



Ethos

NAVAL SPECIAL WARFARE
ISSUE 3

NSW
is having a **Quiet**
Revolution



"The dogmas of the quiet past are inadequate to the stormy present. The occasion is piled high with difficulty, and we must rise with the occasion. As our case is new, so we must think anew and act anew."
- Abraham Lincoln

"It is not the strongest of the species that survives, nor the most intelligent, but the one most responsive to change."
- Charles Darwin

"If you don't like change, you're going to like irrelevance even less."
- Gen. Eric Shinseki, former Chief of Staff, U.S. Army

Three esteemed leaders from three different times. I'm not sure who said it best, but the message is the same: change is necessary. Some people fear change, but we don't have that problem at Naval Special Warfare. "Change" shapes our profession; we owe our very survival and success to constantly evolving our techniques and bringing fresh ideas to the op plan. Quite simply, the ability to adapt is what separates a successful warrior from a dead one.

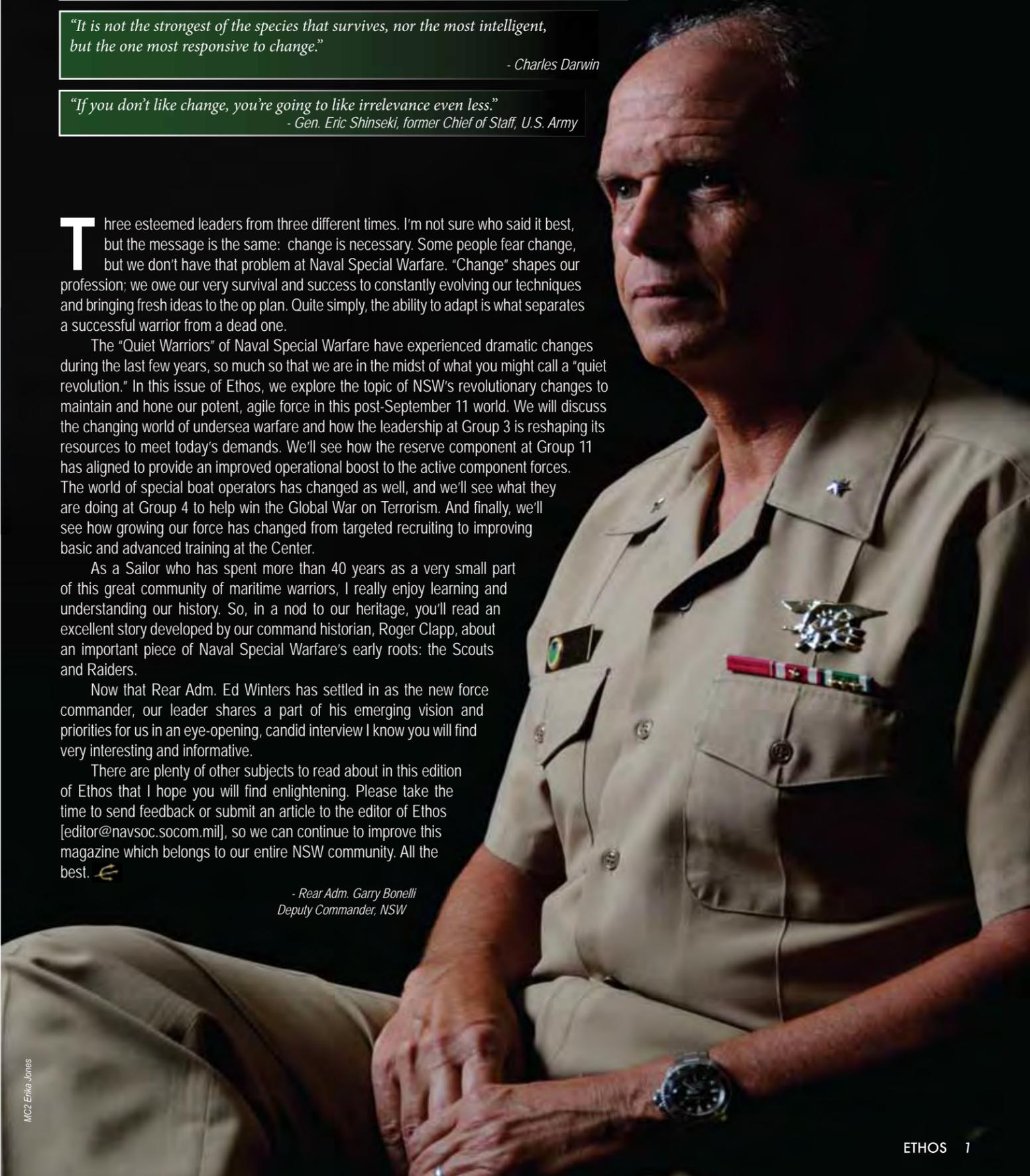
The "Quiet Warriors" of Naval Special Warfare have experienced dramatic changes during the last few years, so much so that we are in the midst of what you might call a "quiet revolution." In this issue of Ethos, we explore the topic of NSW's revolutionary changes to maintain and hone our potent, agile force in this post-September 11 world. We will discuss the changing world of undersea warfare and how the leadership at Group 3 is reshaping its resources to meet today's demands. We'll see how the reserve component at Group 11 has aligned to provide an improved operational boost to the active component forces. The world of special boat operators has changed as well, and we'll see what they are doing at Group 4 to help win the Global War on Terrorism. And finally, we'll see how growing our force has changed from targeted recruiting to improving basic and advanced training at the Center.

As a Sailor who has spent more than 40 years as a very small part of this great community of maritime warriors, I really enjoy learning and understanding our history. So, in a nod to our heritage, you'll read an excellent story developed by our command historian, Roger Clapp, about an important piece of Naval Special Warfare's early roots: the Scouts and Raiders.

Now that Rear Adm. Ed Winters has settled in as the new force commander, our leader shares a part of his emerging vision and priorities for us in an eye-opening, candid interview I know you will find very interesting and informative.

There are plenty of other subjects to read about in this edition of Ethos that I hope you will find enlightening. Please take the time to send feedback or submit an article to the editor of Ethos [editor@navsoc.socom.mil], so we can continue to improve this magazine which belongs to our entire NSW community. All the best. ☺

- Rear Adm. Garry Bonelli
Deputy Commander, NSW



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Ethos is an authorized official production of the Naval Special Warfare Command Public Affairs Office, 2000 Trident Way, San Diego, Calif. 92155-5599. Send electronic submissions and correspondence to editor@navsoc.socom.mil or call (619) 522-2825.

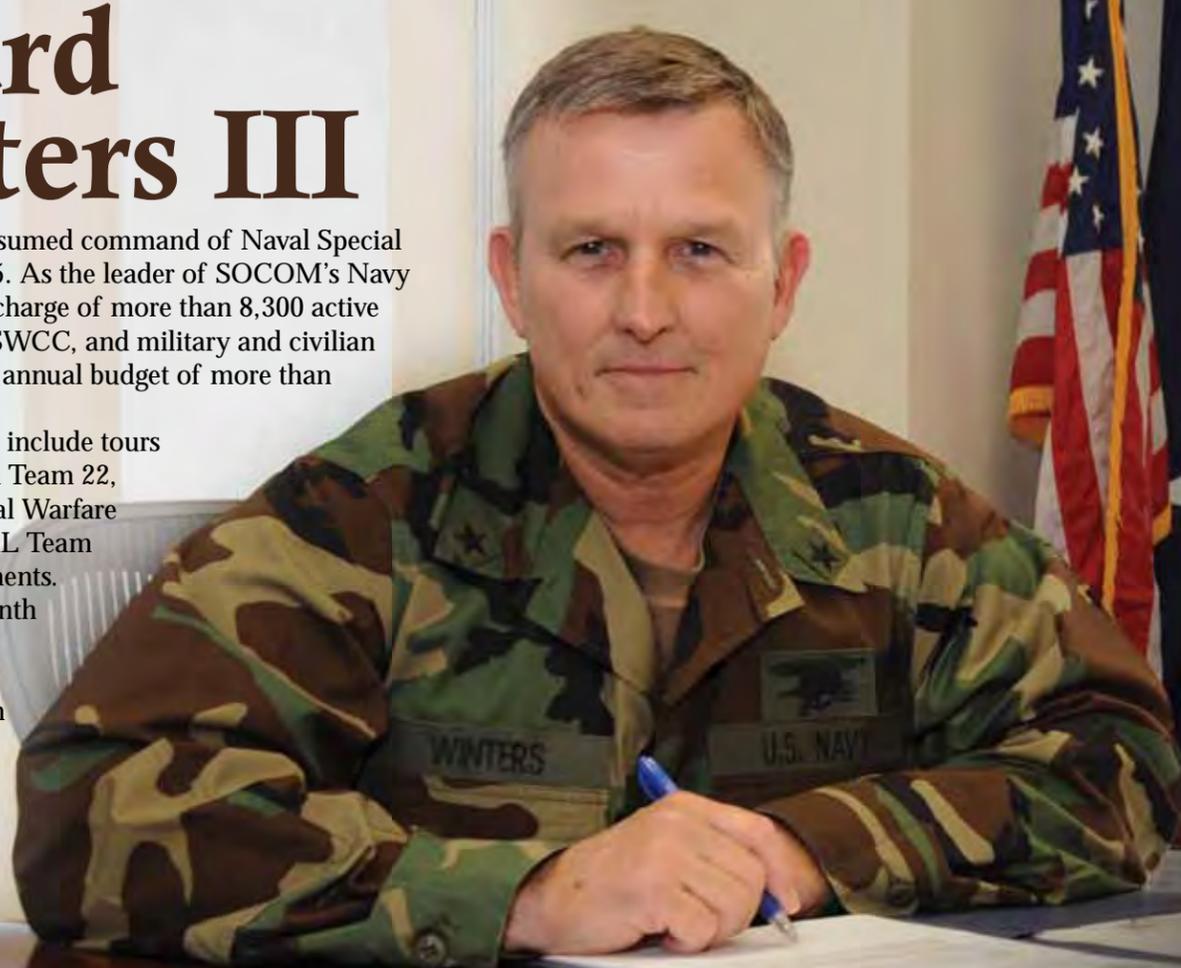
Cover photo by MC2 Dominique Lasco.
Special thanks to Roger Clapp, command historian for his contributions.

