by their simplicity, durability and disposability. (6.3.5.3)
- » The USASOC G6 will analyze an enhanced capability for multiple secure communications via satellite, wireless and WiFi systems for irregular forces, including long-range communications to support widely distributed operations. (6.3.5.7.1)
- » The MISOC will analyze the creation of interoperable, scalable and tailorable net-centric information infrastructures that support flexible information sharing across organizations and cultures, including instantaneous reach back to government and non-government sources of cultural and other expertise. (6.7.16.3)

6E. SOLDIER SYSTEMS

OBJECTIVE: The ARSOF Soldier is equipped to infiltrate, operate and survive in denied areas for extended duration in a low-visibility fashion, with a minimal burden of equipment bulk, weight and mass.

DESIRED EFFECT: The ARSOF Soldier system program has invested in non-overt, clandestine and scalable Soldier systems to augment previous investments in combat survivability, including body armor and other personal protective equipment required in the future operating environment.

PROGRESS:

- » USAJFKSWCS is currently and will continue to serve as a platform for testing, evaluating and integrating new technologies and systems to develop ARSOF and USSOCOM's special warfare and surgical strike capabilities. With premier subject-matter experts in various fields, and continuous training ongoing across the country, USAJFKSWCS serves as an ideal test bed for new capabilities.
- » Based on the road map approved in December 2013, USASOC G8 CDD is rebalancing the Soldier-systems portfolio toward operations outside major combat theaters, including increasing anti-access/area-denial capability with the introduction of the high-glide canopy. (6.3.6.3)



Soldier Systems Advancements (Cont.)

Military Free Fall: With Soldiers deploying in denied areas, it is important to have the ability to track them, a new technological advancement in Military Free Fall is the Soldier Monitoring System, which consists of a base station, mobile monitoring system and radio transmitter with built in GPS. The system, implemented at the Military Free Fall School in 2013, is especially important for night time, HAHO training because it provides the ability to track the locations of the jumpers and quickly locate a jumper that becomes disoriented and ends up landing off DZ. This system provides the following capabilities:

- Displays image overlay of the locations and status of each jumper and monitors the status of jumpers.
- Includes a battery with up to 12 hours of operation.
- Operates under 1 meter water for 30 minutes.
- Provides position accuracy of less than 5 meters.

The MISOC Effects Group

The MEG is a collaborative working group set in an interagency space in order to synchronize and integrate CONUS-based information related capabilities and influence entities and networks to provide innovative influence and capabilities to warfighters globally. It will:

- Function as an enabler for the interagency GCCs and TSOs.
- Harness the intellectual/human capacity of CONUS-based inform and influence activities and information-related capabilities, particularly in the area of social media. Global mass communications and corresponding changes in human socialization substantially alter population-centric warfare. The decisive element of future military operations may well lay in the deliberate molding of foreign public opinion through sophisticated application coupled with protracted operational approaches. In order to contend in this area of operations, ARSOF will tailor organizational structures and develop cutting edge yet discreet methodologies to exploit both technological and sociological characteristics.
- Work in concert with a broad range of joint and interagency partners to support combatant commander and ambassador objectives.

- » The USASOC G9 will partner with USSOCOM to develop means to defeat advanced biometric identification/verification technologies. (6.3.7.8)
- » SWCS will explore the development of an advanced rigger and aerial delivery program to support future SOF operations.
- » The USASOC Surgeon will leverage existing technology such as freeze-dried plasma and emerging technologies such as signature management/reduction technology to better enable the SOF operator in any environment. (6.3.9.3.1)
- » The USASOC Surgeon will analyze an increase in organic medical capability including the establishment of deployable, scalable surgical teams modeled after the Joint Medical Augmentation Unit. (6.3.9.3.2)

6F. CYBER OPERATIONS

OBJECTIVE: ARSOF personnel are prepared to utilize the Cyber Domain to enhance operations both with internal means and external support.

DESIRED EFFECT: Mastery of the Cyber Domain will require Army Special Operations to have training in cyber operations, knowledge of supporting systems and organizations and the ability to utilize cyberspace to enable operations while mitigating the inherent security risks.

