



# TIP OF THE SPEAR

U.S. Special Operations Command  
MACDILL AIR FORCE BASE, FLA.

*July 2005*



**International SOF Week - Resounding success**  
**Transformation of SF training model**  
**Vice President awards SOF warriors**

# Departments

<b>SOF in the Global War on Terrorism</b>	<b>Page 4</b>
<b>International SOF Week</b>	<b>Page 16</b>
<b>Naval Special Warfare Command</b>	<b>Page 27</b>
<b>Air Force Special Operations Command</b>	<b>Page 30</b>
<b>U.S. Army Special Operations Command</b>	<b>Page 33</b>
<b>Headquarters, USSOCOM</b>	<b>Page 37</b>
<b>Special Operations Forces History</b>	<b>Page 40</b>



*Vice President Dick Cheney awards Army Chief Warrant Officer David Smith the Distinguished Flying Cross during the Heroism Awards Ceremony at the Davis Conference Center, MacDill Air Force Base, Tampa, Fla., June 10. (DoD photo by David Bohrer)*

# Tip of the Spear

**Gen. Doug Brown**  
**Commander, USSOCOM**

**Chief Master Sgt. Bob Martens**  
**Command Chief**

**Col. Samuel T. Taylor III**  
**Public Affairs Officer**

**Capt. Joseph Coslett**  
**Chief, Command Information**

**Jennifer Whittle**  
**Editor**

**Tech. Sgt. Jim Moser**  
**NCOIC, Public Affairs**

This is a United States Special Operations Command publication. Contents are not necessarily the official views of, or endorsed by, the U.S. Government, Department of Defense or USSOCOM. The content is edited, prepared and provided by the USSOCOM Public Affairs Office, 7701 Tampa Point Blvd., MacDill AFB, Fla., 33621, phone (813) 828-2875, DSN 299-2875. E-mail the editor via Unclassified LAN at public.affairs@socom.mil. The editor of the Tip of the Spear reserves the right to edit all copy presented for publication.

*Cover: A U.S. Army Special Forces Soldier mans a 50 Cal. M2 machinegun atop an up-armored HMMWV in Iraq. The U. S. Army Special Forces are providing advance training techniques to members of the Iraqi Army. Photo by Tech. Sgt. Mike Buytas*

# Highlights

## Special Forces conduct FID

*and train the most elite troops in Iraq and Afghanistan, pages 4, 6*



## CJSOTF - A

*former commander defines unconventional warfare in the new war, page 8*



## 6th Special Ops Squadron

*is the only unit in the United States military with a wartime mission to assess, train, advise and assist foreign aviation forces, page 10*



## International SOF Week

*The U.S. Special Operations Command provides a forum for international SOF representatives from 58 countries to develop stronger partnerships to enhance global security, page 16*



# Iraqi Counter-Terrorist Force assaults objective

*By CJSOTF-AP Public Affairs*

Earlier this year, Combined Joint Special Operations Task Force – Arabian Peninsula (CJSOTF-AP) was tasked to target information regarding suspected insurgents behind the April 2004 attack on a 724th Transportation Company fuel convoy.

The mission was given to the Iraqi Special Operations Force (ISOF) Brigade. The ISOF Brigade consists of the Iraqi Counter-Terrorist Force (ICTF), the 36th Commando Battalion, the Brigade headquarters, and a partially constituted support battalion.

The ISOF Brigade was formed, equipped and trained by the 5th Special Forces Group (Airborne), and is currently advised by both 10th SFG (A) and 3rd SFG (A). The ISOF Brigade is commanded by an Iraqi brigadier general and assisted by U.S. Special Forces advisory teams.

In January, the ISOF Brigade conducted its first-ever brigade-level operation to capture 13 individuals believed to be involved in the attack on the 724th Transportation Company, and to gather intelligence concerning the disposition of those still missing from the attack on the vehicle convoy. The operation was led by the ISOF Brigade commander and USSF advisers. Executing units included the ICTF and the 36th Commando Battalion advised by five SF Operational Detachment “A” Teams from 10th SFG (A) and 3rd SF, a Navy Special Warfare Task Unit, a mechanized infantry company and SOF aviation assets.

The combined, joint force conducted simultaneous air and ground assaults on four separate objectives. The Iraqi Counter-Terrorist Force infiltrated two assault troops via MH-53 into landing zones and began its assault on the objective this spring.

The ICTF rapidly cleared six separate buildings, began a search of the area, and detained four of the targeted individuals. During a search of the buildings, the ICTF found U.S. Army materiel and equipment, and confiscated numerous weapons and ammunition.

The 36th Commando Battalion conducted a ground assault convoy into the objective area, and conducted near simultaneous breaches of 10 separate structures. Subsequent searches of the



*An Iraqi special operator fires at a target during range training with U.S. Special Forces.*

buildings and tactical questioning of detainees led to numerous follow-on objectives and ultimately resulted in the capture of three of the targeted individuals.

Naval Special Warfare personnel conducted simultaneous air assaults via HH-60 on two objectives, detaining six individuals. Upon completion of the raids, the assault force exfiltrated via ground convoy back to base without incident.

Members of the 36th Iraqi Commando Battalion provided security for the assault force during the operation. The operation was an overwhelming success, both operationally and strategically, according to an operations officer. Interrogation of the detainees and exploitation of captured material yielded follow-on targets. More importantly, the operation provided the Iraqi populace with increased confidence in their security forces, and validated the partnership between U.S. Special Operations Forces and the special forces of America's newest Middle Eastern partner against terrorism.



*Iraqi Special Operations Forces practice rappelling.*



*An Army Special Forces Soldier shows Iraqi Commandos the proper technique on how to walk to a target, raise their weapon, and fire during training at their firebase in Mosul, Iraq. The commandos were drilled on how to approach and fire two shots into a target the size of a body. The commandos were sent up from Baghdad to help rid Mosul of insurgents before the elections.*

# Operation Nam Dong: ANA soldiers take the fight to the insurgents in heart of Afghanistan

By CJSOTF-A Public Affairs

The Afghan National Army, assisted by U.S. Special Forces advisers, conducted operations on an unprecedented scale recently during Operation Nam Dong in the Oruzgan province in south central Afghanistan recently.

During a seven-day period in April, the 3/1 Kandak Battalion of the ANA, and its three maneuver companies conducted presence patrols, search and attack operations, medical/civic action programs and the distribution of humanitarian supplies to villages throughout the province.

The 3/1 Kandak was assisted in the planning and execution of the operation by a Special Forces Operational Detachment "A" (ODA), which was serving in its traditional role as combat advisers. The ODA named the operation in honor of an historic battle in their team's history.

During the early morning hours of July 6, 1964, this same ODA came under attack at Nam Dong Firebase, Vietnam, by two reinforced Viet Cong battalions. The men



An ANA soldier fires his weapon as the Special Operations Forces instructor watches the results.

of the team fought for five hours before the conflict stopped. Two team members died during that day's battle and were posthumously awarded the Distinguished Service Cross. The detachment commander, Capt. Roger Donlon, was awarded the first Medal of Honor of the Vietnam War for his heroic actions on that day.

A 12-man Special Forces ODA is organized, trained and equipped to advise and assist a battalion-sized element in combat. The ODA did just that as they not only trained and patrolled alongside their ANA counterparts, but also trained and assisted the ANA Kandak commander and his staff in such areas as command and control, battle tracking, communications and tactical re-supply operations.

The seven-day operation constituted a significant first in the history of the ANA as they successfully conducted battalion-level operations employing three maneuver companies dispersed over an area covering more than 300 square kilometers. With their tactical operations centers (TOCs) located side-by-side, the U.S. and ANA battle staffs were able to simultaneously track all of the engagements, the maneuver elements on the ground and report their progress to their respective higher headquarters.

The ANA were also supported by a robust package of supporting U.S. assets during Operation Nam Dong. A platoon of 105 mm artillery, attack and lift aviation, a quick reaction element, Civil Affairs personnel and medical personnel in direct support of all operations. These assets combined to assist the ANA in exerting an overt Afghan presence throughout the northern Oruzgan province and further promoted the Afghan Government to the local populace.

Operations assumed a rapid and active pace from the



ANA soldiers listen to the guidance of a U.S. Special Forces adviser.

first day of the operation and remained so until the last elements were extracted seven days later. Upon establishing their TOC on day one, the ANA Kandak staff conducted a shura meeting with the local mullahs and village elders to explain the purpose of the operation and to promote the Afghan Army as the legitimate government authority in the region.

Meanwhile, the three Afghan maneuver companies and their Special Forces advisers were conducting presence patrols throughout the villages in their respective areas. Later that evening, 105 mm artillery lit up the skies as the 2nd ANA Company engaged an enemy communications

position.

Events continued to develop at a rapid pace on day two. While the ANA and U.S. medical support personnel treated over 250 Afghans during a MEDCAP in the village of Saraw, the 2nd ANA Company engaged in small arms contact with enemy forces in their sector. Close air support and quick reaction elements were immediately inserted into the area to assist in hunting down the insurgents.

Day three saw continued presence patrols, a distribution of humanitarian assistance supplies by the ANA, and shura meetings with village elders.

On day four, the ANA hosted

another MEDCAP, followed by a women's shura meeting in the village of Saraw. Meanwhile the 2nd ANA Company and their U.S. advisers continued to engage enemy insurgents in their sector with artillery, close air support and direct fire.

The remaining three days of the operation consisted of continued combined efforts to provide humanitarian and medical assistance to the local villages while ANA forces pressed deep into known enemy locations to seek out and destroy the insurgent elements.

Operation Nam Dong proved to be a momentous event in the history of the Afghan National Army. For the first time ever, an entire Afghan Army battalion tracked and maneuvered multiple forces on the battlefield while conducting the full spectrum of military and humanitarian operations. The effect on the local populace was immense as the Afghan people saw their own National Army taking the lead in providing them a safe and secure environment.

Equally significant were the effects of the combined U.S./ANA attacks deep into insurgent territory. The combined effects of these forces and their supporting fire assets resulted in numerous enemy casualties and greatly diminished their ability to operate freely in what has traditionally been Taliban sanctuary.



***Special Forces trained Afghan National soldiers are motivated by a battalion leader prior to conducting combat operations.***

# WW III: The global **unconventional** War on Terror

By Col. Walter Herd

U.S. Army Special Operations Command

“I want you to move into that province, oust the al Qaeda, co-opt the locals, and bring security to the region. Take as many Afghan forces as you can muster and be ready to move as soon as you can. What are your questions?”

Those were the orders I gave the Special Forces A-Team commander as he and his 12-man team moved into the Lwara District in Afghanistan during the winter of 2003/04. In short, I tasked him to conduct unconventional warfare in that region by fighting the terrorist by, with and through the indigenous forces rather than by using primarily U.S. military might.

What is unconventional warfare? The Department of Defense Dictionary of Military and Associated Terms Joint Publication 1-02 defines unconventional warfare as: A broad spectrum of military and paramilitary operations, normally of long duration, predominately conducted by indigenous or surrogate forces who are organized, trained, equipped, supported and directed in varying degrees by an external source. It includes guerrilla warfare, and other direct offensive, low visibility, covert, or clandestine operations, as well as the indirect activated of subversion, sabotage, intelligence activities and evasion and escape. Also called UW.

The professionals, academics, historians and armchair generals we see on television generally agree that unconventional warfare is broad and that the American military has seldom executed it on a large scale.

As the former commander of the Combined Joint Special Operations Task Force in Afghanistan for almost a year, I have a more personal and direct view of unconventional warfare. After reading through Joint Publications, Army Manuals and military history, I realized I learned much of what I need to know about unconventional warfare in the eighth grade. It was then that I read Mark Twain’s “Tom Sawyer.”

In that book, Tom Sawyer was tasked to paint the fence in front of his aunt’s home. In order to accomplish this task, Tom co-opted his friends and neighborhood pals to paint the fence for him. He painted just enough himself to inspire and instruct his surrogates. In the end, the fence got painted, the whole community had bought into the project, and he did not get paint on his overalls. In a nutshell, Tom Sawyer was demonstrating unconventional warfare tactics. He was accomplishing his goal working by, with and through his community members.

In war fighting, if you are fighting by, with and through indigenous forces or if you’re collecting intelligence and

conducting operational preparation of the environment by, with and through indigenous forces, you’re conducting unconventional warfare. Whether the job is direct action, special reconnaissance or sabotage and subversion (or even painting a fence) if the focus is on doing it by, with and through the indigenous population then it’s UW. In an unconventional war the default force of choice should always be the indigenous force. Unilateral force is only used as a last resort. Even if tactically successful, a unilateral operation may ultimately lead to failure by un-seating the very indigenous capability you are trying to build.