An interview with Rear Adm. Edward Winters III

Rear Adm. Winters assumed command of Naval Special Warfare Command Sept. 5. As the leader of SOCOM's Navy component, Winters is in charge of more than 8,300 active duty and reserve SEALs, SWCC, and military and civilian support personnel with an annual budget of more than \$1 billion.

His 28 years of service include tours at Underwater Demolition Team 22, SDV Team 2, Naval Special Warfare Development Group, SEAL Team 4 and several joint assignments. He returned from a 15-month deployment this June as commander of the Iraqi National Counterterrorism Force Transition Team.

He spoke with the editor of Ethos Oct. 16 at his office in Coronado.



Q. Given the dramatic changes with how Naval Special Warfare has transformed to respond to this century's threats, where do you see NSW ten years from now?

A. White SOF will become grey, grey SOF will become black and black SOF will become blacker. I don't see us getting into another conflict like Iraq or Afghanistan, at least not in the near term. We will be in CENTCOM in large numbers for some time but as Iraq winds down for us with the Iraqis taking over the mission, we will have the resources that we need for a global pursuit of Al Qaeda. The terrorists we will hunt are going to be more and more dispersed. They will move quickly and cautiously with networks that support and hide their moves. They have become savvy to our tactics, techniques and procedures. Our windows of opportunity will

be narrow so finding the enemy in time to kill or capture him will become more and more difficult. Even now the finish piece of the Find, Fix, Finish triangle is the easiest part. Our success will become dependent on our ability to find and fix the enemy.

Once we get off the battlefield (Iraq first and Afghanistan later), we are probably going back to smaller elements with expanded technical capabilities and the ability to blend in environments where we typically do not operate. I don't sense those smaller elements will be all SWCC or SEALs; I believe they will be a mix of capabilities – men and women with special training from NSW, mixing in with men and women with special training from Army, Marine, and Air Force units, other government agencies and elements from partner nations to execute low visibility missions in all environments. We must be joint, combined and interagency leveraging all capabilities against the enemy.

Q. What motivated you to become a SEAL and why have you stayed in the community for so long?

A. When I was about 11 years old, I was sitting in a doctor's office after having my nose busted. There was a magazine on the table; I can't remember if it was Life or Look but it was 1967 and I believe it was the first article that came out about the Teams. The cover of the magazine said something like, "U.S. Navy SEALs - Joined the War to Scare the World." After reading the article I thought, "That's what I'm going to do." It was a cool job. It was a challenge. I think this is why a lot of us get into it – because it's a challenge. That got me in the door.

The longer that I was part of the Teams, the more important I realized it was. Events

happened along the way that changed the way I saw things. For example, I spent about a year straight in Bosnia; I understand that more mines were laid in Bosnia than during all of World War II. I saw lots of children who lost their arms or legs. I don't think kids should have to grow up in an environment like that and I believe we were doing something about it.

Q. What is your message to today's operators and support personnel?

A. First, the importance of the mission and the success of the mission can not be overstated. We all know that but sometimes we should be reminded. Next, be flexible, be joint, be interagency, be combined and use every advantage that we have learned throughout our history but particularly over the last few years. We have the best trained, equipped and supported

military force that has ever walked the planet and our NSW warriors are more experienced in combat than they have ever been, however, what is required to win the fight will continue to change. We must be innovative; we must push technology to its limits; we must be problem solvers. We must continue to determine which is the best direction in pursuit of the enemy. Being part of that "team of teams" – joint, combined, interagency – is the most direct road to success.

Q. If you met a young man who was thinking about joining the Navy and pondering a future with NSW, what would you say to that person?

A. Probably three things: One, it is a job that is very satisfying; there is no job I would rather have. Two, you build lifelong friends - teammates you can rely on and trust with your life. Three, it is a job that is tremendously important. It is vital to protecting his family, his neighborhood, his community and the nation. Beyond that, it's a global thing. We are the sole superpower and as the sole superpower, we have a global responsibility. The importance of it is beyond what a young man coming into the Navy can imagine.

Q. Now that you are in charge of Naval Special Warfare, what is your highest priority?

A. Sending the most capable NSW team forward is my highest priority. That means they must have the best trained, equipped and supported warriors. They must be prepared for the current fight both mentally and physically with the flexibility to change when and where required. The team must have the right knowledge and right perspective on what it needs to do forward and be prepared to execute combat operations while still holding to the highest moral standards.

Along with this, for our warriors to be mentally prepared for the fight, they must know that at home, their families are taken care

of while they are away. Preparing the SEAL/SWCC or support to go to war is the easy part, preparing their minds for it is likely the difficult part. At the same time, the burden is heavy on the families so I will continue to do what my predecessors have done to keep our families at the top of the priority list.

Q. How has your recent combat theater experience affected your perceptions of GWOT?

A. In the GWOT, particularly with Al Qaeda, we must be prepared for the long war. The long war may not be in Iraq or Afghanistan; the battlefield can change, the fight is going to evolve, and even the enemy will change to some degree. Americans must understand that even when we are successful, the enemy has no timeline so in his mind, he has not lost, he has just not won yet. The enemy will pick the time and place to fight if we let him and he will use sensational tactics to make it appear as though he is invulnerable. The enemy is smart and dedicated; he will continue to adapt. We will have to adapt faster than the enemy to win.

The battlefield will also change based on our successes and the ability of partner nations to take over the mission. On a large scale, for example, the fight in Iraq has gone from a primarily Direct Action mission to Security Force Assistance (formally known as FID - Foreign Internal Defense). When I was tasked to take over the mission as the commander for the Iraqi National Counter Terrorism Force Transition Team, I was not particularly thrilled because it was primarily a SFA mission. Once I was on the ground, it did not take long to figure out how important the mission was and how difficult it was going to be. SFA is a difficult mission for NSW, not that we cannot do it because SEALs and SWCC are doing SFA very well in Iraq; However, I would venture to say that no SEAL got into the Teams to do SFA missions; they got into the Teams to do Special Reconnaissance/Direct Action missions. We are going to have to continue to look for and pick those important DA missions carefully to keep our folks engaged doing what most of them signed up to do but we are going to have to stay as flexible as the enemy and do what is most important to defeat him now – SFA.

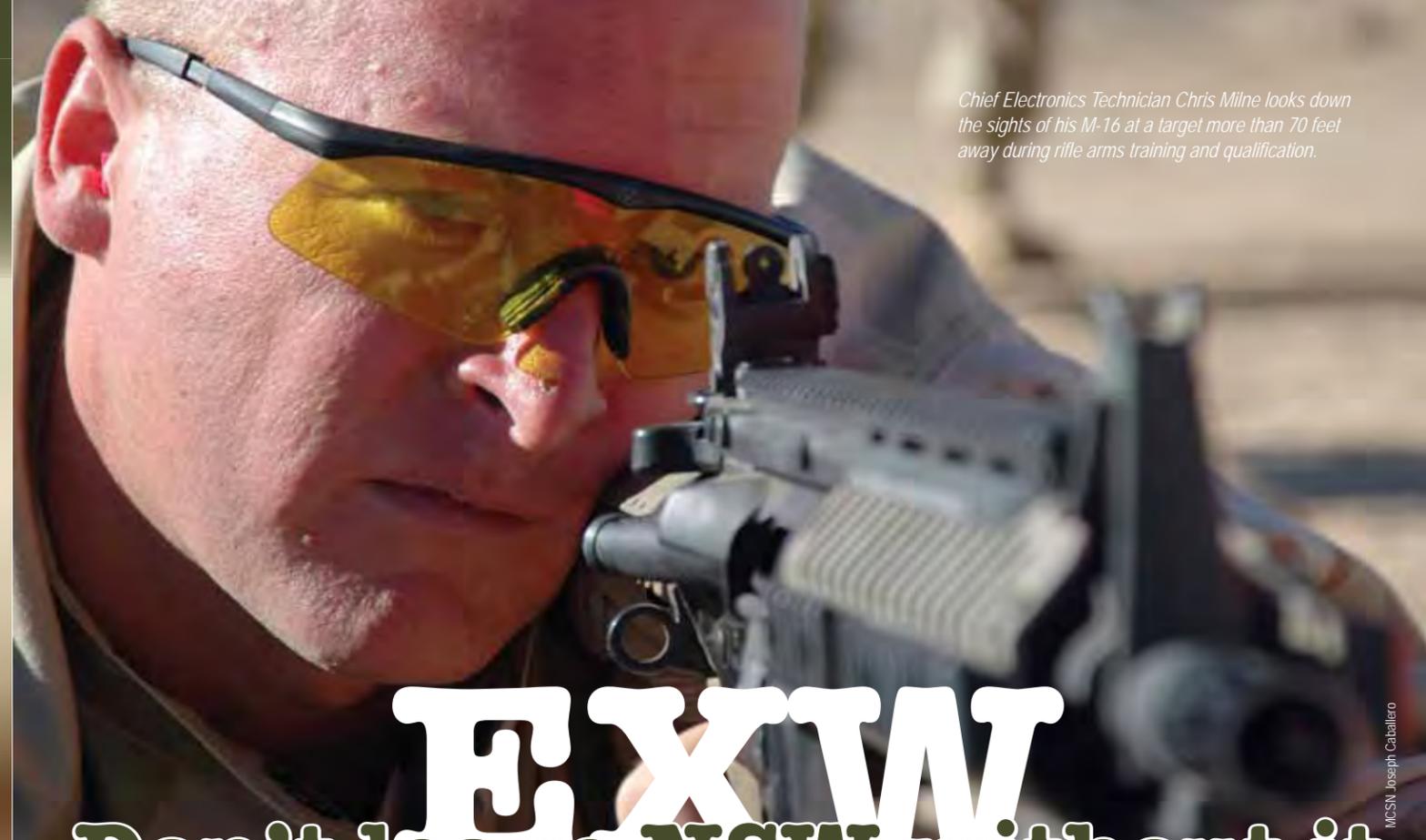
you've
got his **back.**

now
get this
on your
front.



T H E E X P E D I T I O N A R Y W A R F A R E P I N

Is it on you?



Chief Electronics Technician Chris Milne looks down the sights of his M-16 at a target more than 70 feet away during rifle arms training and qualification.