PROGRESS:

- » The USASOC G3 is formalizing cyber synchronization, manning, training and capability development across USASOC echelons and units. (6.3.3.2)
- » The USASOC G3 is coordinating a USASOC Cyber Enabling Concept with USSOCOM and Army Cyber Command to ensure ARSOF-unique cyber requirements are included in emerging doctrine, manning and capabilities development. (6.3.3.3)
- » The USASOC G3 and G2 are introducing cyber experts into ARSOF organizations to enable operations. (6.3.3.1)
- » The USASOC G3 is normalizing cyber operations as part of operational planning, experimentation and operations through participation in the Joint Cyber Center. (6.3.3.16.2)
- » USAJFKSWCS is developing a basic, intermediate, and advanced training program for special warfare and surgical strike impacted and enabled by the Cyber Domain. This tiered program will provide ARSOF personnel with a recognized and validated capability to not only mitigate cyber threats to personnel and missions but to utilize the cyber domain for their core activities in current and future operational environments. These programs will address both the common ARSOF requirements as well as the unique CA, PO and SF requirements. It will include instruction for personnel selected to enter a qualification course, initial SOF MOS training and advanced training and education.
- » USASOC will establish support relationships to enable ARSOF formations with expertise and means. (6.2.25)
- » USAJFKSWCS and the USASOC G3 will identify and certify ARSOF personnel through ARSOF's SWCS-run tiered cyber training and training from previously established external organizations. (6.4.21)
- » USASOC will establish support structures that facilitate operations between the lowest level through combatant command and national organizations. (6.2.26)
- » The USASOC G3 will nest ARSOF requirements and Title 10 responsibilities for cyber within all service and joint governing documents and regulations. (6.3.3.4)
- » USASOC, USAJFKSWCS and the Special Warfare Command will develop the capability to sustain cyber training for the operational force and USAJFKSWCS instructors at their home station. Training in the cyber domain is a perishable skill that changes with time; ARSOF personnel must have the ability to maintain skill sets we provide in the cyber domain. (6.4.25)

6G. MISO SYSTEMS

OBJECTIVE: SOF is the strategic nexus for all Department of Defense influence activities and recognized as the partner of choice for influence campaigns.

DESIRED EFFECT: Proliferation of smart phones, mobile devices and social media present unprecedented opportunities for both adversary and U.S. MISO efforts.

PROGRESS:

- » USAJFKSWCS is developing and implementing training and education in military deception, SLE and other advanced MISO skills to develop master MISO practitioners. The Military Deception Course is implemented. (6.4.11)
- » MISOC is developing innovative tactics, techniques and procedures for use of social media and other tools to influence foreign target audiences in support of special warfare and surgical strike efforts. (6.7.13)
- » MISOC is creating innovative methods of subversion to support enhanced ARSOF UW capability. (6.7.14)
- » MISOC is reinvigorating the Cultural Intelligence Element including subject-matter experts in marketing, persuasive and traditional communication, use of social media and other cyber-based tools. (6.7.6)
- » MISOC is exploring next generation ground-based and flyaway broadcast systems, social media and leaflet delivery system. (6.7.15)
- » MISOC is combining the use of advanced and emergent communication technologies and tools, including social media and cyber messaging with increased intelligence support to MISO to execute both mass and precision influence missions in all environments. (6.7.7)
- » MISOC is fielding Regional MISO Task Forces capable of leading and supporting UW efforts and other politically sensitive missions. (6.7.3)
- » The USASOC G6, in coordination with USASFC(A), USAJFKSWCS and the MISOC will analyze investment in high-end communication and influence practices and technologies, including establishment of the Social Theory Academy at SWCS. (6.3.5.7.2)

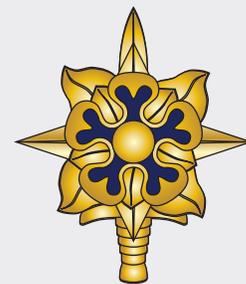
6H. INTELLIGENCE SENSORS AND SYSTEMS

OBJECTIVE: ARSOF tactical elements will have an unprecedented level of organic and tactical exploitation of national capability, regardless of the austerity or sensitivity of their environments.

DESIRED EFFECT: Intelligence system capabilities enable ARSOF 2022 priorities, fully leveraging the Intelligence Enterprise, maximizing access to Joint, DoD and Interagency multi-disciplined databases and capabilities, while providing access as far forward to the tactical edge of the operating environment as possible.