## *Unconventional warfare and the current fight*

The first thing leaders must do in any situation is to grasp and define the problem. This problem (this war) is an unconventional one. It is a war that must be fought using the indirect approach. If we, the U.S. military, try too hard to win this war single-handedly, we’ll lose it.

The only way to win our current war is by, with and through others. The very definition of victory in this war is when others, other nations and other cultures, police their societies properly so that those same societies aren’t terrorist breeding grounds or safe havens from which terrorists can

**Special Forces rush onto a Chinook prior to striking a target in southern Afghanistan.**





attack our homeland again. That alone dictates that this war is not a traditional maneuver war, but a global unconventional war. This type of unconventional war requires “strategic patience” by the American government as well as its people. Only the long-term approach will deliver victory.

In fact, we are conducting unconventional warfare every day in Afghanistan and Iraq. We have more than a dozen Special Forces A-Camps in Afghanistan right now. The vast majority of the actionable and reliable intelligence we have in that region comes from SF troopers working by, with and through others. In more cases than not, it is the SF-recruited, trained and advised Afghan security apparatus that is providing security, not the coalition forces.

In the Lwara Province of Afghanistan, along the Pakistani border, we tasked an SF ODA commander to build an A-Camp and conduct Unconventional Warfare: by, with and through. He took his A-Team, one company of Afghan National Army Soldiers, plus about a dozen Afghan Border Guards and an equal number of Afghan Custom Police.

Within one week of their arrival, after pre-empting several enemy attacks, they had denied that area as a safe haven from which the enemy could operate. A few months later, after an investment of their time and expertise, that area voted in the national elections and is moving down the

road to stability. We are enjoying success in countless other dusty valleys in the region by operating by, with and through the indigenous population.

Another great example of unconventional by, with and through operations was in early 2004, in southern Afghanistan when one of our indigenous warriors brought nearly 20 Taliban insurgents to one of our A-Camp locations.

During about a two-month period, he literally bound and gagged these terrorists and delivered them to an A-Camp in the back of his Toyota station wagon. By following this Tom Sawyer example, American Special Forces working by, with and through both indigenous individuals and indigenous military units were able to change the environmental conditions and thus to deny sanctuary to any leftover guerrillas. One valley at a time, stability can spread.

There is a simple truth with insurgencies: Contented people don’t revolt. So we must attack the source of the anger, and the causes of the instability with the same vigor as we attack the armed guerilla.

We are using the combination of strike operations and civic action with great success by following one simple rule: Co-opt those that you can and destroy the rest. While not the focus of the conventional army, the key to this kind of war is to attack the enemy’s popular support as well as his combat forces. In order to do that, we must separate the guerrilla from his support base (auxiliary and underground). This can be done kinetically, fiscally, physically, socially or even emotionally.

When we introduce security to most of the local inhabitants, they eventually buy into the overall plan. Thus, the guerrilla is left alone in the cold (literally). His choices are only to fight or convert. Co-opt as many as possible by introducing a better option, and then you are left with only the un-redeemable to fight. We are fighting a Global Unconventional War. Clearly, our way of life is at stake. Victory is defined when others are capable and motivated to secure their own lands from becoming a terrorist sanctuary. As such, our main effort must focus on facilitating by, with and through success. The end state of the bombers, the tankers and the commandos is to ultimately support those fighting this global war by, with and through the indigenous forces. If we do it alone now, we’ll be doing alone forever.



Steve Hebert

# Training foreign forces

*By Capt. Tom Montgomery  
Air Force Special Operations Command*

**"Esta noche vamos a hacer aterrizajes en pistas clandestinas usando visores nocturnos."  
"Tonight we will do landings at clandestine airfields using night vision goggles"  
Sixth Special Operations Squadron instructor to Colombian forces.**

The 6th Special Operations Squadron at Hurlburt Field, Fla., is the only unit in the United States military with a wartime mission to assess, train, advise and assist foreign aviation forces. They are constantly operating in the most dangerous corners of the world, where terrorists, warlords and criminals thrive.

In these environments, the Air Commandos in the 6th SOS are challenged to enable our foreign allies to

employ and sustain air and space power.

"Our ability to train and advise foreign aviation forces has more long-term, strategic relevance in the war on terrorism and insurgency than direct tactical actions by United States forces," said Jerry Klingaman, squadron director of strategy and plans.

"We offer a strategy of military enablement, and that's crucial to our current national security posture."



*Members of the 6th Special Operations Squadron are welcomed by regulars of a North African country after a resupply mission. Overland convoys are nearly impossible in this region due to terrorists, insurgents, bandits, land mines, extreme temperatures and hazardous road conditions. Airland resupply operations have greatly enhanced Army capabilities in this and other countries in the Pan Sahel desert region.*

# in Air Force special ops

The 6th SOS prepares for this task with some very advanced training. Upon acceptance to the squadron, it takes a new member nearly a year of training to become mission qualified.

The unit is able to teach foreign forces to maintain, fly and fight in a myriad of foreign aircraft. In fact, some of the aircraft they are proficient in are Russian and have Cyrillic wording on the gauges.

Equally important, all members of the 6th SOS have annual language training or are native speakers. Training also includes advanced weapons skills and instruction covering regional and political issues.

The post Cold War world has made it imperative for the United States to develop overseas partnerships and realign it's forces to meet emerging threats. The United States will also need to rely more on the ability of allies to defend themselves and assist in fighting terrorists.

Special Operations Command has been tasked as the lead command for the Global War on Terrorism. As such, AFSOC is the air component to this challenge and is developing more capabilities to accomplish these missions. There is current direction to significantly increase the size of the 6th SOS which currently has more than 30 Air Force job specialties represented in a unit comprised of around 100 Airmen.

Geographic combatant commanders are working to deny terrorists safe haven in their parts of the globe while SOCOM and AFSOC maintain worldwide reach.

The 6th recently returned from a mission in North Africa where they were teaching foreign air forces improved and specialized tactics and techniques. The training these countries receive is critical for them to keep their ground forces re-supplied and combat-ready.

North Africa presents a serious challenge for the 6th SOS. Terrorist groups, bandits, and rebels have exploited the region as a safe haven.

The Sahara and Pan Sahel regions span across an area as large as the continental United States where human existence is barely possible with 130 degree



**A 6th SOS adviser and Philippine Air Force Range Security Team conduct medical evacuation procedures during a coalition training exercise.**

temperatures and bone dry deserts. It's the perfect place for a bad guy to hide, and the hardest place for under developed governments to find and engage the enemy.

"It's not easy to keep the ground troops resupplied via convoy vehicles in the region because if the bandits or land mines don't get you, the heat will. So, we teach them to use air power," said a 6th SOS lieutenant colonel who was a mission commander there.

The colonel, who speaks French, led a team that taught advanced fixed and rotary wing tactics in the C-130 and Mi-17. In North Africa, the languages spoken are French, Arabic, and tribal, so language proficiency is very important for the combat advisors.

"When we got the pilots ready and they began to fly supplies into austere landing strips, we were heroes to their army guys. And, when it came time to leave the country, the government wanted us to stay," said the colonel.

The 6th SOS is aligned to accomplish their mission all over the globe. In fact, the squadron's flights are called SOUTHCOM, PACOM, CENTCOM and EUCOM.

SOUTHCOM flight conducted training in Colombia that resulted in the Colombian military being able to conduct joint insertion and extraction missions with

**See 6th, Page 12**

6th continued

night vision goggles.

“For Colombia, our efforts resulted in the first ever use of NVG capability in a joint combat search and rescue operation,” said a 6th SOS major who was a mission commander there. The major is a heritage Spanish speaker and fixed-wing pilot.

“Narcotics and terrorism go hand in hand,” said Klingaman. “And Colombia remains a hotbed for this activity. The Revolutionary Armed Forces of Colombia (FARC) have been at war with the Colombian government for decades, funding their insurgency through extortion, kidnapping and narcotics sales,” he said.

The 6th SOS also enhanced the Colombians ability to employ their AC-47 gunship in close air support and other missions.

“We don’t teach them how to fly the aircraft. We teach them how to use the aircraft’s full capabilities and how to use it as a tactical weapon system,” said Klingaman.

The 6th also operates in another hot bed for terrorism. Southeast Asia has emerged as a haven for radical Islamic terrorist groups like al Qaeda. The Philippine government has been fighting against numerous such groups.

The 6th SOS recently trained the Philippine Air

Force to have a quick reaction force of combat lifesavers. The team of instructors from the 6th SOS included pilots, maintainers, security forces, medical personnel trained as international health specialists, pararescuemen; and others.

“Before our mobile training team arrived, the Philippine Air Force had the ability to take off

and land during the day. After our training, they were



**6th SOS personnel and Philippine Air Force personnel conduct rope ladder training.**



**A 6th SOS helicopter pilot instructs African pilots in tactics on a Russian-made Mi-17 helicopter.**

able to conduct multiple aircraft, multiple formation infil-exfil missions at night on NVG’s with gunnery and with combat lifesavers rappelling and fast roping out to save lives,” said a major with the 6th SOS, who was mission commander.

It wasn’t easy to go from basic flying to where they are today. In order to train the lifesavers to do intravenous procedures in a helicopter encountering turbulence, a 6th SOS Tech. Sgt. took the Philippine combat lifesavers on a bouncing deuce-and-a-half truck to practice on each other.

“Immediately after our first iterations of training, the Philippine air force was called in to do a combat exfil and they saved the lives of three Philippine army soldiers on an NVG helo medevac,” said the major.

These internationally savvy warrior-teachers continue to operate all over the globe, enabling friendly forces to bring air and space power to the fight. Their unique mission and training make them a key component to SOCOM’s capability to fight terrorists on foreign soil.

As this mission grows, leaders have also expressed

# Winning hearts and minds in Afghanistan

## *CJSOTF-A Public Affairs*

Before leaving for Afghanistan, Lt. Col. Paul Burton, a battalion commander in Combined Joint Special Operations Task Force - Afghanistan, spoke about his upcoming deployment with his former commander retired Col. Roger Donlon, who happened to be the first to receive the Medal of Honor for actions during the Vietnam War.

“I told Col. Donlon, you kept me free in my youth because of your service, now it is time for me to keep you and my children free. Maybe someday then my children will keep us both free,” Burton explained.

A tall order for the battalion commander but a promise he hasn't taken lightly. Burton has made it his business to separate the Taliban and al Qaeda from the Afghan population. He cautioned that enemies of Afghanistan should understand that his men would fight when necessary while at the same time continue to conduct operations to bring stability to the nation.

“Our enemies should not confuse my kindness with weakness... they should not underestimate the

ruthlessness of the American Soldier,” said Burton.

The heavy hand comes at a time when it is most needed as Afghanistan moves closer to parliamentary elections. Burton believes that history will repeat itself with a positive outcome.

“The Taliban tried to destabilize the presidential elections (last October) and they failed,” said Burton. “The mark on the wall will be the upcoming parliamentary elections,” he added.

Aiding Burton's cause is a population of Afghans that have suffered through the terrorism of the Taliban. Burton and his subordinate leaders meet often with the local mayors, mullahs and Afghan leaders on issues affecting the region. Besides dealing with the everyday issues of the local communities, the Special Operation Soldiers receive feedback on the Taliban. They report a constant and clear message from the region, that the Taliban are not welcome.

“The Taliban bring dissension and destruction... it comes down to – do you want a gang in your back yard?” asks Burton.

In the hall of the headquarters is a

wall with the names of the Special Operations Soldiers that have paid the ultimate price for freedom. Burton reflects on all of them and one Soldier he served with for 10 years. Burton's Soldiers are more than just elite operators; they are his “brothers and sons.” The heartfelt side of the battalion commander can be heard as he discusses his Soldiers but can be seen through his actions with the Afghan people.

“We have provided humanitarian assistance to the people here,” said Burton. “We also performed one of the largest rescue missions in their history when the Helmond River flooded,” he said proudly. “But we don't do everything for them, we actually help them, help themselves because education is the key,” he added.

As the region becomes more stable, it seems something is changing the people of Afghanistan. A trust continues to be built that could eventually lead to Burton and his Special Operations Forces warriors to working themselves out of a job.

“I would have to say, that we are definitely winning the hearts and minds of the Afghan community,” said Burton.



**Soldiers from Combined Joint Special Operations Task Force - Afghanistan, serving under Lt. Col. Paul Burton, head out on a counter-insurgency operation.**



# SEAL Team TWO

**returns from  
capturing  
terrorists,  
protecting  
Democracy**

*By Lt. John Perkins  
NSW Group 2 Public Affairs*

From capturing terrorists and helping citizens vote in the first even Afghanistan elections to protecting the President of the United States, a local-based Sea, Air, and Land (SEAL) returned home from a historic six-month deployment in October.