EXW
Don't leave NSW without it

MCSN Joseph Caballero

We salute you, Naval Special Warfare technician:

You've been the guy, behind the guy on the front lines of combat. You've been in the same sweltering 130-degree heat and in the same freezing early morning air as our special operators. You've fixed all the computer glitches, administrative problems and weapon malfunctions a SEAL and SWCC can handle for one deployment. You've served with distinction, asking only for the chance to stay competitive with your maritime peers. **Now here's your chance.**

The Enlisted Expeditionary Warfare Qualification (EXW) program, once available only to the Navy Expeditionary Combat Command community, is now permitted for Sailors on sea duty status supporting NSW forces.

"We're all over the place - Afghanistan, Iraq, you name it," said Chief Electronics Technician (EXW/AW/SW) Holly Mullins, one of the first

people to help implement the expeditionary warfare program at NSW. "We didn't have anything that told us what was important to know in an expeditionary setting. The program did that."

Once conceived as way to earn recognition for deployed cargo-handling specialists, the EXW program has evolved into a broader warfare designation. Launched in 2006, the program recognizes the

efforts of individuals trained in support of expeditionary warfare, maritime security and anti-terrorism/force protection.

On July 31, 2006, former Chief of Naval Operations Adm. Mike Mullen officially approved the EXW device. Since then, thousands of Sailors in NECC have committed to the program.

"NECC includes EOD (Explosive Ordnance Disposal), Seabees, riverine units, pretty much anything that's in the dirt except for us," said Mullins.

Plans to include NSW in the program began soon after the introduction of the pin. According to Mullins, the NSW community became interested in the program after seeing the similarities between Sailors attached to NECC and NSW. Everything NECC Sailors did applied to NSW support sailors, so it was only a matter of time before the program's reach expanded.

A year after the pin was introduced, NSW was approved to instruct and award its personnel in the EXW program. The program has become a career enhancement tool for the majority of NSW Sailors, including members from the SEAL Teams, SEAL Delivery Vehicle Teams, Special Boat Teams, NSW Units, and Logistics Support Units. To date, more than 500 Sailors have earned their pin while serving in Iraq, Afghanistan and Kuwait.

Though NSW is now qualified to award EXW pins, not all members are qualified to receive it. According to OPNAVINST 1414.7, released in Nov. 2006, the EXW pin is mandatory for all active-duty enlisted support personnel, ranks E-5 and above, who meet eligibility requirements and work in a command that allows the pin. E-4 and below and enlisted selected reservists can qualify for the pin, but reservists must be assigned to an NSW reserve unit for a minimum of a year prior to final qualification, must be in a satisfactory drill status and must complete three periods of training in accordance with the directive. SEALs and SWCC are allowed to pursue the pin, but like E-4 and below support Sailors, it's optional.

Sailors must be recommended by their chain of command, complete an overseas deployment, maintain physical standards, take classes and complete a appropriate Personal Qualification Standards booklet within 18 months of enrolling in the program to qualify for the EXW designation.

The booklet itself was highly influenced by other warfare specialist programs in use long before 2006.

"Much of the EXW PQS information came from the Seabee Combat handbooks, though there were a lot of small-boat qualifications and material pertaining to the ship navigation and fleet side of the house that Seabees rarely ever use," noted Construction Mechanic 2nd Class (SCW/EXW) Daniel Privett, a Seabee attached to Naval Special Warfare Group 1.

In its pages are the standards for core qualification: Sailors must be proficient in weapons qualification and maintenance, marksmanship, land navigation, field communications and expeditionary camp deployment. As with any other PQS in the Navy, the candidate must demonstrate knowledge and competence in various skills prior to getting signed off.

After completing the PQS, candidates are required to take a written, oral, and demonstrative test before a board before earning the right to wear the pin.

"The board is at least an hour long," said Mullins. "You need to break down an M-16 or M-4. You have to be able to break down your secondary

"If I get shot in the field, a storekeeper with an EXW pin could come along and know how to turn on my radio establish communication, and call for help."

- ETC (EXW/AW/SW) Holly Mullins

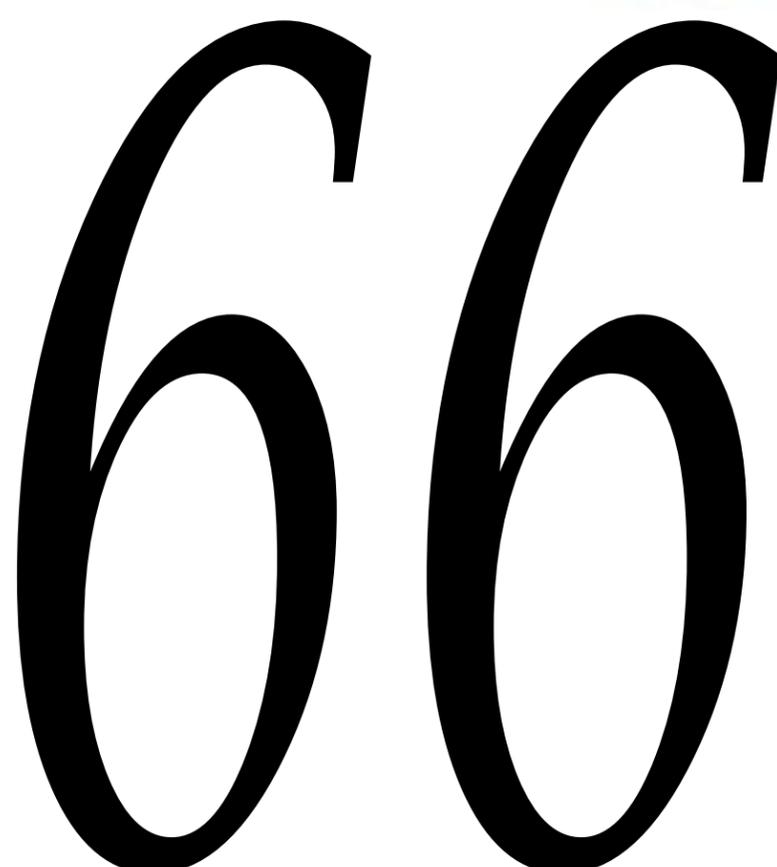
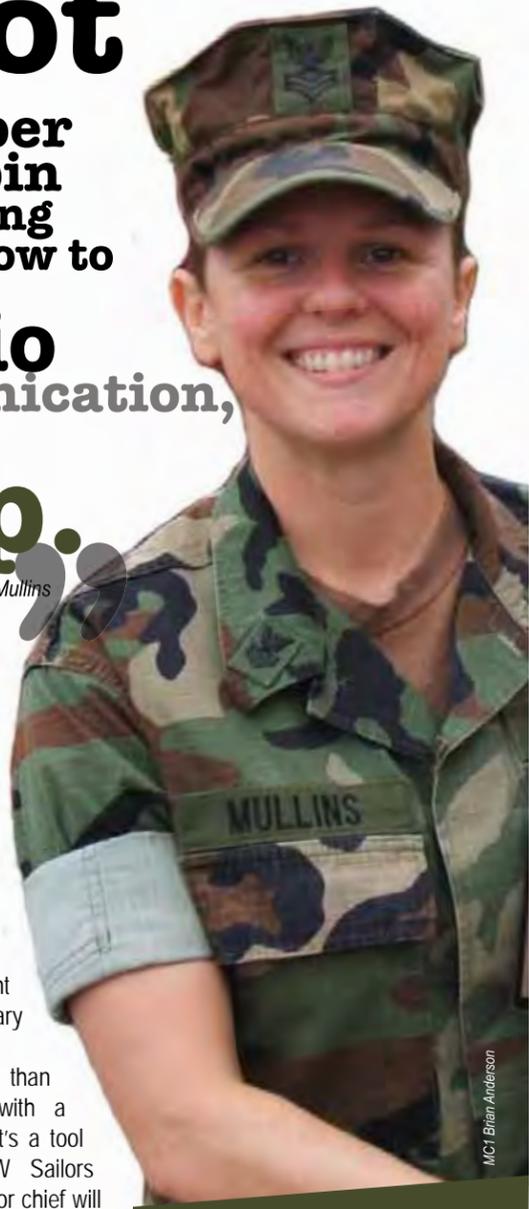
weapon and put it back together again. You need to break apart a radio and put it back together and make it work. You need to explain hands-on stuff, like how you would exit a vehicle if it was under fire. Those are all things that are important in an expeditionary environment."

The pin is more than a little silver badge with a boat, cutlass and rifle. It's a tool for advancement. NSW Sailors competing for first class or chief will have a warfare pin to make them competitive against others from the fleet with typical surface or air warfare pins. Those who already have warfare pins will make themselves more competitive and add further credibility by showing they have expeditionary experience. Most importantly, having the EXW pin means a Sailor is an expeditionary asset. He or she understands war fighting, mission effectiveness and unit survivability, and can directly apply knowledge to save lives and be more useful in a land warfare environment.

"If I get shot in the field, a storekeeper with an EXW pin could come along and know how to turn on my radio, establish communication, and call for help," said Mullins.

Regardless of how the program evolves in the future, these objectives will remain the same. Tactics and technology will change. The conflicts will always change. The program may change, if only slightly to meet future demands, but what ultimately won't change is the need for knowledge, and the desire for safety. The EXW program lends itself to both of these goals. 

- MC2 Shauntae Hinkle



YEARS
of experience

The Quiet Revolution



From our roots in UDT, to our missions in the mountains in Afghanistan, NSW has grown to become an indispensable asset to our nation's security. Let's take a look at how far we have come and what the future of NSW holds for us all.

If there was one expression that has become a household word this year, it undeniably would be “**change.**”

Everyone seems to want someone or something different in an era of weariness with the current state of affairs – whether it be politics, music, society, or just about anything else. People want change. They want a “change agent” to wave a magic wand and make their lives better. Frequently, however, the change they get isn’t the one they expected. As The Who singer Roger Daltrey once cynically declared, “Meet the new boss – same as the old boss.”

But change is something the “quiet professionals” here at Naval Special Warfare understand and expect. In fact, you might say they have revolutionized the art of change. It began a long time ago, when the special warfare community was in its infancy.