PROGRESS:

- » The USASOC G2, through the JTWS program, is developing improved access to national intelligence capability down to the dismounted team level via secure Beyond Line of Sight (radios tied to Ground SIGINT Kit-Static and existing Silent Dagger capabilities). (6.3.2.1a – Technical Collection Systems)
- » The USASOC G8 will modernize approximately 80 percent of the Special Operations Tactical Video System kits in the field during FY14 and FY15. (6.3.2.1a – Technical Collection Systems)
- » The USASOC G8 is coordinating for continued Emerging Technology Insertions to address evolving regional operational requirements for Hostile Forces – Tagging, Tracking and Locating (HF-TTL). (6.3.2.1a – Technical Collection Systems)
- » The USASOC G8 is coordinating for continued ETI's and integrating into the Capital Equipment Replacement Program cycle for SOFSSE (Biometrics and Forensics).
- » The USASOC G2 continues to coordinate with DCGS-A PM and PM SORDAC to develop and integrate current and future required capabilities into existing DCGS-A and DCGS-SOF Programs of Record. (6.3.2.1c - Intelligence Support Systems)
- » The USASOC G2, ICW the USASOC G6, awaits SOCREB AD approval of a Program Parameter Change for a BOIP increase of 201 additional SOCRATES workstations which will provide increased access to TS/SCI and national level intelligence databases to address unit organizational changes across USASOC. (6.3.2.1c - Intelligence Support Systems)



Special Warfare Command (Airborne) Intelligence Squadron

As a part of the command's redesign effort, Special Warfare Command (A) will establish a Military Intelligence Squadron, optimizing existing force structure to enhance intelligence synergy in support of special warfare and surgical strike. In addition to providing the core of the Intelligence staff in the deployable SOF task force headquarters, the MI Squadron's unique capabilities will include data warehousing of information from classified and unclassified sources and fusion of this information in a "Special Warfare Intelligence Common Operating Picture." This ICOP will be accessible by the SOF community, interagency and conventional forces, reinforcing interdependence with our unified action partners. MI Squadron operations will provide a global "constant stare," focusing on cross-GCC seams and over-the-horizon operating environment analysis, providing intelligence reach support and enriching SOF campaign planning support to GCCs.



USASOC 25-year — Historical Timeline —

USASOC's first quarter-century has been distinguished by extraordinary performance of its tactical-level formations during combat.

01 October 1982

1st Special Operations Command (Airborne) (Provisional) activated at Fort Bragg, NC.

01 December 1988

U.S. Army Special Operations Command (Airborne) (Provisional) activated at Fort Bragg, NC.

01 December 1989

U.S. Army Special Operations Command (Airborne) activated as the 16th Army MACOM.

17 January 1991

Operation DESERT STORM.

28 June 1990

160th Special Operations Aviation Regiment (Airborne) (160th SOAR) activated at Fort Campbell, KY.

- » The USASOC G2, ICW the USASOC G6, is coordinating for continued ETI's and integrating into the SOCRATES Enhanced Imagery Workstation CERP cycle to provide timely GEOINT system updates in response to worldwide contingency operational requirements. (6.3.2.1c - Intelligence Support Systems)
- » The USASOC G2, ICW the USASOC G6, is coordinating the effort with USSOCOM to develop an improved, common GEOINT data infrastructure, including servers, software, and data configuration (6.3.2.1c - Intelligence Support Systems)
- » The USASOC G8 is coordinating the effort to develop better clandestine tagging, tracking and locating (CTTL) capabilities. (6.3.2.3.2)
- » The USASOC G2, ICW USASOC G39, is analyzing Intelligence support to Cyber Operations, Cyber Enabled Intelligence activities, Open Source Intelligence (OSINT) and social-media analysis capabilities to better enable ARSOF operations in the Cyber Domain. (6.3.2.3.2)
- » The USASOC G2 is analyzing capabilities to better enable SOF to tactically exploit national intelligence capacities including space-related technologies (6.3.2.3.2)
- » The USASOC G9 will explore emerging technologies to enhance ARSOF organic F3EAD capability. (6.3.7.10)
- » The USASOC G2 will analyze the capabilities focused on providing enhanced cultural intelligence to globally deployed SOF, both in real time and leveraging reach back to CONUS expertise. (6.3.2.3.1)

6I. MILITARY CONSTRUCTION

OBJECTIVE: USASOC will continue to support ARSOF 2022 priorities through continued modernization and recapitalization of our infrastructure, including sustained investment in the institutional force to realize the SWCS Campus vision and provide world-class facilities for our operational units that fully support the mission requirements and capabilities of ARSOF 2022. Our immediate objectives are to move units out of obsolete legacy facilities, to build out the Yarborough Complex at Fort Bragg and to develop a transition plan for the Special Warfare Command from present to future facilities.

DESIRED EFFECT: ARSOF facilities provide units the optimal operating and force generation/sustainment environments to provide SOF capabilities in support of long-duration, regionally-focused campaign plans, during steady state and in times of crisis. Facility modernization efforts are synchronized with ARSOF 2022 rebalancing and restructuring efforts within existing resourcing levels without deferring the replacement of sub-standard existing facilities.