Located at Naval Amphibious Base Little Creek, Va., SEAL Team Two returned from operating in five different continents and participating in seven major operations.

“Our deployment was extremely successful,” said Cmdr. Tim Szymanski, commanding officer, of SEAL Team Two. “We were committed to several operations worldwide and the performance of all my SEALs and Sailors was spectacular. We made significant, and historic contributions to the

War On Terror and supported several other strategic objectives. I'm extremely proud of this team, these men, and their families.”

With platoons spread across the world, these SEALs captured and killed terrorists in Iraq and Afghanistan, protected strategic oil lines in Southern Iraq, conducted counter narcotics and special reconnaissance operations in South America, trained forces in the Philippines, East Timor and India, and provided security during the Afghan elections and the Olympics held in Greece.

“We directly supported four different geographical areas during a nine-month deployment,” Szymanski said. “Even with this dispersion, my Task Units were successful in every endeavor.”

“The success of this diverse



U.S. Navy photo

deployment is a testament to the ‘Leadership’ bestowed and executed by the Officers and Chiefs of my team. Simply put; they led in all situations.”

While conducting 25 combat operations in Afghanistan, SEAL task units struck a significant blow to Taliban and al-Qaida leadership networks in several remote areas. These efforts led to the capture of four senior Taliban and al-Qaida leaders as well as the destruction of six large weapons caches.

The commando units operating in Afghanistan achieved a first for the SEAL community. In the first joint and combined special operations campaign led by Naval Special Warfare forces during Operation Enduring Freedom, senior level Taliban and al-Qaida

leadership members were killed or captured.

This campaign also confirmed the presence of foreign fighters in remote areas of Afghanistan, disrupted one of the primary foreign fighter networks moving foreign fighters between Iran, Pakistan, and Afghanistan and recovered critical enemy intelligence.

Possibly more important than killing and capturing terrorists, SEAL task units also contributed to the security of the Afghan elections, helping safeguard the initial step toward democracy in Afghanistan.

“Our mission was to conduct direct action operations so Taliban and al-Qaida could not disrupt the Presidential election,” said Lt. (SEAL) Chuck Hayes, commander of the SEAL Task Unit operating in country.

As task units and platoons helped provide security for the Afghan elections, units and platoons in Iraq helped to rid Iraq of similar forces that are threatening stability and the upcoming elections.

SEAL units, working with joint and combined special operations forces, conducted dangerous offensive operations against foreign fighters, former regime elements, and Anti-Iraqi Forces. SEAL commandos carried out their missions at night, often taking down multiple targets simultaneously assisting

conventional forces and other special operations forces. These operations resulted in the capture and arrest of more than 35 known terrorists, the seizure of five large weapons caches, and the destruction of known Anti-Coalition Forces.

SEAL units also conducted offensive operations in and around Southern Iraq to ensure the security of vital oil infrastructure nodes on the Al-Faw Peninsula. These forces acted as a bridge, protecting the oil supply network as it moved from land to sea for eventual export.

As the President of the United States traveled abroad, SEAL task units augmented the Secret Service and provided maritime security for the President and his family during visits to Europe.

Along with protecting the President and his family, SEAL task units also operated in the shadows of the Olympics in Greece. These elite units conducted over 60 missions to ensure the safety of American Olympians.

The returning SEAL team showed the incredible flexibility of SEAL teams and units. Through their flexibility and combat effectiveness, these SEALs return to Virginia knowing they have helped shape a better world for complete strangers in foreign countries, and have greatly increased the security of the United States.



*A SEAL Team member provides cover for conventional forces. SEAL units are working jointly with conventional forces in Iraq.*

# International SOF tackle global security

## USSOCOM leads GWOT by hosting first International SOF Week

*Capt. Joseph Coslett*

*USSOCOM Public Affairs*

General Doug Brown, Commander U.S. Special Operations Command gave the opening remarks at the first USSOCOM International Special Operations Forces Week conference June 8 at the Tampa Convention Center.

“We are truly honored to host so many international guests as well as U.S. military and civilian leadership and our industry partners,” he said.

The event was an extraordinary opportunity to build new friendships, strengthen

acquaintances and learn how we, as a coalition team, can train and partner together to improve security, stabilize societies, improve quality of life

for our citizens, enhance cultural awareness, share tactics, techniques and procedures, and when required – defeat global threats, he said.

Brown said everyone comes from different backgrounds, cultures, religions, politics and experiences but we would never presume to understand them all. “But there is a bond we all share in the profession of special operations.”

The commander defines SOF as a small specially organized, trained and equipped military force manned by carefully selected people. Using modified equipment, SOF are trained to accomplish specialized missions that conventional forces are not trained nor equipped to do. “Our strengths are not in numbers, it’s in the innovation of our forces across a spectrum of capabilities, their superior physical and mental fitness, their adaptability, and most of all their judgment and initiative which guide them in the most

challenging and unexpected circumstances.”

All SOF stand on common ground to defend and secure their nations.

Rejecting terror and tyranny is not associated with any particular culture, according to Brown. “Belief in human dignity is not restricted by politics or geography – these are basic human values that as civilized nations we all share – and seek to defend.”

SOF complete high-level training, operate in hostile environments and are

***“We train and operate as one joint/coalition team in order to build the trust between operators that can transcend the chaos of war.”***

***Gen. Doug Brown, USSOCOM Commander***

tested under fire of battle. “Honor is our hallmark – the bravery, razor-sharp skills and devotion to duty of SOF are key factors in determining the ultimate outcome of any conflict we may face.

“We’ve trekked alongside each other through thick mountain jungles to build a school or clinic in a remote village. We’ve quietly prowled through murky waters and along far away beaches in a stealthy pursuit of an unsuspecting foe – and just as we did this past December, many of us have worked side-by-side in nothing less than heroic efforts to help victims of natural disasters.”

Many years of training together has built a Special Operations Force operating across the spectrum of operations from pre-crisis to post-crisis, he said. The next step is to bring the cooperation to the next level by building global networks of special operations capabilities.

The mission continued during

ISOF Week with thought-provoking speeches on the international special operations environment. Brown encouraged everyone to learn more about each other’s capabilities, to gain a better understanding of each other’s thoughts and plans in today’s operational environment, particularly in GWOT, and to continue to develop mutually beneficial approaches to coalition operations.

He also challenged all the members to look beyond the traditional roles and missions in search of new, approaches to the way SOF train and operate together.

“With this incredible group together for the first time in one place we have a unique and powerful

opportunity to openly emerge on the future’s horizon,” he said.

Brown also stressed the importance of non-military skills and expertise such as diplomacy, information, economics and finance – the interagency partners are a key component of the international team. In addition he said industry partners are enabling SOF to network and operate in ways never thought possible. Technology is a key enabler of special operations, however, the challenge is interoperability. Without interoperability between coalition partners we will deny ourselves our full potential as an interagency and international team.

“Our future rests in a globalized system, one that Thomas Friedman (New York Times reporter) characterizes as ‘the unstoppable integration of markets, nation-states and technologies to a degree never witnessed before.”





Steve Hebert

**Gen. Doug Brown, Commander U.S. Special Operations Command, introduces Vice President Dick Cheney at the first International Special Operations Forces Week MacDill AFB, Fla. The week involved 58 international countries with more than 2,000 attendees participating in conferences, exhibitions and demonstrations.**

The commander said USSOCOM's operations tempo is expected to remain high for the foreseeable future, which will affect the amount of training conducted with our coalition partners. "But we will pursue every opportunity we can ... we've learned we can't wait until a crisis occurs to develop effective working relationships. Our relationships must be habitual," he said. Relationships nurture trust – the cornerstone of the special operations culture. "We train and operate as one joint/coalition team in order to build the trust between operators that can transcend the chaos of war."

Supporting regional training is the responsibility of USSOCOM's theater special operations commands. As a sub-unified command, TSOCs act as a conduit with regionally oriented, culturally trained, and language proficient SOF in their areas of responsibility to facilitate geographic combatant command and USSOCOM regional objectives.

"As a global community we all have an interest and role in addressing

and preventing the circumstances that lead people to make the leap from non-violent opposition to dissent to violent opposition," he said. "If we fail to confront impending dangers, we imperil ourselves. The statesmen, Edmund Burke, aptly warned 'all that is necessary for the triumph of evil is that good men do nothing.' The threat of global terrorism is a threat that requires a long and determined effort from all of us."

Brown believes the key to success

*"There is a Chinese proverb that tells us, 'if your vision is for a year, plant wheat ... if your vision is for a decade plant trees. If your vision is for a lifetime, plant people – we are planting people.'"*

#### **Gen. Doug Brown during the opening ceremony**

in GWOT is joint, coalition, combined and interagency operations. "They have built a network to defeat us and it will take a network to defeat them."

According to Brown, combat is not the only way to prevent terrorism. The primary goal is to keep national security threats to our nations, such as terrorism, from emerging in the first place. Improving local conditions for

citizens makes areas untenable for terrorists. Through diplomatic, informational and economic efforts, interagency partners can negotiate and provide aid to vulnerable regions. Psychological and Information Operations can

provide a powerful voice to enable the oppressed or misinformed populations to "hear the truth."

"Our adversaries will try to convince us that our coalitions cannot prevail," he said. "They will try to make us believe that our diversity is a weakness – they are wrong."

We must always remember that we cannot let the bonds we forge dissolve after the shooting stops or a crisis is over – building coalitions for the long-term means for the long-term, not just when it is convenient for current operations."

As crises emerge across the globe, SOF is enabling rapid dissemination of information, rapid decision making, rapid movement, and rapid mission

accomplishment. However Brown cautioned, "We must balance our sense of urgency with a sense of patient persistence."

"There is a Chinese proverb that tells us, 'if your vision is for a year, plant wheat ... if your vision is for a decade plant trees. If your vision is for a lifetime, plant people – we are planting people.'"



# Building global nation to combat terrorism

*By Capt. Joseph Coslett  
USSOCOM Public Affairs*

U.S. Special Operations Command hosted special operators and military representatives from 59 countries at the first International Special Operations Forces Week June 6 through 10 in Tampa, Fla.

Historically, USSOCOM and industry partners came together to foster strong government-to-industry relationships at SOF Week and the Advanced Planning Briefing to Industry. This year's theme for the first ISOF Week is "Partners in International Security." The event focused on local and regional security issues with a collaborative and proactive stance to identify real solutions to growing security threats.

ISOF Week brings an understanding we are a global village, said Brig. Gen. Mills, Commander U.S. Special Operations Command Korea. "We have a global

commitment to fight the Global War on Terrorism."

The definition of GWOT might not be the same for every country, Mills said. Terrorism is different for Iraq than it is for South Korea. "However the truth is terrorism acts against the good nature of the state or acts against humanity."

Mills explained that nations around the world can come together collectively to obtain a better understanding of the problem and conquer the threat of terrorism.

On the first day, U.S. component, theater special operations commanders and senior enlisted advisors attended the commanders conference to discuss SOF issues concerning the GWOT plan/authorities, the Global Defense Posture and the climate of each theater of operations. And, SOF operator issues were addressed, including SOF

retention, SOF diversity and the SOF Care Coalition (a new program to care for the families of injured SOF members).

At the same time, the retired SOF senior leadership conference highlighted current and future activities throughout the command, including vignettes presented by operational personnel. And, the chief executive officer conference involved discussions on future acquisition programs and opportunities. CEOs spoke with operators and USSOCOM senior leadership about how manufacturers in the civilian sector can benefit the end-user on the military side.

The second day began with the Advanced Planning Briefing to Industry, which is a two-day event for USSOCOM's industry partners. They received briefings on business opportunities, upcoming acquisitions and information on existing technology pursuits.

In the evening, the SOF Social allowed commanders, retired senior SOF leadership, Senior Enlisted Advisors, CEOs and industries



Chief Petty Officer Robert Benson

**Mr. Thomas Friedman, New York Times reporter and author of "The World Is Flat: A Brief History of the Twenty-first Century," addresses the International SOF Week participants on his observations on globalization as the Advanced Planning and Briefing to Industry luncheon keynote speaker. He characterizes globalization as "the unstoppable integration of markets, nation-states and technologies to a degree never witnessed before."**

**Maj. Gen. Pedra Felipe Gurrola, Mexican Special Operations Forces commander, hears about a new piece of equipment designed for special operations forces from one of the hundreds of exhibitors at the Tampa Convention Center.**

partners to interact in an unrestrictive format further building lasting relations.

“SOF Week connects manufacturers with SOCOM leadership,” said Joe Daum, USSOCOM technology and industry liaison officer. “It gives our leadership exposure to the latest technology.”

International events kicked off on day three at the Tampa Convention Center. During opening ceremonies, 59 national flags were posted before more than 300 conference participants including international SOF commanders, and past and present U.S. SOF commanders.