The world was at war – in a big way. The Axis powers, led by Hitler’s Third Reich had a stranglehold on most of Europe, North Africa and parts of Asia. Imperial Japan controlled much of the Pacific and Far East. America had officially entered World War II in 1941 and aimed to liberate its Allied nations. It would begin with the coasts.

The invasion plans called for a new breed of warrior; men who could penetrate and reconnoiter enemy beaches undetected. Sailors and soldiers were recruited for the Scouts and Raiders, Naval Combat Demolition Units, Office of Strategic Services Maritime Units and Underwater Demolition Teams – and the prototype frogman was born. Frequently armed with little more than a knife and explosive charges, these combat swimmers with webbed flippers strapped to their feet swam ashore under the cover of darkness, collecting intelligence and removing enemy defenses to clear water lanes for Allied landing craft.

The careful work of Navy frogmen in the NCDUs, who suffered tremendous casualties and demonstrated remarkable heroism, preceded the successful Allied landing at Normandy, France in 1944. It would be the beginning of the end for the Germans.

On the other side of the world, a young Navy officer assigned to a fast-attack patrol boat squadron fighting the Japanese in the Pacific realized how valuable the frogmen were to unconventional warfare. When he became President of the United States in 1962, President John F. Kennedy passed a directive that transformed some of the frogmen of the



Brothers in Arms Crewman Qualification Training (CQT) students hit the Coronado, Calif. CQT is a 14-week advanced training

surf before the start of medical training instruction at the Silver Strand beach in course teaching basic weapons, seamanship, first aid and small unit tactics.

past into the first Navy SEAL Teams.

Though originally developed for naval counter-guerrilla warfare, the Teams’ directive quickly grew to include “a specialized capability for sabotage, demolition, and other clandestine activities conducted in and from restricted waters, rivers, and canals... specifically to be able to destroy enemy shipping, harbor facilities, bridges, railway lines, and other installations in maritime areas and riverine environments.”

The SEAL Teams and UDTs continued to grow and change over the decades. Vietnam, Panama, and other battlegrounds around the world refined the shape and tactics of the force.

In early 2000, Rear Adm. Eric T. Olson, commander of all NSW forces, envisioned a program that would create a “leaner, more capable, tailorable and focused war-fighting force.” The program, referred to as NSW-21, set forth objectives to restructure Naval Special Warfare.

SEAL Teams would deploy with all supporting personnel as integrated NSW Squadrons; the addition of SEAL Teams 7 and 10 would help fill the ever-increasing need for more special warfare operators; and the training cycle realigned into a more predictable, well-organized pattern similar to the Navy’s Inter-Deployment Training Cycle.

These major changes were set in motion to meet the emerging threat of combating terrorist cells on a global stage. Unfortunately, the ugly future would come a little quicker than anyone could

have known when a wakeup call came to the people of the United States on Sept. 11, 2001.

You talk with anyone who has been around the community for a long time, and they’ll tell you the changes are everywhere, in everyone. Rear Adm. Garry Bonelli, four decades as a SEAL, epitomizes the changing warrior. Although he acknowledged, “Some things have changed quite a bit and some things haven’t changed at all,” he recognized the differences of today’s NSW.

“It’s always been about mission accomplishment and now it’s more about families,” he remarked. Not just rhetoric: Bonelli pointed out that today’s special warfare force is more married than yesteryear. Close to one-half of West Coast operators and fully two-thirds of their East Coast counterparts have tied the matrimonial knot.

Therefore, this year NSW launched a major “family resiliency” initiative, in cooperation with experts at the Bureau of Naval Medicine,

“We’ve come a long way, especially in terms of training and equipment. And the students coming through BUD/S now are much smarter.”

Roger Clapp, NSW historian

The Quiet Revolution

Our missions, successes and growth

1943



Scout and Raider School established in Ft. Pierce, Fla.

1962

President Kennedy establishes SEALs. Teams 1 & 2 are populated by deadly new amphibian: The Frogman.



1962

BUD/S established in Coronado.



1967

First SEAL combat operations begin in Vietnam. Go on to be known by enemy as “the devils with green faces.”



1983

SEALs head to Grenada to participate in Operation Urgent Fury. Others buy maps to locate Grenada.



1987



Naval Special Warfare Command established.

1995

Naval Special Warfare Unit 2 transferred to Boeblingen, Germany. ‘Trinken wir!’



Back in the day: the origin of Naval Special Warfare

Today's Naval Special Warfare operators can trace their genesis to the Scouts and Raiders, Naval Combat Demolition Units, Office of Strategic Services Maritime Unit and Underwater Demolition Teams of World War II. While none of those early organizations have survived to present, their pioneering efforts have laid the ground work for today's Naval Special Warfare warriors.

As a result of a need for a pre-landing reconnaissance capability, the first Scout and Raider class was held on Aug. 15, 1942, at the Amphibious Training Base in Little Creek, Va. Navy students were trained as landing craft crew and Army students were taught to conduct reconnaissance on the beach and hinterland. The Navy mission was to identify landmarks on the landing beach prior to the landing, and then during the landing guide the landing craft to the correct beach. Navy Scouts and Raiders went on to participate in Operation Torch, during the amphibious landings on North Africa on Nov. 8, 1942, with eight of them earning the Navy Cross.

In January of 1943, the joint Scout and Raider School was opened in Fort Pierce, Fla., and it remained open through World War II. The first course was eight weeks long, but was later increased to 12 weeks. It consisted of rigorous physical training, including long ocean swims, runs in the sand, an obstacle course and log PT. Other training included weapons, explosives, radio and signaling, small boat handling, martial arts and numerous night exercises.

In early 1945, the Japanese still occupied much of China and the Chief of Naval Operations tasked Capt. Milton Miles to train the Nationalist Chinese to conduct guerilla operations against their occupiers. On March 1, 1945, two weeks after Class 8 graduated, the Scouts and Raiders school was redesignated as the Amphibious Scout School, and its mission changed to what was called "Amphibious Roger." This new mission, an early example of Foreign Internal Defense,

trained U.S. soldiers and Sailors as irregular warfare advisors.

When the first group arrived in China, Miles said, "They are the most outstanding lot that I have seen to date." Unfortunately, many of the graduates never made it to China. Since the Army controlled the transportation from Calcutta, India, the Navy had the lowest priority, and many remained in Calcutta until the end of the war.

The Scouts and Raiders saw action in North Africa, Sicily, Salerno, Anzio, the Adriatic, Normandy, Southern France, China and the Pacific. By the end of the war, more than 1,200 men were trained as Scouts and Raiders. They earned 12 Navy Crosses, 19 Silver Stars and 132 Bronze Stars.

The most notable Scout and Raider was Phil Bucklew. He was in the first class at the Amphibious Training Base and went on to participate in Operation Torch, where his ship, the USS Leedstown (AP73), was sunk by an enemy submarine.

He was awarded a Silver Star during Operation Avalanche in Salerno, Italy; a Navy Cross during Operation Husky in Sicily; and a Navy Cross during the landing at Normandy. He and another Scout and Raider, Grant Andreason, conducted several cross-channel recons and collected sand on the American landing beaches at Normandy to determine beach trafficability.

Bucklew was recommended for a third Navy Cross for his actions in China, but because it had to be endorsed by the Army, it was not approved.

Bucklew ended up making a career in Naval Special Warfare and was the first Commander of Naval Operation Support Group Pacific, which later became Naval Special Warfare Group 1. As a result, Phil Bucklew is known as "the Father of Naval Special Warfare."

- Roger Clapp,
NSW historian



U.S. Navy photo



MC2 Kevin Baalchamp

History in the making

Cmdr. Brian W. Sebenaler, commanding officer of Naval Special Warfare Basic Training Command (BTC) speaks to members and guests during an establishment ceremony for the command Aug. 29 at Naval Amphibious Base Coronado.



The GWOT has validated the need for the skill sets and unique capabilities of NSW operators. The natural outcome of NSW's success has been more missions and new responsibilities, which translated into two inevitable imperatives – grow 500 more SEALs by 2011 and maintain a high level of basic and advanced training for the nation's elite war fighters.

At the center of this responsibility – to grow more SEALs and maintain training excellence – is the birthplace of special warfare operators and special boat operators: the Naval Special Warfare Center.

In 2006, the Naval Special Warfare Center underwent a restructuring, creating the Advanced Training Command. This September, the Basic Training Command was also established. What seems to be an administrative shift is in reality the natural consequence of a rapidly evolving command.

"The change has allowed me to focus on training and goals for the claimancy as a whole, not just BUD/S students," said Lt. Cmdr. Christian Dunbar, director of training for the Center.

the imperative to grow

Fighting a war without borders requires a large amount of manpower. In 2006, the Navy tasked NSW with making more SEALs. The current force of 2,100 swiftly became the "go to" force for the GWOT.

Even with the mandate to expand, operators knew well that two SOF truths applied: SOF cannot be mass-produced, nor can competent SOF be created after crises occur.

With that in mind, an increase in "Motivators" at the Center's Recruiting Directorate are working tirelessly to find qualified candidates, and are on track to fill ever seat at BUD/S at a higher rate than ever before.

This success is due to new recruiting efforts over the past three years. The Motivators have focused their effort on getting the right kind of student in the program. They have targeted extreme sports athletes,

Front & Center

The force of Navy SEALs and SWCC has seen plenty of change over the past few years, particularly in response to the heavy demand for more special operators to fight in the Global War on Terrorism.

"The prep course is our opportunity to counter attrition and increase the efficiency of the Center."

Lt. Cmdr. Christian Dunbar
director of training, NSW Center

triathletes and marathoners, as well as planned and executed athletic events such as the Navy SEAL Fitness Challenge, an event that allows the public to test themselves against Navy SEAL fitness standards.

"What we're doing is figuring out ways to better target more ideal candidates who have a better chance of making it through," said Lt. Fernando Rivero, public affairs officer for the recruiting directorate. "We identify those guys at SEAL Fitness Challenges, scouting high school wrestling camps, water polo tournaments, cross-country races and other targeted events where there is a good opportunity to recruit highly athletic young men who we think may have a better chance of making it."

Earlier this year, the Recruit Training Command in Great Lakes, Ill., collaborated with Naval Special Warfare to create the first BUD/S Preparatory School. The prep school can hold up to 360 candidates and runs them through a course lasting six to eight weeks to prepare them physically and mentally for BUD/S upon completion of recruit training.