PROGRESS:

- » The USASOC Engineer annually conducts a holistic review of the current MILCON program and future requirements to ensure master planning and programming efforts are meeting ARSOF 2022 priorities in providing facilities to support the operating and generating force and operationalizing the CONUS base. This analysis will continue to optimize resourcing by adapting existing facilities and capitalizing on opportunities to share common support and maintenance facilities. (6.3.8.1, 6.3.8.3, 6.3.8.4)
- » The USASOC Engineer continually assesses current facilities, in conjunction with Command Support Command and Command Subordinate Unit commanders and engineers, to develop modernization strategies and to ensure sustainment, restoration and modernization requirements are included in all ARSOF Installation Annual Work Plans or in the Army P-2 or USSOCOM P-11 MILCON programs. (6.3.8.2, 6.3.6.5)
- » The USASOC Engineer will continue to explore opportunities in the POM process to program Facilities Sustainment Restoration and Modernization that will reduce the backlog of projects awaiting MILCON funding, and to establish baseline budget funding for sustainment of critically required command and control, mission command and generating force facilities. (6.3.6.5, 5.1.3.0)



CONCLUSION

For more than 25 years, the United States Army Special Operations Command has provided the strategic direction and critical resourcing necessary for the men and women of ARSOF. As we continue the current fight and take on new operations in support of partners or to defeat adversaries, USASOC must look ahead to the next quarter-century to ensure it not only provides the right resources and direction to its force, but also the right capabilities to our nation. The nature of our conflicts and the environment within which we operate have changed. We must continue to mature our profession and evolve our capabilities accordingly.

USASOC's future is built upon the foundation of experience, customs, traditions and proven employment concepts of its exceptional components. ARSOF will continue to function as a strategic bridging force, serving as connective tissue among indigenous forces and populations and within our military and the interagency community and providing unilateral capacities of unmatched lethality and precision.

By continuing to embrace the changes introduced in *ARSOF 2022*, while taking on the new challenges of institutional reform, USASOC is better prepared to address the operational requirements expected in the complex operating environment of the 21st century. By honing our special warfare and surgical strike capabilities at the tactical level while developing commensurate mission command structure for the operational level and furthering the development of SOF operational art, we will ensure ARSOF remains the strategic option of choice in defense of our country, way of life and national interests.

Over this next year, as we look to *ARSOF Next*, the intent is to continue the work we have started in redesigning the command, as well as to circle back to first principles of our special operations warfighting craft. The intent this year is to highlight and promote the common attributes of the USASOC Soldier, the characteristics of his unit and the universal promise every member of the command makes to each other, our nation's citizens, other government teammates and our international partners.

Over the past year, we've proven that *ARSOF 2022* is more than words — the vision reflects a new culture for the U.S. Army's special operations forces and a new approach to special operations. Its publication lead to a new capability, one ready to address the challenges of the future environment. But the change is not yet complete and the future is still to be written. There is a significant amount of work ahead of us. Our focus remains on getting better, not bigger, as we continue to face the budget pressures in the years ahead. We must continue to move forward in a connected, well-reasoned, purposeful manner, so as to face the challenges and uncertainty of the future and emerge a stronger, more capable force. It remains in your hands.

USASOC History (Cont.)

27 November 1990

1st SOCOM inactivated and redesignated as U.S. Army Special Forces Command (Airborne) at Fort Bragg, NC.

08 December 1995

U.S. Army Special Operations Support Command (SOSC) activated at Fort Bragg, NC.

16 October 2001

Operation ENDURING FREEDOM (OEF).

19 March 2003

Operation IRAQI FREEDOM (OIF).

15 December 2008

528th Sustainment Brigade (Special Operations) (Airborne) activated. Special Operations Support Command (Airborne) deactivated.

04 August 2011

Military Information Support Operations Command (Airborne) (Provisional) activated at Fort Bragg, NC.

01 October 2012

U.S. Army Special Operations Aviation Command (Airborne) activated at Fort Bragg, NC.

In the next 25 years, ARSOF will provide the nation with unparalleled operational-level capability to optimize its tactical assets for strategic effects.

SOF TRUTHS

Humans are more important than hardware.

Quality is better than Quantity.

Special Operations Forces cannot be mass produced.

**Competent Special Operations Forces cannot
be created after emergencies occur.**

Most Special Operations require non-SOF assistance.



ARSOFC 2022, PART II
U.S. ARMY SPECIAL OPERATIONS COMMAND