“Through many years of tough, persistent training, as well as through our wealth of shared experiences in coalition operations, your nations and ours have built highly trained and motivated Special Operations Forces that – together – can operate across a spectrum of operations from pre-crisis to post-crisis,” said Gen. Doug Brown, USSOCOM commander. “We live in a global environment and now is the time to take our cooperation to a higher level.”

Following the commander’s opening remarks, guest speakers included Mr. Thomas Friedman, New York Times Reporter and author of “The World Is Flat: A Brief History of the Twenty-first Century,” U.S. Ambassador to Colombia William Wood; Mr. Thomas O’Connell, Assistant Secretary



of Defense for Special Operations/Low-Intensity Conflict; Gen. Peter Pace, Vice-Chairman of the Joint Chiefs of Staff; Maj. Gen. Michael Hindmarsh, Special Operations Commander – Australia; and Lt. Gen. Kun Ki Baek, commanding general of Korean Special Warfare Command.

“We are likeminded people with the same problems,” O’Connell said. The face-to-face networking will allow us to focus on trends at the regional level. In addition, coalitions and partnerships are about trust and what is needed to operate and build SOF global networks.

The same thoughts were echoed by Australian General Hindmarsh.

“Every country will have its own constraints when fighting terrorism, however, the long-term effort will build government relations to form one line of response,” he said.

Following the opening ceremonies, the international delegations visited the exhibit hall floors. More than 400 exhibits offered conference members the opportunity to talk with operators and industrial partners from around the world, and see the latest technologies being developed to combat terrorism.

That evening, USSOCOM leadership and international SOF took part in a tradition beginning more than a decade ago. SOF Mess Night has transformed into a global event with the goal of building and maintaining camaraderie and cohesiveness among special operators around the world.

The fourth day began with the forming of two international panels to facilitate tabletop discussions on GWOT.



Chief Petty Officer Robert Benson

**During Special Operations Forces Mess Night Gen. Peter Pace, Vice Chairman of the Joint Chiefs of Staff, talks with a member of the Iraqi delegation at the first U.S. Special Operations Command International SOF Week. General Pace was the guest speaker at SOF Mess Night.**

See WEEK, Page 20

Tip of the Spear

*Navy SEALs conduct a high-altitude, low-opening jump or HALO jump during the 2005 USSOCOM International SOF Week.*

“The terrorists are constantly attempting to evade our strengths and to search for our weaknesses, in order to find ways to strike once again,” Cheney said. “And the greatest danger to civilization is the prospect of a terror network.

“Special ops also remind us of the global focus we need to win the battle against terror and weapons proliferation. SOCOM units have joined with special ops from almost every country represented here today, on a broad range of missions – from counter-insurgency, to counter-narcotics, to interdiction of illicit materials, to having a ready response for the Olympic Games.

“Looking across the room, I see the diversity of our planet, but an identity of interests. None of us wants to turn over the future of mankind to tiny groups of fanatics committing indiscriminate murder and plotting large-scale horror. And so we must direct every resource necessary to defending the peace and freedom of our world, and the safety of the people we serve.”



Walt Sokalski

## WEEK continued

“Terrorism is a subject today, a problem today, a challenge today and one nation, one army, one unit cannot do it by himself,” Afghanistan Lt. Gen. Sher Karimi said, Chief of Operations of the Afghan National Army General Staff. “To be successful against terrorism, you have to be well-trained, specially trained, particularly to fight against terrorism in the cities, and must have good intelligence training.”

Throughout the week, numerous exhibits and demonstrations were set up by operators and industry partners to educate personnel on the current operational security environment and technologies available.

“In times of crisis, many governments turn first to their special operations units,” Brown said. “Superb training, physical conditioning, specialized skills and equipment put these forces on the leading edge of the security battle.”

The week finished off when Vice President Dick Cheney visited Central Command and USSOCOM. He gave the closing remarks ending international SOF week.

## Tip of the Spear



Walt Sokalski

*Two Navy SEALs land in the Tampa Bay following a HALO jump.*

# Iraqi special forces commander sees optimism in Iraq

By Jennifer Whittle  
*USSOCOM Public Affairs*

Brig. Gen. Najah Hassan Al-Shamary commands more than a thousand Iraqi special operators that are personally trained by U.S. Army Special Forces in a country where violence is normal, but change for the better is becoming the norm.

The number of suicide bombings decreased after Iraq's elections in January.

"It's getting much better. After the election you can see new markets, there is a sparkle in people's eyes, and we get better intelligence," Najah said from a quiet corner of the Tampa Convention Center, Tampa, Fla., during U.S. Special Operations Command's International Special Operations Forces Week convention June 6-10.

Fifty-nine countries united at the conference, held the first week of June, to strengthen the SOF Coalition against terrorism. Hosted by a command with a core task of training foreign forces, USSOCOM's Foreign Internal Defense is just one way to develop that strength, and the Iraqi Special Operations Forces brigade is testimony.

The key to defeating terrorism in Iraq is to get rid of the insurgents, Najah said. "We are doing that with the help of the United States and other countries. The insurgents pose a serious threat to the stability of our government. We do not want our country to be an open field for criminal activity. Coalition SOF and U.S. Special Forces are helping us accomplish that."

Those criminals, Najah said, are outlaws. "They are motivated by money. But the more we tighten the noose, the less insurgent activity we see."

Last year, U.S. Special Forces led missions to root out insurgents. Now ISOF takes the lead more and more, explained Col. Michael Repass, commander of Combined Joint Special Operations Task Force – Arabian Peninsula. "We have advisers that are fully immersed in their units. In the early stages of their training, we had more SF with ISOF. As they grow more proficient, we fall back more and allow them the autonomy to operate."

Najah is impressed with Special Forces' advanced technology and mind-training, he said, but it is the camaraderie of his special operators with SF that makes it work. "They are more than friends," he said. "When the SF units rotate and Soldiers return to the U.S., they keep contact [with their Iraqi counterparts] and maintain friendship. It is vice versa with ISOF soldiers. We sleep together, eat together, train together. We fight together."

The Iraq that the ISOF general envisions is a couple



*Iraqi Brig. Gen. Najah Al-Shamary (left), Iraqi Special Operations Forces commander, is greeted by Gen. Doug Brown, U.S. Special Operations Command commander, while visiting the static displays on the MacDill AFB Flight Line, Fla., during the first International Special Operations Forces Week. Included in the photo are the interpreter (center) and Iraqi Brig. Gen. Nedahl Moth'her Al-Rikaby, Iraqi SOF deputy commander (right).*

years out, he said. "My country will have more stability in two or three years. The elections—this visit to SOF Week—the American SOF having more of an advisory role and ISOF taking the lead on operations—these are all things that continue to build Iraq. Iraqis are fighting the insurgents now."

Special Operations Command, Central, Commander Brig. Gen. Francis Kearney reiterated the importance of the mission of training ISOF. "We are getting in front of the wave," he said. "Training Iraqis, and other forces like in Horn of Africa, builds relationships with people and with nations. It results in intelligence to map terrorist networks like al Qaeda; it tightens up borders; and not only stops the movement of terrorists, but stops the conditions that breed terrorism."

Iraq is one of 28 countries in Kearney's Central Area of Responsibility. "In Iraq alone, SF teaches planning, values, loyalty to nation, respecting humans, and training-the-trainer mindsets," he said. "The success of the Operation Detachment Alphas working with the Iraqis is excellent."

Najah said his fellow countrymen are happy and families believe in the new military and its special forces. "Parents bring their sons to be recruited. The last selection process for special operators expected about 400 recruits. More than 1,000 were motivated to enter Iraqi Special Operations Forces. This proves the spirit in Iraq is high," Najah said. "But Iraq still needs help, from Coalition SOF and U.S. Special Forces."

# Cheney praises “Silent Professionals” and awards their heroism

By John D. Banusiewicz  
American Forces Press Service

Praising the warriors he calls “the silent professionals,” Vice President Richard B. Cheney culminated International Special Forces Week June 10, providing closing remarks for U.S. Special Operations Command's annual conference -- the first to include international partners in the Global War on Terror.

Fifty-nine nations, including Iraq and Afghanistan, participated in the conference at the Tampa Convention Center.

Cheney noted his longstanding admiration for the work of special operations forces.

“I had my first dealings with special ops while serving in the House of Representatives, when many years ago I visited Fort Bragg (N.C.) and saw a demonstration by a (counterterrorism force),” he said.

The vice president also presented awards for valor to special operations servicemembers.

He said the chance to pin medals on the chests of some of the nation's heroes is one of the best aspects of his job.

“I presented the Silver Star, Bronze Star, two Distinguished Flying Crosses, and a Distinguished Service Cross to special operators from the Army, the Navy and the Air Force,” the vice president said. “I consider it a great honor to award these medals -- but even more of an honor to have met the men who have earned them. To hear the citations is to be reminded of the absolute centrality of special operations for the global war on terror, and of the leadership, quick reactions, precision and steadfastness that characterizes these elite, carefully selected warriors.”

He noted that the Distinguished Service Cross, which he presented to Army Master Sgt. Donald Hollenbaugh for his actions in an April 2004 firefight in Fallujah, Iraq, is second only to the Medal of Honor for valor in combat.

When the Global War on Terror began, Cheney recalled, President Bush said it would be a different kind of war. “It may, he said, include dramatic strikes, visible on television, and covert operations, secret even when successful,” the vice president said. “Special ops have been vital to answering some of the fundamental challenges of this war -- fighting the enemy on its own turf (and) supplying a model for transformation, not only for our military, but also for coalition partners.”

“At every stage of this conflict, we have looked to the special operations forces to carry out the most perilous, most technical, most time-sensitive, and least visible

missions,” the vice president said. “When you have enemies that are hidden, diffuse, secret in their movements, asymmetrical in their tactics, the only alternative is to find out exactly where they are, and then to go in and get them -- one at a time, if necessary.”

In contrast to the conventional Cold War military strategy of massing large forces at borders, today's security environment often requires “small teams of men searching caves, going over mountain peaks and walking along narrow ledges in the pitch-black night,” Cheney said. “And for that kind of work, we turn to the ‘silent professionals.’”



Tech. Sgt. Jim Moser

**Vice President Dick Cheney addresses international representatives from 58 countries at the first International Special Operations Forces Week at the Tampa Convention Center.**

Special operations forces, Cheney said, are demonstrating the value of transforming military forces from the Cold War posture to a new model for facing the threats of the 21st century.

“In Iraq and Afghanistan -- and in other places where the fight against terror is less talked about, but still critical -- such as the Philippines, the Balkans,

Colombia, and the Pan

Sahel region of Africa -- special ops units have provided a glimpse of the kind of force we want to build for the future,” he said. “A military that was designed for the mid-to-late 20th century needs to be a force that is lighter, more adaptable, more agile, and more lethal in action.

“Our country's military is going to build upon traditional advantages such as technological superiority, our ability to project force across great distances and our precision strike capabilities,” he continued. “Our transformed military will stress rapid reaction and reward new thinking, breaking down old information stovepipes, and placing greater emphasis on jointness of operations.”

The vice president noted that among the Special Forces Week discussions were the ways terrorists and weapons or drug traffickers try to exploit the seams between governments, and how to close up those seams through better communication and joint operations. “This is going to be a critical challenge going forward,” he said, “as we move against shadowy enemies in many countries and a variety of environments, from urban areas to jungle to desert.”

The multinational audience in Tampa illustrates both the world's diversity and the common interest of the nations represented, the vice president noted. “None of us wants to turn over the future of mankind to tiny groups of fanatics committing indiscriminate murder and plotting large-scale

**Army Master Sgt. Donald R. Hollenbaugh recipient of the Distinguished Service Cross stands next to Vice President Cheney during the award ceremony. Hollenbaugh is only the second service member to receive the Distinguished Service Cross since 9/11.**



Chief Petty Officer Robert Benson

horror,” he said. “And so we must direct every resource necessary to defending the peace and freedom of our world, and the safety of the people we serve. That's the commitment of the United States that we've made to ourselves and to other nations. And with good allies at our side, we will see this cause through to victory.”

Cheney noted the variety of skills involved in special operations. “It is difficult to put into words the intensity of your training, the hazards of your hardest assignments, and the speed of thought and action that are needed at the tip of the spear,” he said. “You are the ones who can go into unfamiliar territory and become part of the environment -- preparing battle spaces, learning languages and cultures, building relationships, and picking up intelligence.

“Special ops are the ones who hunt down, engage, kill and capture enemies,” he continued, “yet also set up hospitals, call in humanitarian aid, and help villages to become self-sufficient -- leaving behind you men, women, and children who feel gratitude for your kindness and good will for our country. Special ops, it's been said, play every role from warrior to physician to diplomat to engineer. And at times you have to switch from one role to other in the blink of an eye.”