"The prep course is our opportunity to counter attrition and increase the efficiency of the Center," explained Dunbar. "Many who would have quit here, have already quit (in Great Lakes)."

the leaders

In the beginning, the Center trained Underwater Demolition Teams, and then SEALs. SEAL training was tough, arguably the most rigorous

training in the world. It's still tough, but so very much has changed.

The Center adapted some aspects of training to help new Sailors achieve their goal of becoming SEALs and SWCC. The subject matter is the same – after all, the fundamentals of navigation and seamanship just don't change. The training is still as rigorous as before; there is no shortage of push-ups, sit-ups, conditioning runs and swimming. However, now instructors and proctors are doing more "mental fitness" training because of the dangerous situations and hectic deployment schedules facing graduates – and often because of the students' youthfulness and lack of naval experience.

"The proctor for a class becomes somewhat of a father figure to the students," said Chief Special Boat Operator (SWCC) Christopher Moore, a Basic Crewman Training instructor. "The proctor is the lifeline between the students and the rest of the instructor staff."

The Center has been providing mentorship training to the instructor cadre and proctors for quite some time, but this year they took the mentoring to a new level, adding a mentorship cell and designating an official mentor on the staff who will give guidance to the students throughout their training.

"The mentor is really acting as a gateway to the NSW Ethos," explained Dunbar. "We have developed a mentoring program aimed at teaching these guys lifelong lessons, not just lessons for BUD/S success. Our goal is to transform them into SEALs who can think tactically and ethically in an environment of irregular warfare."

advanced training

Although many of the subjects covered in training throughout the years have stayed the same, the basic training pipeline has evolved over the past few years into a compartmentalized system. Basic training splits into two parts; BUD/S and SQT for SEALs, and BCT and CQT for SWCC.

BUD/S students must first complete six months of rigorous training consisting of weapons, swimming and physical fitness designed to test their limits and ability to work as a team. Upon graduation, students complete six more months of training including individual movement, close quarters combat and small unit tactics.

BCT is a seven-week program that covers basic seamanship, followed by 14 weeks of

Crewman Qualification Training, also held at NAB Coronado. CQT teaches students how to operate as a member of a boat team. It covers weapons, seamanship, first aid and small-unit tactics and teaches students every facet of their craft.

"Our goal is to ensure we are training the students with

Pain is orange

Whether a student is striving to earn his chance to wear a Trident or a SWCC pin, they both share two commonalities during their training: orange life vests and pain. One only looks slightly better than the other.



This must be what seals feel like

BCT students crawl through the surf Aug. 8 during their final training evolution, known as the 'tour', a three-day, two-night training session.

the same techniques and to the same standards the Teams need them to be at," noted Dunbar. "Specifically, our close quarters training and individual movement training are constantly shifting."

The training pipeline never sacrifices quality, and some candidates are weeded out when they don't make the cut.

"There will always be a certain amount of attrition in A-schools," said Dunbar. "But the reality is the force must grow. We just won't sacrifice our standards to do it."

the basic warfighter

Training SEALs goes beyond just BUD/S and SQT. After assignment to a Team, SEALs are still subject to further professional development. That's where the Center's Advanced Training Command takes over.

Center and ATC staff evaluate lessons learned from NSW Groups to gain valuable insight on training gaps and ensure professional development phase courses are current.

"New courses such as Basic Explosives and the Advanced Special Operations Course have been developed from input in the Groups' lessons learned," Dunbar said. "The lessons learned showed us that the breachers were doing well, but lacking in more robust explosives knowledge. We developed the course here to fill that gap in training."

Two years ago, ATC was teaching about 1,200 students a year in various professional development courses like sniper, breacher and diver. Due to the increase in courses, as well as the growth of the force and new readiness requirements, the school today graduates nearly 2,400 students.

the future

Over the next year, the Center will continue to grow the force, focusing on recruiting the right candidates who will succeed in the most extreme and stressful environments. It will also continue to streamline the training pipeline.

"We are working to bring (a SERE School capability), as well as establish a Foreign Language Program here to the Center before (2010), with the goal of improving continuity and professionalism throughout the force," Dunbar said. "We will also continue to assess our recruiting efforts – because the bottom line is we must grow the force." ☞

- Mandy McCammon & MC2 Michelle Kapica



The water is o-kay! A member of SEAL Delivery Vehicle Team 2 gives a hand signal while conducting training operations in the Caribbean.

rise of the frogmen

The ever-evolving climate of war is drying out our traditionally maritime special operators. This has forced the 'wet' SEALs in the SDV world to work harder at staying effective – and efficient..

Imagine working in a world with no sun to give you warmth or light. Your eyes are unable to see the danger lurking around you. And, an enormous weight is trying to crush all the bones in your body and choke the air from your lungs.

Now realize your continued existence in this world is in the hands of someone else – and others implicitly trust you for their very survival.

Now, imagine that this strange, hostile world doesn't only exist in your mind, but is the reality of the environment of the special warfare operators of SEAL Delivery Vehicle Team 1. Their work is primarily underwater, and as many SDV Team members can attest, there's never a typical day at the office when your "office" covers more than 70 percent of the globe.

"While what we do harkens back to the real, old-fashioned 'frogman' days of yore, we constantly develop new technologies and advancements to take the Naval Special Warfare Undersea Enterprise into the new millennium," said Capt. Gardner Howe, commander, Naval Special Warfare Group 3.

In order to take that fight into the future, it's important to take a solid look at what we've done in the past as well as what we are doing at present to make a more effective and efficient undersea war fighter for the future.

frogmen past

Italian combat swimmers were pioneers in combat submersibles. They successfully sank or damaged numerous British warships in the Mediterranean Sea during World War II using various wet submersible vehicles, including two-man torpedo-shaped vessels known as "pig boats." The British later developed their own XE craft and used it with some success against German shipping, including the famous sinking of the German battleship *Tirpitz*.

Meanwhile, the forerunners of today's SEALs – the Underwater Demolition Teams, Naval Combat Demolition Units, Scouts and Raiders, and Office of Strategic Services Maritime Unit reconnoitered enemy-held beaches, collected intelligence on enemy defenses, and removed obstacles to landing craft before guiding them in during the battle.

The first swimmer vehicle used by American commandos was the Sleeping Beauty #72, a British-designed submersible canoe. Operational Swimmer Group III in Ceylon employed the submersible during World War II.

Also, it was during World War II that OSS-MU recruited Dr. Lambertson – who invented the the Lambertson Underwater Rebreather Unit – to initiate the Operational Swimmer program.

"While what we do harkens back to the real, old-fashioned, frogman days of yore, we constantly develop new technologies."

Capt. Gardner Howe
Commander, NSW Group 3



“We were no longer **deploying** for forward presence, but rather, we were deploying for a **specific purpose every time.**”

Cmdr. Stephen Masi
NSW Group 3



He's got a ticket to ride

A member of SEAL Delivery Vehicle team one prepares the SDV for launch off the USS Hawaii. Every member of the SDV team is critical to its success.

MCCS Andy McKaskle

Naval Special Warfare Command and Special Operations Command approved the result of the USERT's analysis this summer. The analysis outlined significant initiatives be executed across the NSW Undersea Enterprise:

- Reduce** operational capacity from the multiple existing SDV Platoons to fewer, larger and more capable Undersea Troops at SDV Team 1.
- Disestablish** SDV Team 2 and reorganize the command as a Dry Deck Shelter (submarine-mounted docking areas for SDVs underway) maintenance detachment in Little Creek.
- Reduce** the number of operational SDVs.
- Realign** the emphasis on training, planning, rehearsing and executing SOF undersea operations at the Group and Team levels.
- Boost** combat development and Group 3 Undersea Training Detachment functions.
- Redistribute** jobs and personnel available as a result of the Undersea Enterprise Consolidation, thereby alleviating the SEAL and combat support shortages in other NSW elements within the force.
- Consolidate** and relocate the remaining NSW undersea commands – NSWG-3 and the schoolhouse – to new facilities at Naval Station Pearl Harbor.

Post-war, American development of the underwater craft began in the 1950s. In the following decades, engineers created further versions until the development of the present-day SDV model, the MK VIII Mod 1.

frogmen today

Originally, SDV Teams provided a means of insertion for Special Operations Forces (SOF) at the tactical level; recent operations had begun demonstrating a trend toward increasingly sophisticated and sensitive operations in support of more high-priority theater and national requirements. While these operations were successful, they also exposed certain areas within the NSW Undersea Enterprise that needed improvement.

At the same time that the nature of NSW undersea employment was evolving, the Global War on Terrorism was creating an increased demand for NSW forces in non-undersea missions and operational requirements had begun exceeding the force's capacity as it was structured.

“We were no longer deploying for forward presence, but rather, we were deploying for a specific purpose every time,” said Cmdr. Stephen Masi, a senior leader in the NSWG-3 Operations Department.

By late 2007, Rear Adm. Joseph Kernan, commander of WARCOM, directed a comprehensive “bottom-up” review of the NSW Undersea Enterprise and authorized the formation of the NSWG-3 Undersea Enterprise Review Team

(USERT), a team made up of SEALs and support personnel within the NSW undersea community. USERT was one of multiple efforts to optimize NSW relative to evolving operational requirements and was in alignment with NSW-21.

“This whole undersea review... came about from just an analysis of how we have been doing business versus how can we do it better,” said Master Chief Special Warfare Operator Joe Larkin, Operations Leading Chief Petty Officer for Group 3. Larkin, a nine-year veteran of the SDV Teams and a member of Group 3's review team, said “We felt that there was a way to go about our day-to-day business in a better fashion.”

The USERT's analysis revealed that combatant commanders were employing NSW undersea capability at a much lower operational rate than had been anticipated. Findings showed that executed missions were significant and successfully addressed a variety of tactical, theater and national-level issues, but the call for this specialized capability seemed to be limited in the face of a war entrenched in “urban combat, close-quarter combat, highmountain [and] desert combat,” Larkin said.

An excess SEAL capacity in the NSW Undersea Enterprise was also evident during the period from 2001 to 2007, said Larkin. SDV SEALs routinely deployed to support non-SDV counter-terrorist missions with other SEAL Teams.

“During the analysis, it was felt that we had an overcapacity of forces committed to Naval Special Warfare undersea operations,” said Larkin. “At the same time, (in the larger NSW community) we had an under-capacity within the regular teams or squadrons to go forward and fight the Global War on Terrorism.”