But special operators, he noted, do that work under a blanket of secrecy. “It's also in the nature of your business that the best work goes unrecognized until years after the fact, if ever, and we may never know all the grief that has been spared because of you,” he said. “I can only say, with complete certainty, that your efforts are paying off -- and today all of us live in a world made safer by your actions.”



## ***Raising the Bar:*** *The Transformation of the SF Training Model*

# **The *whole-man* concept: assessing the future **SF Soldier****

*By Maj. Will Cotty; Capt. (P) Brendon Bluestein, Ph.D.; and Jat Thompson, Ph.D.*

In the February 2005 issue of *Special Warfare*, Lt. Col. David P. Fitchitt's article, "Raising the Bar: the Transformation of the SF Training Model," gave an overview of the transformation of the SF training program. This is the first in a series of articles that will examine the individual aspects of that transformation in greater detail.

As the demand for special-operations Soldiers increases because of the Global War on Terrorism, or GWOT, the U.S. Army John F. Kennedy Special Warfare Center and School, the proponent for Special Forces training, has begun a transformation that will not only allow Soldiers to complete training in a more efficient manner but will also implement changes in the training program in response to lessons learned from the current battle space.

While changes are being implemented throughout the Special Forces Qualification Course, or SFQC, nowhere are

they more apparent than in Phase I, the Special Forces Assessment and Selection, or SFAS, where there is a move away from a more traditional method of selection to one based on the latest technology and assessment practices.

In the past, SFAS looked primarily at a candidate's physical fitness, mental sharpness and ability to get along in a team environment. Assessments utilized long-range individual land-navigation exercises and team events as the primary assessment tools. What required further evaluation was a candidate's ability to work by, with and through indigenous personnel while operating as a team. If assessed at all, that trait was not looked at until the culmination exercise, Robin Sage, which is held at the end of the SFQC. Candidates who became non-selects at the end of Robin Sage already had millions of dollars and as many as two years invested in their training. To reduce the potential for wasted money and time,



the command has adopted the “whole man” approach to its assessment and selection.

In transforming SFAS, SWCS will use the whole-man concept to redesign assessment techniques and procedures in order to enhance the program without corrupting the current successful selection practices. The approach involves bringing together multi-disciplined psychological experts, as well as combat veterans and an array of contractors, to provide input into the development of Soldiers as whole men.

Taking a page from ARSOF’s past, the process will use parts of the selection process used by the Office of Strategic Services, or OSS, during World War II, as well as incorporating information from works that clearly define the ideal SF Soldier (DA Pamphlet 600-3, Commissioned Officer Development and Career Management) and the SF working environment (Army Research Institute Job Analysis, 1996). SWCS also gathered valuable information from the force as to how well Soldiers completing the SF training pipeline perform in the real world. Lessons learned from the GWOT indicate that SF’s roots in intelligence, language and guerrilla warfare should remain the building blocks of operations. The ongoing GWOT operations have shown that Soldiers need to be not only physically fit but also culturally savvy to operate in the current battlespace. With this in mind, six core SF attributes have been identified to define the whole man — intelligence, trainability, judgment, influence, physical fitness and motivation.

Taking these core attributes into consideration, SF trainers will judge a candidate in three quantifiable areas, the first being his intelligence quotient, or IQ. The IQ measures a Soldier’s cognitive potential and his ability to learn. It is used to determine how well-educated a candidate is and how well he tests. The physical quotient, or PQ, defines a Soldier’s physical strength, endurance and level of motivation. The last component, the unconventional-warfare interpersonal quotient, or UWIQ, is hard to define, but it includes a Soldier’s judgment and his ability to influence others. Soldiers who are physically tired may have a difficult time learning new tasks, making good decisions and influencing others, so this last component is key to determining a Soldier’s ability to act in an ever-changing environment. Evaluators give equal weight to all three aspects when assessing candidates and making selection decisions. The intent is to assess the candidate for potential success in special operations, as well as to determine his strengths and weaknesses.

The evaluation gives the training cadre the ability to look at a candidate’s strengths and weaknesses. First Sergeant Robert Sinko, of SFAS, compares the three components of the whole-man concept to the legs of a stool. Sinko explained that a stool has to be so tall, and that all of its legs need to be tall enough for the stool to remain balanced and functional. Likewise, potential SF Soldiers must have the right mix of the three components in order to perform in the special operations

environment. Sinko noted that individuals who cannot demonstrate that balance become non-selects. “What we are looking for is someone who is smart, in shape and gets along well with others,” he said.

While the whole-man concept adds emphasis to the mental aspects of the selection process, it in no way takes away from the rigid physical and technical standards that are in place. It instead allows the cadre to assess a candidate’s ability to make decisions in dangerous or stressful situations.

To be effective at the two fundamental aspects of UWIQ — judgment and influence — a candidate must possess both situational awareness and self-awareness. Understanding what is going on around one is critical to working in an asymmetrical, ambiguous environment. The Army refers to situational awareness as battlefield awareness. During the opening days of Operation Enduring Freedom, SF Soldiers in Afghanistan were put in the difficult situation of trying to negotiate the often-hostile relationships between the Afghan warlords and build a coalition. Those Soldiers had to first recognize that they were operating in a tenuous position and then react to it. To successfully navigate those hazardous waters, the Soldiers needed to recognize their own strengths and weaknesses in dealing not only with their new allies but also with their teammates. Their ability to solve problems, modify their behavior and adapt to the constantly changing environment was key to ARSOF success in OEF.

Recognizing this lesson learned was easy; however, assessing a candidate’s ability to acknowledge weakness and adapt his personality is not as easy. It is not as simple as timing a ruck march or a run. So how does one assess a Soldier’s ability to operate effectively in unconventional environments? Taking what the OSS learned in World War II and incorporating recent research developments and technology, trainers designed a sophisticated selection tool to assess a Soldier’s UWIQ. These assessments involve exposing Soldiers to unconventional and ambiguous environments and measuring their ability to operate in such environments.

While the cadre plays the key role in assessing the SFAS candidates, peer assessments are another powerful tool for evaluating a candidate’s performance. Members of the cadre can predict how well a candidate will perform on a team, as well as his ability to perform in the UW environment, by watching his performance during SFAS and his skill in personal interaction. By design, there are many times when the cadre is not present, leaving candidates to rate one another’s performance. These evaluations provide another perspective to the whole man by including behaviors that peers are able to capture but that may elude the cadre.

All these assessments, taken in concert, are used to measure the Soldier’s UWIQ, which was addressed only

See TRAIN, Page 26

Tip of the Spear

## TRAIN continued

indirectly in the past. The SF cadre's intuitive recognition of deficiencies in a Soldier did not allow them to pinpoint exactly where the Soldier's performance was out of balance. As we begin to capture UWIQ attributes in SFAS and track them through subsequent training in the SFQC, we can refine our understanding of UWIQ and its predictability of subsequent performance, making the selection process even more sophisticated.

Attrition will always be a reality; however, feedback from other phases of the pipeline and from the force operating in the field will allow SF trainers to hone and refine the process. This ongoing self-assessment will allow the selection process to identify non-performers and select performers with a high probability of success in the Q-Course and in the field.

The effect of long-term evaluations of UWIQ should be to shape a force that is adaptable and works well in the human terrain. The force's strengths lie in gathering intelligence, finding, fixing and destroying the enemy quickly. At the end of each phase of the SF training pipeline, trainers will create a report showing where candidates rank on each of the six core attributes. Trainers will also generate reports from the unconventional exercises. The reports will give the cadre in the follow-on phases of training a snapshot of each candidate's strengths and weaknesses, allowing them to develop an individual training program that is unique to each Soldier. This is a key point in the transformation of the pipeline to a modular "SF university."

Identifiable behaviors and deficiencies in performance from multiple assessments will paint a clear picture for the candidate of his performance. This will force the Soldier to take responsibility for accelerating his own development and will encourage the Soldier to become a self-learner (one who identifies problems and designs ways to modify or fix behavior on his own).

The cadre can use the reports to identify each Soldier's areas for improvement and then provide him with the appropriate resources and experiences for making those improvements. The cadre can aid the Soldiers in this process by using the Socratic method — talking candidates through decision cycles; encouraging the Soldiers to attempt new strategies to hone their skills; and allowing the candidates to learn from their mistakes.

The SFAS candidates will also be encouraged to learn from their fellow Soldiers. Soldiers participating in the same exercise may take very different experiences away from it. For example, a Soldier who has trouble interacting with his peers will focus on his interpersonal style, while another Soldier who is weak in decision-making but strong in his interpersonal skills will focus on his decision-making ability.

Students will receive feedback on their progress at the end-of-course performance assessment. The cadre is the key for student development, through its use of feedback. The cadre provides a model to the candidates and its members often act as teachers, mentors and coaches. Cadre feedback has the potential to benefit not only those who are selected and complete the Q-course, but also those who return to their original unit. Individuals who leave the selection program are likely to become more self- and situationally-aware. They may become more receptive and adaptable Soldiers. The cadre can facilitate learning by encouraging Soldiers to step outside of their comfort zones and take opportunities that challenge their weaknesses. The most powerful argument for non-

selecting a Soldier in subsequent phases of the Q-course is that the cadre gave the candidate the tools to better his performance and he failed to use them.

SFAS is also returning to its roots in the OSS assessment of men by including clinical, industrial and organizational psychologists in the design, implementation and execution of SFAS. This transition is important to the professionalism and future of the forces. Without it the process will become stale, and candidates may be selected for their personalities instead of for their capabilities to perform in the special-operations arena.



Sgt. Kyle Cosner

**Candidates in the Special Forces Assessment and Selection course are put to the test on the "Nasty Nick" obstacle course at Camp Mackall, N.C. SFAS is a 24-day, live-in course and serves as the first phase in the Special Forces Qualification Course.**

# Baghdad SUPERFROG pits brains, brawn against clock

By JOC(SW) Cory Drake

Twenty-two teams competed in a Memorial Day weekend combat conditioning course called the Baghdad SUPERFROG which began at 5:30 a.m. Friday. The field of approximately 65 athletes raced each other and the clock to compete in a sequence of 12 events.

"Naval Special Warfare (NSW) missions range from combat swimmer operations to direct action in desert, jungle or winter environments," said Cmdr. Duncan Smith, the overall coordinator of the Baghdad SUPERFROG. "SEALs train to the notion that endurance is required to get to and from a target and strength is required to complete actions at the objective. The Baghdad SUPERFROG Combat Conditioning Course brings this principle of endurance and strength into a physical training environment suitable for athletes from all branches of the service."

The field consisted of teams broken down into four divisions. Male, female, coed and a division for "Old Toads," or teams comprised of 40+ year-old participants. Team members from several coalition member nations and a host of civilian contractors had to all meet the same challenges and complete the entire course in less than 100 minutes.

The Baghdad SUPERFROG, the first ever held outside the cradle of NSW, Coronado, Calif., served two purposes. According to Smith, the primary aim here was to commemorate the service and sacrifices of American fighting men and women who have gone before, and the second was to provide a unique physical and mental challenge on the grounds of the U.S. Embassy in Iraq.

The event kicked off with piper Marine Lt. Col. Mark Silvia and snare percussionist Navy Lt. Brian Murray playing a bagpipe-and-drum rendition of a Scottish martial tune. In keeping with the Memorial Day theme, the musicians played throughout the morning and again at Friday evening's awards ceremony following Multi-National Force-Iraq Chaplain Army Lt. Col. James Finn's invocation.

The Baghdad SUPERFROG course consisted of two halves. The first was a 1.5-mile run, followed by a tire obstacle combined with a

**Command Sgt. Maj. Richard Hairston motivates a Superfrog competition participant who is breaking down a 9mm pistol at the U.S. Embassy in Baghdad, Iraq. Superfrog is a team combat conditioning course that pits teams of three against nine other teams, to include all services, countries, military or civilian.**

litter-carry, a rope-climb, body-armor pull-ups, a bench-press station, a low-crawl and a buddy-carry event.

The teams then sprinted 400 meters from the gym to the Olympic-sized pool for the course's second portion. On arrival, two team members put on desert camouflage utilities.

One at a time, two swimmers from each team completed one length of the pool and climbed out, performed 10 push-ups, re-entered the water and completed a lap. The third swimmer on each team treaded water the whole time.

"I think a lot of the swimmers were surprised by how much tougher it is to swim in a field uniform. Most seemed to relish the challenge, but we did have to pull two swimmers from different teams from the water when they began to look uncomfortable," said Navy Capt. Rob Monroe, a SEAL who worked the pool portion of the event as a lifeguard. Both teams were given a time penalty for not completing their laps and then pushed on with the course. Monroe said an eye was kept toward safety at all times.

"The swim and push-up phase was by far the most gruesome portion of the race. I thought that I was going to be ok until I had to do 10 push-ups with soaking wet DCUs on. That added about 30 pounds. Then having to complete another half-lap was truly grueling, but well worth the strain," said participant Navy Lt. Alfred Corkran. "I need to pass on my thanks to all the event coordinators and volunteers. They put on a great race."



# SEALs test Olympian endurance

By Lt. j.g. Brian Ko  
NSWC Public Affairs

The Naval Special Warfare Center, home of the Basic Underwater Demolition/SEAL (BUD/S) training program, hosted U.S. Olympic triathletes March 15 for an entire day of intense conditioning and team-building exercises.

Navy SEAL instructors provided the 14 Olympians with a firsthand feel of what it's like to be BUD/S students.

"We wanted to expose the Olympians to the student life here at BUD/S," said Senior Chief Boatswain's Mate (SEAL) Daniel Gearhart, a SEAL instructor and leading chief petty officer for the Olympians' training evolutions. "Our real goal was to teach them something that they can take back with them to utilize in their profession."

BUD/S training, regarded by many as the toughest military training program in the Department of Defense, is a 27-week curriculum designed to be a total test of the mind and body. In order to successfully complete the program, the students must have the mental fortitude and desire to belong to something greater than themselves — the team. The criteria was no different for the visiting Olympians.

The selected itinerary included common evolutions from the BUD/S program, such as "Log PT," "Surf Passage" and "Drown-Proofing" exercises, which require mental and physical endurance.

"We learned valuable lessons on the importance of mental toughness and teamwork," said Nate Kortuem, one of the U.S. Olympic triathletes who participated in the training. "We

learned that the only thing that could stop us are the very limits that we place on ourselves. Through this training, our group bonded together today and learned what it means to be a team."

According to Gearhart, there are many similarities between Navy SEALs and Olympic athletes.

"Both groups represent the best that this nation has to offer," he said. "Both are professionals. Both are committed to perfection and relentless in the pursuit of it. Most importantly, we are all Americans. The only difference is that the Olympians perform before millions of spectators, and the SEALs perform under the cover of darkness."

Another common thread between the SEALs and the Olympians is the great admiration that both groups

Photographer's Mate 2nd Class Eric S. Logsdon



Photographer's Mate 2nd Class Eric S. Logsdon

## White House Fellows visit NSW

By Chief Mansfield  
NSWC Public Affairs

Naval Special Warfare command in Coronado hosted 12 White House Fellows during their visit. The Fellows, who were in San Diego studying immigration policy issues, toured SEAL training areas and Special Warfare Combatant-craft Crewmen (SWCC) boats as part of their familiarization with military service.

White House Fellowships have offered year-long opportunities to participate in the highest levels of government to a select group of outstanding individuals since 1965. Nearly 600 of the program's alumni have gone on to become leaders in all fields of endeavor, including former Secretary of State Colin Powell, Secretary of Labor Elaine Chao, former CNN President Tom Johnson, and American Red Cross President Marsha Evans. The Fellowship's mission is to encourage active citizenship and service to the nation.

President Lyndon B. Johnson announced the establishment of the White House Fellows Program in October 1964, saying, "A genuinely free society cannot be a spectator society." The program, as Johnson envisioned it, was designed, "to give the Fellows first hand, high-level experience with the workings of the Federal government and to increase their sense of participation in national affairs." The Fellows were expected to "repay that privilege (by) continuing to work as private citizens on their public agendas" after their Fellowship year.

The Fellows generally work as full-time special assistants to senior White House Staff, the Vice President, Cabinet Secretaries and other top-ranking government officials for one year. They are paid by the department in which they work, and participate in an education program that includes various discussions with public and private sector leaders. They also travel extensively to study domestic and international policy in action.



Photographer's Mate 2nd Class Eric S. Logsdon

*The Navy SEALs (SEa, Air, Land) host U.S. Olympic Team triathletes for a day of training at the Naval Special Warfare Center. The olympiads run through the 'O' course testing their strength, balance, and endurance.*

share for one another.

"We felt honored when the Olympians expressed an interest in our program," said Capt. Christopher Lindsay, Naval Special Warfare Center's commanding officer. "They represent the very finest athletes that this country has to offer. Our goal was to expose them to some of the things we teach and value – commitment, mental toughness and teamwork."

"I've always had a great deal of respect for the Navy SEALs," said Kortuem. "After seeing what these guys have to endure day after day, that level of respect has gone up many-fold. We are extremely grateful for what the SEALs put out for this country on a daily basis."

The intense training and team building efforts were successful.

"We came here as 14 individual triathletes," said T.J. Tolakson, another Olympian who participated in the SEAL training, "and we left as one team of American triathletes."

Naval Special Warfare Center continues to search for young men who are not afraid to test their limits. With a proud lineage and memorable history, SEALs continue to lead the way in special operations. Those interested in joining this elite team should contact the Navy SEALs recruiting line at 1-888-USN-SEAL, or visit the SEAL Web site at [www.seal.navy.mil](http://www.seal.navy.mil).

***The U.S. Olympic Team triathletes complete the Log PT, which focuses on the importance of teamwork, at the Naval Special Warfare Center.***

# Two Hurlburt Field heroes help crash victims, save lives

By Master Sgt. Randy Phelps  
AFSOC Public Affairs

“There were people staggering and people screaming. It was total chaos.”

That was the scene Tech. Sgt. Mike Gray, a pararescuemen assigned to the 720th Special Tactics Group, Hurlburt Field, Fla., saw as he and his wife turned the corner from their home behind Martin Luther King Boulevard in Fort Walton Beach early Saturday morning.

Eight bicycle riders (several from Hurlburt Field) had pulled over in front of a local convenience store outside the gate of the base after one of the bikes had blown a tire. As the riders were standing off the road, waiting while the tire was being repaired, a 32-year-old Fort Walton Beach woman driving a Chevrolet Astro minivan drifted off the road and plowed through the group. The woman has been charged with one count of DUI (serious bodily injury) and four counts of DUI (personal injury) according to the Florida Highway Patrol.

Another Hurlburt Field employee, Mr. Randy Seeback, a retired combat controller who works as a contractor on the base, was driving his vehicle directly in front of the minivan. A bicyclist himself, Mr. Seeback had looked to see if he knew any of the riders as he was passing by, but didn't.

Then he heard the crash.

“When I turned around and looked, the van was almost right next to me off the shoulder and going through the ditch. She was going pretty fast and I don't think she hit her brakes at all. There were bikes and people falling off the van.”

Instinctively, Mr. Seeback pulled out a cell phone and dialed 911.

“I reacted. I didn't think much about how to get started. I called, got people there and started helping people do things.”

About thirty seconds after Mr. Seeback made the call to 911, Tech. Sgt. Gray pulled around the corner.

“So many times combat controllers are talking on the radio

and bringing in the choppers and doing the mass casualties while the PJs (pararescuemen) are doing the treatment,” said Tech. Sgt. Gray. “To me he was the on-scene commander. We just started treating people, like a normal triage situation.”

Gray, a PJ for about 12 years, said he always travels with his 35-pound medical kit in his car. So, he began treating people. The first was unconscious. He opened the man's airway, but there was little else he could do for him, so he started down the line. There was about 100 yards of bicycles and people strung out along the road from where the van first made contact with the group to where the van came to a rest in a water-filled ditch on the side of the road.

Another man was screaming with a broken leg. He did a quick assessment and found he had no major bleeding problems so he continued on. Then he went to the van where other people were screaming and found a woman under the van, face down in the water. With the help of



Northwest Florida DailyNews courtesy photo

some other people who had stopped, Tech. Sgt. Gray helped pull the woman from under the van.

“She was in waist deep water, face down and in shock. She would have been dead for sure.”

Meanwhile, Mr. Seeback continued to go up and down the road assessing the injuries and Tech. Sgt. Gray’s wife, Anne, went back to their home to grab another of the pararescueman’s medical bags from their house.

“Basically, I was talking to people and asking them where they were hurt and not trying to alarm them,” said Mr. Seeback.

With 24 years of combat controller experience behind him, he stayed calm and tried to make sure the rest of the injured didn’t go into shock. He also had to calm one of the riders who wanted to confront the van driver.

“She (the driver) was not injured,

but she was very hysterical. I told the rider that this wasn’t the time or place. The injured needed help.”

As emergency personnel began arriving on scene, Mr. Seeback and Tech. Sgt. Gray continued to provide care to the riders.

“Randy was directing the triage situation to the emergency personnel and I was barking out what I needed to the paramedics and they were tossing it to me without skipping a beat,” said Tech. Sgt. Gray.

They both helped emergency responders put the injured onto backboards and load them onto stretchers for transport to local hospitals.

With all the intense activity going on, Tech. Sgt. Gray didn’t



**Tech. Sgt. Mike Gray (right), a Pararescuemen assigned to the 720th Special Tactics Group, Hurlburt Field, Fla., and Mr. Randy Seeback, a retired combat controller, responded to a vehicle accident involving eight bicycle riders (several from Hurlburt Field) in front of a local convenience store outside the Hurlburt Field gate after one of the bikes had blown a tire. As the riders were standing off the road, a 32-year-old Fort Walton Beach woman driving a Chevrolet Astro minivan drifted off the road and plowed through the group. Gray provided care for the injured while Seeback coordinated arrival of the authorities.**

have time to identify himself to emergency personnel until the action died down. But the paramedics seemed to know Tech. Sgt. Gray knew what he was doing.

“Having people around like these two guys is a resource that’s unknown until something happens,” said Capt. Troy Smith, Mary Esther Fire Department, who was one of the first emergency responders. “It was very nice having someone who knew what they were doing and knew how to care and finesse the injured without causing greater harm.”

Tech. Sgt. Gray is no stranger to crisis situations like this. During the course of his normal duties, he’s responded to aircraft crashes and head-on collisions. He’s even been a first responder to about eight off-duty accidents over the years.

“That’s why we always travel with a med kit,” he said. “If a person’s dying, you do what you’re trained to do and you save a life.”

**Cyclists watch as state troopers pick up the mangled remains of a bicycle in Ft. Walton Beach, Fla.**



# AF widow receives husband's medal after 55 years

By AFSOC Public Affairs

An Air Force widow was presented the Purple Heart for her husband, who suffered enemy fire during the Korean War, in a posthumous ceremony at Bob Hope Air Force Enlisted Village.

Kazuko “Kay” Sloan was presented the medal for her husband, retired Tech. Sgt. Zane Sloan who was a Corporal at the time he was wounded in Korea. The Purple Heart was presented by Lt. Gen. Michael Wooley, Air Force Special Operations Command commander.

“My shoulders feel a little bit light,” said Mrs. Sloan. The 77-year-old Air Force widow was describing her relief at finally getting recognition for her husband. “I knew I had to do this before I die – now I don’t worry,” said the petite Japanese woman with a smile. Mrs. Sloan’s husband died in December 2003. “He showed me his legs where he’d been wounded,” she said. “He was very sad about not receiving the Purple Heart. He worked hard to set the record straight. After he died, it was my place to work on it.”

Mrs. Sloan, who has lived at Bob Hope Village since October, 2004, approached Air Force Enlisted Village President and former Chief Master Sgt. of the Air Force, Jim Binnicker for help about four months ago. She’d tried to research the error on her own, but received an overwhelming number of forms to complete. Her stepson had even consulted a lawyer about the case, but was told there wasn’t enough proof.

She showed Chief Binnicker a small, yellowed newspaper clipping that stated the corporal, who was previously reported missing in action, had been returned to duty and received the Purple Heart for wounds received in action during the Korean fighting.

Mrs. Sloan also had a short narrative written by her husband detailing the actions surrounding his injuries. Cpl. Sloan spent three years in the Marine Corps after leaving school at 16. He then joined the Army Air Corps and spent 22 years serving his country before retiring in 1966. He was a veteran of World War II, Korea and Vietnam.

Soon after the Korean War started, Cpl. Sloan was stationed at Misawa Air Base, Japan in the 6163rd Communications Squadron. He volunteered for duty as a forward air controller and following training, was assigned to the 7th Infantry Division for duty in Korea.

He served with the 7th during the Inchon Invasion as part of a four-man tactical control team, similar to the tactical-air-control-party terminal-air-controllers who are trained at Hurlburt Field today. At the battle of the Chosin Reservoir in December 1950, his division was overrun by



*Kazuko Sloan is presented the Purple Heart for her deceased husband by Lt. Gen. Michael Wooley.*

Chinese forces and withdrew. The battle has been documented as one of the most brutal battles in

history because of the extreme cold. Two members of his four-man team were killed in action.