To provide full-time help, the USERT consolidated the commands within Group 3. These commands were spread among multiple geographic locations due to decades of organizational changes and efforts to optimize resources within the community. NSWG-3, the headquarters, was located in Coronado, Calif., while SDV Team 1 was in Pearl Harbor, Hawaii; SDV Team 2 was in Little Creek, Va.; and the SDV Training Detachment (“the schoolhouse”) was co-located with the NSW Center detachment in Panama City, Fla.

By consolidating the expertise, resources, training and infrastructures of these commands, NSWG-3 would be able to form a single “center of excellence.” The streamlined undersea warfare force would be tailored and focused on meeting today's challenging global mission requirements with the utmost efficiency.

“The results of the USERT showed that... we could use our limited assets with maximum efficiency; that we could reallocate valuable NSW manpower – our SEALs and support personnel – to meet the high-priority needs of the Global War on Terrorism; and we could do this without sacrificing SOF undersea capability responsiveness,” said Howe.

Once fully implemented, the USERT's Undersea Enterprise Consolidation will net a savings of \$124 million over the Future Year Defense Plan and provide the redistribution of more than 250 SEAL and combat support billets, both officer and enlisted, to other elements within the NSW force. The projected timeline puts completion of the plan at 2013.

frogmen of the future

Howe said the overarching objective is to implement a three-phase plan to achieve the NSW Undersea Enterprise Consolidation.

Many of the initiatives of phase one are complete or are underway. As of August, Group 3 had already disestablished SDV Team 2 and re-designated it as Naval Special Warfare Group 3, Detachment Little Creek.

From this point, Det. Little Creek's excess work force will shift to SEAL Teams and other Global War on Terrorism support activities within NSW. Personnel will redistribute over time to maintain optimum efficiency without hindering career advancement opportunities. Significant responsibilities include

Into the Blue

Members of SEAL Delivery Vehicle Team 1 prepare to launch an SDV from the USS Hawaii. The launch was part of a regular training evolution.

Evolution of a face mask

1940s
Hard rubber, low profile face mask. Fit poorly and leaked.



1970s
Silicone face mask, much like the mask used today. Better fitting than before.



1980s
AGA full face mask used by SDV team members. Allows for comms.



MCCS Andy McKaskle

These are exciting times.
 Capt. Gardner Howe
 Commander, NSW Group 3

the maintenance of the Dry Deck Shelters and supporting undersea operations on the East Coast.

Group 3 has initiated leasing temporary facilities in Pearl Harbor and established Naval Special Warfare Group 3, Detachment Pearl Harbor, while awaiting construction of permanent undersea facilities beginning in 2011.

If the temporary facilities are sufficient, the SDV schoolhouse will relocate from Panama City to Hawai'i, said Chief Warrant Officer Pete Sagasti, Training Officer for NSWG-3.

"The goal is to have all undersea elements at one location... greatly enhancing the alignment and standardization of training," said Sagasti. "Curriculum development will be greatly impacted. Within the next four to five years, the quality of SDV pilots and navigators coming out of the schoolhouse will be at an advanced and higher tactical level."

During phase two, scheduled to begin in Oct. 2009, Group 3 will begin transitioning personnel to Hawai'i. Realignment of Group 3 and SDV Team 1 responsibilities regarding SOF undersea operations will begin during this phase as well.

"My main concern is the civilians," said Vickie Richmond, Civilian Personnel Programs Manager at Group 3. "I appreciate that those in authority are taking tentative steps to ensure that civilian employees are well-informed on entitlements and allowing them to make the appropriate decisions."

What will not change is that future NSW Undersea Enterprise operations will remain low-rate, deliberate, pre-planned, rehearsed and strategic in nature, according to Master Chief Special Warfare Operator Andy Nichols, operations master chief at Group 3. These operations focus more on short-duration 'over-the-beach' special reconnaissance and sensor-emplacement missions.

Personnel joining or returning to the NSW undersea community can also be reassured that

career advancement will not be a problem at any level, Nichols said.

"They can expect professional development: Expeditionary Warfare Specialist (EXWS qualification; professional development in undersea warfare," said Nichols. "It opens up a lot of new opportunities for both (SEALs) and support billets."

In phase three, scheduled for Oct. 2012 and beyond, the NSW undersea commands will permanently move into their new facilities.

According to Masi, the frogman of the future will reach many more milestones down the road, including new and improved updates to the underwater craft in which they drive into battle.

"We will have a robust SEAL Delivery Vehicle Team in Hawai'i," and eventually will get the follow-on to ASDS to meet our requirement for a long-range, dry submersible, Masi said. "So, in a way, we'll actually become a hybrid of some of the Groups that exist. We'll own a team full of (special warfare) operators – much like Groups 1 and 2 – and we're also going to own a Team whose major function is (undersea) mobility ... and a group with a very robust maintenance capability as its own separate command."

For frogmen like Larkin, Nichols and Howe, the sea still remains a hostile enemy willing to capitalize on any misstep, but the prospect of finding new tools to tame that adversary is a very promising one.

"These are exciting times," said Howe. "The undersea warriors of NSWG-3 have been conducting extremely relevant and significant operations in the past several years. While we will be a somewhat smaller element of the overall NSW Force structure in the future, we are going to be a more specialized, more capable and more effective undersea force. With emerging mission areas and advanced platforms coming to fruition, the force of NSW's frogmen is bright indeed!"

- MC2 Terrence Siren

It's in the bag Getting an SDV and its team ready to go is a coordinated effort. There are divers, SEALs and techs who must work together in order for the mission to be a success.



MCCS Andy McKaskle

MCCS Andy McKaskle

More than just 'Boat Guys' Pushing through boundaries

On time. On Target. Never Quit!

That's the motto of SWCC. They get SEALs and other special operations forces where they need to be, when they need to be there – and they get them out, safely. That's what SWCCs are trained to do and there's no doubt they do it well.

MCS Robyn Gerstenschlager

But that's not all they do.

The mission of the Special Boat Teams, home to SWCCs, is extremely diverse. As U.S. Special Operations Command maritime specialists, they are tasked with anything from the clandestine insertion and extraction of SOF personnel or training foreign forces to assisting with humanitarian missions. They are continuously deployed globally as master mariners who dominate the littoral battle space.

"We are evolving into a force that has many different needed talents beyond our maritime mainstream and many different requirements from our SOF brethren," said Command Master Chief Richard Evans of Naval Special Warfare Group 4.

Since the Global War on Terrorism began, Naval Special Warfare has seen a distinct increase in operational tempo. Deployments are more frequent and the pace doesn't seem to be slowing down. It's not that the boat teams are being tasked with missions that they haven't been trained for – they are just being sent on more of them.

"When you go on deployment, there's a constant six months of work," said Chief Special Boat Operator (SWCC) Christopher Moore, leading chief petty officer at Basic Crewman Training, also known as the SWCC "A" school. "It's not like you're waiting for something to happen or creating jobs. You're looking for boats that are not supposed to be carrying certain things, doing search and seizures, intelligence gathering, like photo intelligence -- collecting images from different platforms that are out there."

"Prior to the GWOT, the SWCC role was deploying in the direct support of all SOF maritime missions," said Evans. "The only real difference between then and now is that we are executing real world SOF maritime missions globally – and often the only SOF personnel on board are SWCC personnel."

innovative progress Warfare systems and boats are constantly being updated and new ones introduced. Operators must learn how to use them to their fullest extent and that only comes through constant training.

"We have new, bigger, better and faster boats," said Moore. "They are a lot more technologically sound and you have to keep up with those craft. You have to be constantly ready for change. When I first got to the teams, I deployed on the 24-foot RIB. If you put a couple of guys on it, it couldn't even plane out... now I'm driving the 36-footer, which has 940 horsepower, so it comes up out of the hole in a split second. I've also deployed on the 82-footer, the MK V, which is the same way. Craft-wise, we've come a long way."

The SWCC inventory includes the MK V Special Operations Craft, the Special Operations Craft – Riverine, the Rigid-hulled Inflatable Boat (RIB) and various other small craft. Though all SBs receive the same general training on these platforms, there are also opportunities to hone certain special skills.

"We all get the same training when we go through our work-up phase," said Special Boat Operator 2nd Class (SWCC) Jordan Binion, stationed with SBT-22 at John C. Stennis Space Center, Miss.. "After deployments we go through a professional development phase where we can go to advanced schools and focus on different areas that our job entails."



Binion is the Unmanned Aerial System subject matter expert at his command, a role he took on as a collateral duty. The UAS program is relatively new to the boat teams, making its debut in 2005. Through the program, SWCCs have the capability to provide real-time intelligence, surveillance and reconnaissance, building profiles and monitoring river traffic patterns in direct support of the mission.

"It's a huge asset to us, being able to follow and have eyes on a target without actually having to put ourselves at risk," said Special Boat Operator 3rd Class (SWCC) Christopher Kelly from SBT-12. "It gives us a situational overview that we wouldn't have had before."

SWCC personnel have always been on the 'ready five' for OCONUS & CONUS humanitarian missions and will continue to be.

- Command Master Chief Richard Evans
Naval Special Warfare Group 4.

riverine warfare With more than 900,000 navigable rivers in the world, SBT-22 specializes in a unique type of warfighting: riverine. Since 2003, SBT-22 has been operating in and around the waterways of Iraq. Possessing an extensive river system, Iraq itself provides a plethora of opportunities for insertions and extractions, reconnaissance, indigenous craft interdiction and providing a quick reaction force.

Created solely for this type of environment, the Special Operations Craft-Riverine was in the design phase before 9/11, but no one could have guessed these craft would be continuously deployed to Central Command for five years.

"The SOC-R was the first craft designed with that much operator input. It was built to rule the river, and in a few years, it's more than proven that with the right craft, the right equipment and the right training, there's no mission our SWCC can't accomplish," said Evans.

foreign internal defense One of the SWCC's most enduring mission sets is also the one that takes them the furthest geographically: Foreign Internal Defense, or FID. This involves SWCC operators training foreign military or police personal in maritime security. In some cases, just the basics of driving and maintaining a boat are covered. In others, such as the Republic of the Philippines, SWCCs assist the local military in mission planning against terrorist threats where the SWCC and SEALs serve only in an advise and assist role. FIDs are perhaps the most important of all SWCC missions, as building relationships with host nations is a vital role of the U.S. Navy's global maritime strategy.