The 25-year-old was wounded in both legs by enemy fire and evacuated to the U.S.S. Consolation for treatment before being transferred to a hospital in Yokohama. Upon release he had no written orders, so he returned to Misawa on verbal orders of the commander. “I was supposed to have been awarded the Purple Heart at the Army hospital in Yokohama, but I have never seen any orders if I was,” he wrote.

Corporal Sloan met Kazuko Hayashi 15 years later while stationed at Tachikawa AB, Japan. The couple married in February 1965. “He was the most handsome guy I ever met,” she recalled. “It was a dream story. He was the genuine deal – really smart and humorous.” The couple retired in 1966 at Little Rock AFB, Ark.

With just the two small pieces of paper available, Chief Binnicker contacted the Military Personnel Center at Randolph AFB, Texas and asked them to research it. They came up empty-handed saying there wasn’t enough information. “Dig deeper,” he told them, “This is important.” Eventually, they tracked down Cpl. Sloan’s medical records at the National Personnel Records Center in St. Louis. “Wounded in action on Dec. 2, ’50, at 0300 near Chosin Reservoir, Korea, by enemy rifle fire. Fragments embedded in right thigh and left leg,” noted the records, confirming his narrative.

Chief Binnicker received the medal in mid-February and began making plans to present it to Mrs. Sloan.

Mrs. Sloan has finally received the Purple Heart her husband should have received 55 years earlier. “This is a fitting tribute, even though so many years have passed,” said General Wooley. “Today we recognize one of America’s heroes who gave selfless service to his country.”



# Rangers awarded Silver Star, Bronze Star with Valor device

*By Spc. Sarah Scully  
I Corps Public Affairs*

For nearly a decade, they shared rigorous training and lasting camaraderie. Among family, they shared childhood dreams of serving their country. And on March 21, they shared a moment of recognition.

Staff Sgt. Justin Viene and Staff Sgt. Jesse Walker stood on a stage at Fort Lewis, Wash., before hundreds of 2nd Battalion, 75th Ranger Regiment comrades-in-arms just months after making critical decisions during an attack instigated by Afghan insurgents.

Their individual performances led to Gen. Bryan Brown, the commanding general of U.S. Special Operations Command, to award a Silver Star to Viene and a Bronze Star with Valor device to Walker.

“These awards are not expensive to buy,” said Brown, “but they are really expensive to earn – they are huge in their significance.”

By choosing to show courage instead of fear when ambushed by enemy mortars and rocket-propelled grenades, they led squads of fellow Rangers to victory and safety.

“Fear is a reaction,” said Brown. “But they made a decision of courage.”

Years of growing up playing Soldier, combined with years of Ranger training, all culminated in one event where the two men used their collective skills to survive and defeat the enemy.

While out on patrol near the Pakistani border, the two squad-team leaders and their Rangers had to react to an ambush – something they had done many times in training.

But this time, the opposing forces weren’t using blanks.

Although Walker had experienced an intense battle before during his earlier combat deployments, Viene said it was the first time in five deployments he had been in a big firefight.

“It was kind of surreal for a minute – it didn’t really sink in that it was happening. It all happened really fast,” said Viene.

“To see the dirt kicking up beside you and realize that they’re shooting at you. The training just took over,” he said. “Time just slowed down.”

While Viene grabbed two of his men and vaulted up a hill firing a squad automatic weapon at the enemy, Walker took care of wounded Soldiers, set up security and worked the radios to communicate their situation.

“I grabbed the rest of the guys we had there and got them on the machine guns, suppressing the enemy so Viene could move up the hill,” said Walker.

“I did what we were trained to do,” he said.



**Staff Sgt. Justin Viene, right, stands at attention after receiving the Silver Star while Gen. Bryan Brown, U.S. Special Operations Command commander, pins the Bronze Star with Valor device on Staff Sgt. Jesse Walker during a ceremony held by the 2nd Bn., 75th Ranger Regiment honoring the two Soldiers.**

And that’s the advice both he and Viene give to younger Rangers in preparation for similar situations – excel at marksmanship, battle drills, medical training and physical fitness.

All four elements combined to protect the Rangers’ lives, and that emphasis on training is something family members use for reassurance when their sons, husbands and brothers deploy to a combat zone.

Sue Bloemer watched her son build forts and dig trenches in her backyard as a boy. And she watched Viene stand at attention during the ceremony and shake the hand of his commanding general.

“I’m just one real proud mom,” she said. “He always said he wanted to be a Soldier, and he said he wanted to be the best.”

Repeatedly denying that they did anything special and continually insisting that they only did their job, both Viene and Walker contribute their leadership success to daily training and the men who served with them.

“He doesn’t like the attention, but he really deserves it,” said Staff Sgt. Sarah Walker, his wife and a Soldier assigned to Headquarters Company, 3rd Brigade. “He’s done amazing things as a Soldier – I’m really proud of him.”

“We didn’t do it to get an award,” said Viene. “It’s just icing on the cake.”

# 160th SOAR Soldiers earn the Distinguished Flying Cross

*By Kelly Ann Tyler  
160th SOAR (A) Public Affairs*

A battalion commander praised his Soldiers during a ceremony at Wilson Theater, calling them “the finest aviators in the Army.”

Seven Distinguished Flying Crosses, as well as 80 other awards, were presented to 66 Soldiers from the 160th Special Operations Aviation Regiment (Airborne) by Lt. Col. Gregory Petrik, commander of the regiment’s 2nd Battalion, and Lt. Gen. Philip R. Kensinger Jr., commanding general of the U.S. Army Special Operations Command.

“The American people will never know the true sacrifices that these Soldiers made to accomplish the missions,” Petrik said. “These Soldiers, who are the finest aviators in the Army, performed missions that were incredible and made them seem routine.”

The DFC recipients were:

Maj. Thomas R. Drew, 41, of Clarksville, Tenn., an MH-60L Black Hawk helicopter pilot and air mission commander during Operation Iraqi Freedom on April 2, 2003.

Maj. Michael Lewis, 39, of Eugene, Ore., an MH-47E Chinook pilot during Operation Iraqi Freedom on April 2, 2003.

Chief Warrant Officer Steven A. Lapping, 39, of Laurel, Md., an AH-6 Little Bird helicopter pilot during Operation Iraqi Freedom on April 2, 2003.

Chief Warrant Officer John Nailor, 38, Mechanicsburg, Pa., an MH-47E Chinook pilot during Operation Iraqi Freedom on April 7, 2003.

1st Sgt. John Wade, 34, of Logan, W. Va., an MH-47E Chinook flight engineer during Operation Enduring Freedom on Oct. 19, 2001.

Staff Sgt. Matthew W. Hubbard, 33, of Butler, Mo., an MH-60L Black Hawk crew chief and gunner during Operation Iraqi Freedom on April 2, 2003.

Sgt. Jayson R. Sorensen, 26, of Seeley Lake, Mont., an MH-47E Chinook crew chief and machine gunner during Operation Iraqi Freedom on April 7, 2003.

More than 70 Air Medals were presented, six of them with valor devices. Numerous other awards were during presented during the ceremony all of which were given in support of operations Enduring and Iraqi Freedom.

The Valorous Unit Award was presented to 2nd Battalion for extraordinary heroism in combat. The degree of heroism required for the unit award is the same as that which would warrant award of the Silver Star to an individual.



“The Valorous Unit Award presented to the battalion today is for a five-month period of intense combat operations that the regiment had never experienced before,” Petrik said.

“(Elements of the 160th) deployed in early October 2001 and started flying the first missions taking Special Forces teams into Afghanistan shortly thereafter. This ultimately led to the collapse of the Taliban and the defeat of al-Qaida forces.

“Many (awards) were given for missions that remain classified. Except for those who were on them, we may never know the full details about these missions,” he said.

“Many of these missions were flown under zero illumination in unforgiving terrain while encountering intense enemy fire that included small arms, rocket-propelled grenades, surface to air missiles and anti aircraft artillery. All were done while supporting multiple combined/joint special operations task forces.”

More than 140 DFCs have been presented to members of the 160th SOAR since October 2001. The VUA was also awarded to F and D Companies, 1st Battalion, 160th SOAR, and to Headquarters and Headquarters Company, 160th SOAR because they were part of the 2nd Battalion, 160th SOAR task force during the award period.

The 160th is the Army’s only special operations aviation unit. The unit provides rotary wing support to multiservice special operations forces, including Rangers, Special Forces, Navy SEALs, Air Force battlefield airmen and Marine elements. Members of the regiment have been almost continuously deployed in support of the Global War on Terrorism since October 2001.

# 96th Civil Affairs Battalion helps treat livestock herds in Yemen

By Marine Corps Cpl. Jeff Nagan  
Combined Joint Task Force-Horn of Africa Public Affairs

One of the most effective ways of measuring the wealth of the people within the Horn of Africa and surrounding regions is the health of their herds. Animals provide the people with vital food and are a chief source of commerce. A small bit of medical care for their herds goes a long way in improving the lives and future of the people in the area.

For the first time, U.S. servicemembers deployed to Yemen, at the southern edge of the Arabian Peninsula, to assist the local people in strengthening and healing their livestock.

During a four-day civic action program that started March 29, servicemembers from Combined Joint Task Force-Horn of Africa assisted in treating animals in the Dhamar region, which lies about 100 kilometers south of the capital city of Sana'a.

Soldiers from the 96th Civil Affairs Battalion (Airborne), volunteers from Camp Lemonier and local Yemeni veterinary students treated more than 24,000 animals, which included sheep, goats, cattle, donkeys and camels. Also setting precedence, the team treated one chicken during the event.

The 96th CA Bn. is an Army special operations unit based at Fort Bragg, N.C. It is the Army's only active-duty civil affairs unit.

"This is the first time we have brought in these teams into Yemen," said Thomas C.

Krajeski, U.S. ambassador to Yemen. "It is a demonstration of how we want to do practical hands-on work in Yemen. The object is to work on the ground, inoculate animals and work one on one with the people."

By working together with U.S. support, Yemen can strengthen its agricultural development, which is essential in preserving the

future and health of the people, Krajeski said.

"Nobody has come before," said Ahmed Salih Ali Muthana, a local herder. "I'm very happy. It's beautiful to see

the Americans working with the people of Yemen."

Muthana was one of more than 100 people who took advantage of the project. The veterinary team provided medicine for his 50 sheep, two cows and two donkeys.

The veterinarians treated every animal with anti-parasitic medicine and multivitamins. In addition, they provided additional care to animals that needed it, to include treating viral and skin infections.

The mission wasn't without its hurdles, said Capt. David E. Fleming, veterinarian, 96th CA Bn. Although the herders could see and feel the impact of the mission, many of the political leaders had little idea of what the Americans were doing.

"We have had to work hard building relationships at the local and central level," Fleming said. "We have to constantly reinforce our relationships, explaining that we are here to help the local and central government."

In addition to helping the people and being representatives of the United States, the servicemembers also acted as teachers, instructing and advising the veterinary students.

Although the veterinary civic action program only lasted four days, it will have long-term effects, Fleming said. With an increase in education of their people and the health of their herds, the people of Yemen will have healthier and better lives.



**U.S. Army Spc. Brendan Piper, a Civil Affairs specialist with the 443rd Civil Affairs Battalion, carries a stubborn sheep to a needy family in Baghdad, Iraq, April 20, during Operation Sheep Drop.**



Cpl. Jeff Nagan

**During the veterinary civic action program, Capt. David E. Fleming, veterinarian, 96th Civil Affairs Battalion, removes a fungal infection from a donkey's foot. The 96th Civil Affairs Battalion, volunteers from Camp Lemonier and local Yemeni veterinary students treated more than 24,000 animals, which included sheep, goats, cattle, donkeys and camels.**

# 160th SOAR receives funding for aquatic training facility, helicopter upgrades

By Kelly Tyler

*160th Special Operations Aviation Regiment*

The 160th Special Operations Aviation Regiment (Airborne) received a symbolic \$9.5 million check from U.S. Sen. Mitch McConnell of Kentucky.

The check represented funds approved by the Senate Appropriations Committee, of which McConnell is a member, for \$3.5 million to build a Special Operations Forces Aquatic Training Facility and for \$6 million for the purchase of infrared exhaust suppressors for the regiment's MH-47 Chinook helicopters.

The 160th SOAR is the Army's only special operations aviation unit. The unit provides rotary wing support to multi-service special operations forces, including Rangers, Special Forces, Navy SEALs, Air Force battlefield Airmen and Marine elements. Soldiers of the 160th are known as the "Night Stalkers" because of their capability to strike undetected during darkness, and their distinguished performance around the world.

The infrared suppressors are designed to dissipate the heat signature coming off of a Chinook's engines, and reduce the risk of being targeted by heat-seeking, surface-to-air missiles during combat operations.