"FID is an ideal way to support and strengthen host nation infrastructure. Working with these nations, we continue to build partners in our fight against terrorism around the world," said Capt. Charles Wolf, commander of Naval Special Warfare Group 4, and executive manager of the SWCC community. "Many of these missions require my operators to truly focus on maintaining and learning new skills as they train on unfamiliar waterways with unfamiliar craft."

disaster response SWCC are also being called upon to provide disaster relief support around the world. SWCC use shallow-draft vessels, such as the RIBs and Patrol Boats-Light (PBL) to gain access to shallow areas, including flooded neighborhoods, where larger craft simply can't go. It is this flexibility

that makes these highly-maneuverable SWCC vessels perfect for flood-zone recovery operations.

"SWCC personnel have always been on the "ready five" for OCONUS and CONUS humanitarian missions and will continue to be," said Evans. "They, along with our SEAL brothers, are ready for crisis response and respond with absolute mission focus and maritime professionalism."

Nearly 50 SWCC from SBT-22 and Naval Small Craft Instruction and Technical Training School were ready when Hurricane Ike struck Texas and surrounding states in September, standing by to provide search and rescue, recovery and clean-up operations. The key to these types of operations is cooperation. The teams work closely with local government agencies to get the job done, fast.

"We have all the right equipment to get to hard-to-reach areas by water and our training is more than sufficient to rescue people and provide temporary medical treatment to injured personnel," said Binion. "It is just part of being flexible and responding to an emergency to provide the best possible support we can to help the overall effort."

future The future of the boat teams is certain. They are a group of highly-effective warriors who deploy globally and are proving themselves on the waters on a daily basis.

Training continues to evolve, from increasing the number of SWCC qualified as special operations combat medics, a qualification not offered to the boat guys until after 9/11, to being trained to convoy in non-permissive environments, SWCC will continue to be masters of the maritime environment.

"I don't see the role changing in the SWCC future that takes us too far off the water," said Evans. "We are the SOF maritime experts and with 72 percent of the globe being water, SWCC personnel will always be utilized in the SOF littorals. We've trained to do these missions for years. As we continue doing real-world employments, our training and missions increase in variety and quality. Our reputation as a professional force is opening up doors that weren't even there before."

- MC2 Michelle Kapica

We have new, bigger, better and faster boats

- SBC (SWCC) Christopher Moore



HANGING TOUGH: Chief Yeoman Ronald Loewenthal, a member of SEAL Team 17, rappels from a 60-foot tower during a team-building exercise at Naval Special Warfare Center, July 30.

From OSG to Group 11
More than a name change for NSW's reserve component

One weekend a month, two weeks a year. It was a good deal for NSW professionals who wanted to pursue a career in the civilian sector while maintaining a connection to the teams.

Then came the Global War on Terrorism. As active-duty SEAL teams came under the strain of repetitive combat missions, reservists were called up to fill roster slots for deployments. So much for the old 'weekend warrior' routine!

In terms of how they look and how they function on the battlefield, Naval Special Warfare reservists are becoming less discernible from their active-duty

“Without the continual support of Navy reservists, NSW's active-duty force would be pushing the limit of its operating capacity.”

- Cmdr. James Gracio
 chief of staff officer, Group 11

counterparts. Beginning with the establishment of NSW's Operational Support Group to manage the NSW reserve component in 2003, and more recently with the re-designation of OSG to Group 11 on Aug. 1, the NSW reserve component has been restructured to deploy and operate in roles that better support active-component SEAL and Special Boat Teams.

The functional word here is operationalizing.

“Operationalization is the organization for, and execution of, specific missions by the NSW reserve component; – it is the professionalization of the reserve force,” said Capt. Robert Monroe, Group 11 commander.

These missions include participation in joint and combined military exercises by reserve component SEAL squads and platoons, participation in joint and combined military exercises by reserve component special boat detachments, expeditionary support, and individual augmentation in support of the NSW force – missions that, for the most part, were traditionally tasked to active component SEALs and SWCCs.

Rewind prior to the establishment of the OSG. As the new millennium approached, there was a sense among some SEALs that the community had moved too far away from its roots and become conventionalized. SEALs were looking for a way ahead, a way to best support the theater commanders and maintain relevancy in the 21st century. Ideas were discussed, strategies proposed and plans were tested. Eventually, the way ahead became clear. The way ahead was “NSW 21.”

The flag officer in charge of NSW at the time, Rear Adm. Eric Olson, and his commanders envisioned NSW 21 as a plan that would produce a “leaner, more capable, tailorable and focused fighting force.” This transformational strategy, driven and eventually validated by the demands of a wartime environment, ultimately included a whole new plan for employing NSW reservists.

What really kicked the plan in full gear was the GWOT. Special operations forces, experts in irregular warfare, suddenly were in high demand. And unlike conventional forces that have had to shift dramatically to adapt to this new, asymmetric threat, NSW was already there.

Which brings us to the employment of the NSW reserve component. Before NSW managed its reserve resources, staff liaison officers would comb through reserve unit rosters all over America and coordinate with numerous reserve centers before finding the right person to fill an NSW requirement. It was a slow, inefficient process that eventually met requirements, but was never about maximizing force power. That is until Olson, armed with the NSW 21 vision, faced with a war, and with reservists in mind, met with his staff in April 2002.

“ADM Olson's perspective was, 'I need every available asset at my disposal to fight the War on Terrorism and that includes my reserve component,’” recalled Cmdr. Gregory Granieri. As a former NSW combatant craft OIC and a reserve officer with a corporate

background in mergers, acquisitions, and organization strategy, Granieri was recalled to active duty to lead the reserve realignment project.

At Olson's direction, Granieri and his team restructured the reserve component over a period of 18 months and delivered the infrastructure to manage it by establishing OSG and two subordinate commands, OSTs 1 and 2, along with a host of Operational Support Units and NSW reserve detachments across the country.

The team realignment team identified 17 capabilities required by the active component, including battle staff augmentation, training detachment support, and logistical support. Then they aligned the reserve units to develop and deliver those capabilities. On Oct. 1, 2003, OSG assumed responsibility for providing management, training, and readiness oversight of Navy Reserve special warfare manpower, while restructured NSW reserve units and detachments helped NSW reservists maintain operational qualifications and professional knowledge regardless of where they resided.

OSG was redesignated Group 11 in recognition and support of its revised mission, to “organize, man, train, equip and deploy reserve SEAL platoons, boat detachments and combat service support teams for special operations missions in support of NSW active component commands worldwide.”

This transition continues the evolution and professionalization of the NSW reserve component into a professionalized force better able to support active-duty requirements. The transition includes new names for OSTs 1 and 2, Operational Support Teams 1 and 2 to reflect the emphasis on operationalizing the reserve component. Now the OSTs are called SEAL Teams 17 and 18. They train differently than before, focusing specifically on work ups for their deployments. Operationalization also comes with a more predictable schedule of training and deployment. Monroe said he expects the change to ease the burden on families and employers.

Once thought of as a source for individual augmentation personnel, SEALs, SWCC and combat support reservists are redefining their image as fully capable units, able to more professionally and effectively support their active-duty counterparts. Comprising almost 20 percent of the total NSW force, they remain a significant asset in the fight against terrorism, and this most recent change reflects their growing importance.

“Without the continual support of Navy reservists, NSW's active-duty force would be pushing the limit of its operating capacity,” remarked Cmdr. James Gracio, chief staff officer for Group 11.

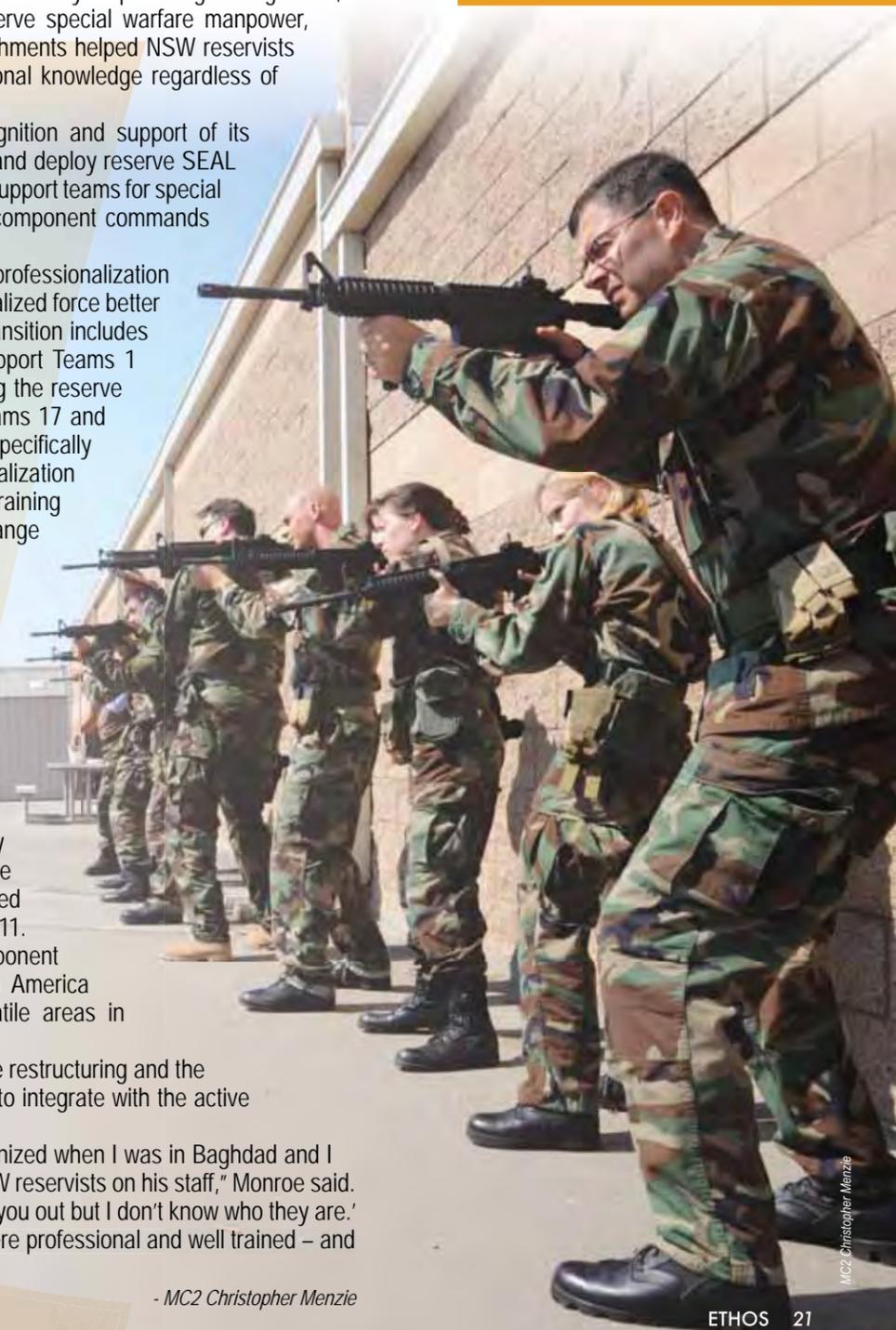
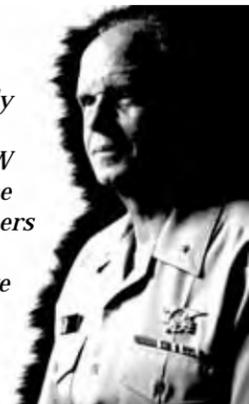
With reserve support, NSW's active component can shuffle manpower from regions like South America and Africa, and add combat capability to volatile areas in Afghanistan and Iraq.

According to Monroe, the total concept of the restructuring and the future of NSW reservists depend on their ability to integrate with the active component and complete their missions.

“I realized that our efforts were being recognized when I was in Baghdad and I asked a commander if I might speak with the NSW reservists on his staff,” Monroe said. “The commander responded with ‘I'd like to help you out but I don't know who they are.’ His response told me that our NSW reservists were professional and well trained – and that they were fitting in seamlessly.”

Did you know?

Rear Adm. Garry Bonelli was not only the first reserve commander of NSW but is also one of the original plank owners of the first NSW augmenting reserve unit, stood up in February 1974.





Frank Montano: A portrait of diversity in the face of adversity

With a stocky, muscular frame and a down-to-earth personality, it's not hard to imagine Chief Warrant Officer Frank Montano as the prototype Navy SEAL. He's skydived (with guns), been above and below the ocean (with guns), made things go boom, seen combat, led the world's most elite warriors and served his country. Montano has spent his life fighting for his dreams, and is now inspiring others to follow in his footsteps.

Montano, recently commissioned as chief warrant officer, works as the combat systems officer at SEAL Team 1.

In 2007, he was assigned to the Recruiting Directorate, where he worked to grow and strengthen the diversity of NSW forces worldwide. By using his own story, he inspired others to think big and achieve.

The odds were stacked against him from the beginning of his life. Raised in a humble border neighborhood in Mexicali, Mexico – “it was a dirty, rustic place” – Montano remembers the silent barrier between him and his future. Less than a mile away from his home



Montano, age two at his home in Mexico.



Montano with his family after graduating from BUD/S in 2000.

was a 20-foot-tall fence that stretched for miles along the Mexican-American border.

His mother, Maria Del Refugio Montano, was pregnant with her fourth child when his father died in 1978. She desperately wanted to make a better life for them. In broad daylight, she smuggled her children in a car going across the border to America, and later herself crossed on foot. It was the start of a new life for seven-year-old Frank.

They settled in Calipatria, a small town near the Salton Sea in California. Montano remembers his first day in an American school.

“It was amazing,” Montano recalled. “Everything was nice and clean. There were signs on the wall, like the alphabet.”

But there was the not-so-small issue of language. Montano didn't speak English. When classes began, he spent two hours a day learning a new language.

On the way to school one day, Montano said he stopped by the post office and noticed a classic Navy recruiting poster with the giant word

It was a
**dirty,
rustic
place**

“HERITAGE” sprawled across the top. It featured a Sailor in his dress blue uniform towering in front of the USS Constitution.

“I remember walking to school and looking at it, thinking, someday I'm going to wear that uniform,” Montano said. “I made my mind up right there.”

He was further influenced by the men he saw shooting guns and setting off explosions at a military training range (today's Camp Billy Machen) near where he lived. He later learned they were Navy SEALs.

“I became pretty good friends with the SEAL who ran the camp,” Montano said. “He showed me photos and that got me really interested in Naval Special Warfare.”

After high school, Montano visited a Navy recruiter, intending to become a

SEAL. Two years prior, he was granted legal residence status, making him eligible to join the Navy, but not the SEALs, who required trainees to have been U.S. citizens for at least five years. As a result, Montano's orders to Basic Underwater Demolition/SEAL (BUD/S) training were cancelled while he was in hospital corpsman school.

“I was heartbroken,” Montano said. “But I knew that there are always obstacles in life, no matter what you do. You've just got to go around them, over them, through them. So I went on a crusade to become a citizen.”

Montano spent the next few years petitioning for his citizenship while serving his country. In 1993, he went through the training pipeline to become a corpsman for the 1st Marine Force Recon Company stationed at Camp Pendleton, Calif. Finally in 1995, while serving with the company, he was granted U.S. citizenship, but it would be another four years before his patience and perseverance paid off.

“I tried to get orders to BUD/S but force recon corpsmen were an undermanned Navy enlisted classification so they wouldn't let me go,” Montano said. “I still hadn't got to where I wanted to be, and had exhausted all my resources, so as a last ditch effort, I contacted my congresswoman, Dianne Feinstein, and explained my situation. The next day I got orders to attend BUD/S.”

After years of working toward his dream, Montano finally had his shot at being a SEAL. Though his experience was rough, he had years to prepare, and was mentally ready for the challenge.

“I knew I wanted it for a long time,” Montano said in reference to BUD/S. “You gotta come here ready and knowing that it's

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gonna be tough. Once you get there, you realize many of the guys in your class have had rough lives. They've had to fight for what they've got.”

The rest is history. Montano finally earned his “Trident” in 2000. He completed tours with SEAL Teams 3 and 1.

After joining the Motivators, he toured the country telling Sailors and civilians about the community he fought so hard to be a part of. His goal of drawing more attention to the community is aligned with the Navy's diversity policy released by the Chief of Naval Operations in March. That policy states, “Our involved, proactive leadership will create and enable an environment and a total work force that values uniqueness, different perspectives and talent.”

As such, NSW is meeting the challenge by diversifying its workforce to resemble the changing demography of the United States. This means bringing in people from differing backgrounds regardless of race, color, age, language, or culture.

“As we look at our operational requirements and as we look at the Global War on Terrorism and where it's going, we're going to need more people who are more diverse to operate in areas where they fit in better than the next guy,” said Capt. Richard Sisk, who serves as NSW's diversity officer.

Sisk said by expanding the organizations' “marketing,

recruiting and outreach programs into cultures not traditionally visited by NSW” he hopes to tap into people with big dreams who might be interested in a career with NSW. People like Montano who are willing to fight for a future within the community.

“I believe that if they really want to do it, they're gonna do it,” Montano said of guys considering a future as a SEAL or SWCC. “I came from a town with 2,636 people. It's in the middle of the desert. There's nothing around. If the guy really wants it, he'll find a way.”

- MC2 Christopher Menzie



Defining a family

Commentary by Mandy McCammon

Our SEALs, our SWCC, our techs, our families. Sailors, fathers, mothers, sons, daughters, men and women. NSW is a family of people. That's what they tell us, but aren't we more?

Makes sense, right? Probably not, but a few weeks ago I got to thinking about what a family really is. Each year, NSW hosts a family campout on each coast where employees of NSW in any capacity can get together for a day and have fun. I went last year to the campout in Coronado with my two older children and again this year with all three of my children and my sister, Melissa.

Around the grinder, I saw many people in our NSW "family." There were moms and dads watching their kids playing. Retired SEALs were talking with old friends. Civilian employees were relaxing in lawn chairs and enjoying the day. Boat team guys laughed about an inside joke. Everyone a family, connected to each other somehow by some invisible, intensely strong tie. Although you can't see what is holding us together, it holds us tight and can always be felt, even if just a little.

Our ties hold us to our traditions. For the SEALs and SWCC, their responsibility to each other is a testament to the loyalty to the "family." Their grandparents were Scouts and Raiders and fought in Vietnam and everywhere in between. No one wants to be the kid who lets grandpa down – and never be the one who lets down their brother.

Our ties also hold us to our families, and for very different reasons. Our families don't care what our history says about us and what we are expected to do. It's not that they don't respect it, but they care about who we are as people and love us for us.

Wally Graves is a retired SEAL, now turned family support guru for Group 1. He was at the campout with his children and was one of the volunteers who drove the buses from the Center to the pool. Wally spent more than 20 years as a SEAL. He risked his life for our country on many occasions, but his children, his family, know little of that man. His daughter was standing beneath him this Saturday beaming at him – just beaming. It wasn't because he is a warrior, nor because of his contributions to our NSW family, but because she has discovered something more amazing to her by far. He was that day, a hero of momentous proportions – her dad knew how to drive a bus! Wally decided then that he would rent buses for all family outings.

As a civilian member of NSW I am in many ways an outsider looking in to this family. I am honored to hold a place here and attempt to make every day better for our family in any way I can. This family is a shining example to my own children of what is really important in life. Not stuff, not work, but each other.

So can we be more than a family? We are a family in many senses. We are a brotherhood. We are kin. We are relatives. We care about each other. We care about the group more than the individual. We do what we do because of what our "family" means to us. I don't think there can be anything bigger than family and we shouldn't have it any other way. ☺

Ever get the feeling you're being watched?

A Basic Crewman Training (BCT) student demonstrates underwater knot tying skills during water proficiency training at Naval Amphibious Base Coronado. BCT is the first phase in the SWCC training pipeline. SWCC operate and maintain the Navy's inventory of state-of-the-art, high-performance boats used to support SEALs in special operations missions worldwide.



Jack Brown self-contained oxygen unit with modified shallow water face plate.
Naval Combat Demolition Unit, Fort Pierce, Fla. Oct. 6, 1944.