While the infrared suppressors represent protection from an immediate threat, the funds for the aquatic training facility will also increase the security and safety of Night Stalkers.

"This facility (means) that over 500 Night Stalkers a year will not have to travel three days to train in a facility at Pensacola or Jacksonville, Florida," said Col. Andrew Milani, 160th SOAR commander, during the donation ceremony. "This represents a savings in required federal travel funding of over a quarter of a million dollars a year. But more importantly to Night Stalkers, this represents a reduction in time away from home," Milani noted.

"In these days of heavy operational tempo, where Night Stalkers are deployed an average of over 155 days a year, three days is precious."

The 160th SOAR is currently the only Army aviation unit mandated to perform Dunker training and Helicopter Emergency Egress Device (Submersible Systems) training. The facility will allow the regiment to train incoming members, as well as conducting sustainment training every two years instead of the current schedule of every four years.

Dunker training simulates pilot and crew exit



Sgt. Kyle Cosner

***Special Forces Soldiers participate in a training exercise in central North Carolina. Helicopters from the 160th Special Operations Aviation Regiment provided infiltration and exfiltration support for the exercise participants.***

procedures if a helicopter goes down in water. HEED/SEA MARK II procedures train aircrews to use a hand-held breathing device, similar to a miniature SCUBA tank.

"Those of us who have been in this business awhile agree that four years is not frequent enough," Milani said. "Now we will be able to make this a more regular requirement, thus increasing the preparedness of our aircrews to egress a sinking helicopter."

The facility will be used solely for Dunker and HEED training. The unit will continue to conduct the mandatory Navy swim test for 160th Soldiers at other pools on Fort Campbell. It will be available to other aviation units and special operations units, as well.

The regiment's new pool will be 35 feet by 50 feet and will be 12 feet deep. It will house Modular Egress Training Systems, which simulate the cabins and primary passenger areas of MH-6, MH-60 and MH-47 helicopters. Bidding for the multi-million dollar aquatic training facility is expected to take place in late September, with construction completed 18 months later.

"In the 24-year history of this regiment, we have experienced numerous water crash sequences, costing a number of Night Stalker lives. Statistically, overwater crashes are going to happen again," Milani said. "Because (of this training facility) 160th and 101st (Airborne Division) aviators and crewmembers will be better prepared to survive an underwater helicopter egress sequence.

# JPSE

## Winning the war of ideas with the truth

*Tech. Sgt. Jim Moser  
USSOCOM Public Affairs*

The Global War on Terror has many faces. Some cloaked in secrecy -- shadowy figures who plot murder. Others are plastered on newspapers and websites spreading disinformation and fueling hatred and anger.

“Because they cannot engage us in conventional warfare, they will try to engage us in a war of ideas and perceptions,” said General Doug Brown, U.S. Special Operations Command commander. “Through Psychological and Information Operations we can provide a powerful voice to enable the oppressed or misinformed populations to hear the truth.”

Psychological Operations disseminate truthful information to foreign audiences through all communications mediums. U.S. Army PSYOP units are a force multiplier to commanders in Afghanistan and Iraq, but they use words instead of bullets.

But these areas are only two fronts in the Global War on Terror.

To assist in coordinating the complete Psychological Operations GWOT effort, an organization was needed that would be able to support all geographical commands in this important facet of the war.

“The key is General Brown wanted to build an organization that would allow him to send experienced people to assist combatant commanders in completing their mission,” said Col. James Treadwell, Joint Psychological Operations Support Element director.

Stood up in 2003, the JPSE at Special Operations Command Headquarters, at MacDill AFB, Fla., fits Brown’s vision.

The JPSE is a unique organization designed as a unit – not a staff agency – created in

response to the Fiscal Year 2004 Defense Planning Guidance to establish a unit to support command and Department of Defense PSYOP missions. At its core, it’s staffed by a little over 50 senior military and civilians with a deep knowledge of Psychological Operations. The organization could grow to around 100 when and if completely filled.

At first glance, the JPSE might seem like a duplication of effort with the 4th PSYOP Group based at Ft. Bragg., N.C., but Treadwell assures this is not the case.

“The 4th Group provides the forces – the people on the ground to carry out the mission,” he said. “The JPSE provides support directly to the combatant commanders and their staffs. In the past, any request for PSYOP personnel had to go through four levels of command. Now we can provide support, in either small teams or virtually, right from the USSOCOM headquarters, allowing the leaders in our PSYOP battalions and companies to maintain focus on their individual units.”

The objective of the JPSE is to meet the global psychological operations objectives with regionally and functionally focused staff experts capable of global planning, analysis and commercial quality prototype product development. Recently the JPSE has contracted with civilian media agencies to enhance its capabilities. While the military has multimedia savvy and creative people, Treadwell is the first to admit the military doesn’t hold the monopoly on creative talent.

**See TRUTH, Page 38**



*Sergeant 1st Class David Stopher, PSYOP specialist and Krista Knaus, audio visual production specialist, review their latest products.*

# AT/FP Tip of the Month

The success of our mission and the lives of our Soldiers, Sailors, Airmen, and Marines depend on aggressively denying the enemy any advantage.

The enemy is out there, actively searching the unclassified networks for information, especially sensitive photos, in order to obtain targeting data, weapon system vulnerabilities and TTPs for use against coalition forces. All personnel must actively protect all friendly information that is vital to mission success. The enemy is very proficient at exploiting our OPSEC vulnerabilities.

It is critical for all personnel to remember that the negligent or

unauthorized release of sensitive photos is a serious threat to our forces.

All personnel must be cognizant that the enemy will exploit sensitive photos showing the results of IED strikes, battle scenes, casualties, destroyed or damaged equipment, and enemy KIAs as propaganda and terrorist training tools. Releasing photos outside official, protected channels may provide the enemy material for his information operations and targeting TTPs against friendly forces. Insurgents use websites to communicate, train, and recruit followers, often using photos and video of their battlefield

successes. U.S. forces can not afford to have our photos become training and recruitment tools for the enemy. Our forces can unwittingly magnify enemy capabilities simply by exchanging photos with friends, relatives, or by publishing them on the internet or other media. We are not limiting authorized communication (to include the appropriate use of photos) under existing public affairs guidance, but we must protect photos that reveal to the enemy our battle losses, ongoing friendly operations, TTPs, equipment vulnerabilities, or disclose intelligence collection efforts and methods. Lastly, all DOD personnel must protect information that may have a negative impact on foreign relations with coalition allies or world opinion.

## Service Before Self

*Tampa Mayor, Pam Iorio, and Mr. Steve Hogue chief of Tampa Police, presented Reserve Officer of the Year plaque to Capt Kevin Burke during the Tampa Police Awards Ceremony 15 June 2005. Burke, in addition to his job at USSOCOM has volunteered more than 900 hours with TPD in less than two years.*



Lt. Cmdr. Bryan Johnson

### TRUTH, continued

“We have been asked many times ‘why don’t you leverage the civilian sector for this type of work’ and I agree,” he said. “While we have professional, smart folks, commercial companies offer state-of-the-art technology beyond our fiscal means.

We can’t afford to overlook the creative talent resident in experienced commercial enterprise ... their abilities enhance ours.”

Treadwell also pointed out working with civilian firms

has other benefits.

“Using civilian companies gives us the added advantage of having an additional view of what our mission goals are and ideas from another perspective on what is the best medium to use.”

However the message is distributed, experience has proven products based in lies and falsehoods are ineffective.

“We are going to use the truth to get the message to the people,” Treadwell said. “I’ve never approved a product that was meant to deceive.”

# A \$500,000 weekend *By Jamie Haig 16th Special Operations Wing*

In the cool of the morning, 200 Airmen surrounded the prayer tower, heads bowed, as eight names were read.

Eight names. Eight heroes. The eight men of Operation Eagle Claw.

It was a secret mission aimed at rescuing the 53 Americans being held hostage at the U.S. Embassy in Iran when the mission was aborted at the last minute due to mechanical problems with one of the crew's helicopters. Eight special operations members died when another helicopter collided with an EC-130 transport plane at the mission's desert rendezvous point.

The 200 Airmen were here to remember those who went before them and to commemorate the 25th Anniversary of Eagle Claw with a 5k run. All proceeds from the run go to the Special Operations Warrior Foundation, which started as a result of Operation Eagle Claw. Of the 200 hundred runners, four were the original Eagle Claw team members.

"Every time we get together, it's to remember," said retired Colonel Kenneth Poole, one of the original Eagle Claw members. "It's about the children. There were 17 children left behind from these eight men. We had to take care of them."

Special Operations Warrior Foundation was born.

Ross Perot was one of the first major contributors to the SOF Warrior Foundation, setting the standard for future donations. When retired Colonel John Carney took the helm of the foundation, things skyrocketed. He recruited donations from all spectrums, such as professional golfer, Tiger Woods, who donated \$50,000 because his father was Special Forces or the two professional women's golfers who

donate every time they make a birdie on tour.

"The SOF Warrior Foundation is a wonderful charity because it's not just about the children," said Bucky Burris, another original member of Eagle Claw. "It's about knowing your children will be taken care of should something happen to you. We could concentrate on the mission because a heavy burden was taken off our backs."

Almost \$500,000 was raised over the past weekend between the 5k race, the golf tournament and the celebratory dinner. There have been 442 deaths of special operators since Eagle Claw and 544 children whose futures depend on the foundation.

"There was a 34 percent increase in the Combined Federal Campaign from Hurlburt Field alone," said Steve McLeary, executive director of the SOF Warrior Foundation. "A total of \$975,000 was raised through CFC worldwide to help the children. The support from the troops is what makes this happen."

Right now, 89 children attend college and by fall, the number is expected to be over 100. The foundation pays for everything – the tuition, books, room and board - until they are finished with school.

"We contact the family approximately 30 days after a mishap. We offer grief counseling and have a psychologist on staff to help any of the family members," said Mr. McLeary. "We try to be an extended family to them. From birthday and Christmas cards every year, to offering guidance on schooling, grants, whatever they need. They know they are part of our family forever. It's a privilege to go to work each day knowing we can help these children."

The top three teams were: Headquarters Air Force Special Operations Command; first place, 720th Special Tactics Group; second place and 16th Special Operations Wing Headquarters; third place.

The top three individuals were: 1st Lieutenant Michael Lilly, 505th Combat and Control Wing, first place; Kenneth Eckman, from Alabama, second place, Senior Airman Christopher Huntington, 16th Component Maintenance Squadron, third place.

"It was a great run, a great morning. Even when you're hurting, you remember why you are out here today. If they could do it for us, we can do it for them," said Senior Master Sergeant Lisa Haggett, a participant from HQ AFSOC.

"Our current capability, our daily foundation that is special operations, was born of that event," said Colonel Steven Schaick, 16 SOW Chaplain. "Touched by their knowledge and dedication, their standards were set high and paid for in blood. Let us not forget they had the guts to try."



**Country musician Travis Tritt performs at the Warrior Foundation's 25th Anniversary Dinner.**

# Evolution of Office of Strategic Services

By Captain John R. DeNicola, USNR

President Franklin Delano Roosevelt (FDR) established the Office of Coordinator of Information (COI) in July 1941, an intelligence gathering agency and the predecessor of the Office of Strategic Services (OSS). FDR chose William “Wild Bill” Donovan as the COI director. Donovan was empathetic to FDR’s vision of America’s role in the world and had a similar temperament as the President’s.

On June 11, 1942, FDR ordered the dissolution of the COI and the establishment of the OSS. This new organization embodied Donovan’s vision of a joint special operations capability. But it was not until late December 1942 that the Joint Chiefs of Staff, suspicious of Donovan and special operations, finally approved the OSS. This very deliberate approval process foreshadowed some of the same challenges the United States Special Operations Command had to overcome after its establishment on April 16, 1987.

The OSS was responsible for Psychological Operations, research, intelligence, counter-intelligence, and unconventional warfare. Donovan understood the importance and close interrelationship of psychological warfare and unconventional warfare. The first phase in operations against an enemy would be “intelligence penetration,” the gathering of information to be used for strategic planning and propaganda. Next would be special operations, such as sabotage and subversion, followed by commando raids, guerrilla actions and behind-the-lines resistance movements. Donovan’s visionary dream was to unify these functions in support of conventional forces, thereby forging a “new instrument of war.”

The OSS conducted operations around the globe. In the European theater, OSS Jedburgh teams parachuted in behind enemy lines, contacted resistance groups, equipped them with weapons and supplies, engaged in hit and run tactics, and established security and intelligence networks. OSS Operational Groups (OGs), made up of volunteers who were “willing to undertake unusual and dangerous risk,” conducted operations in North Africa, France, Italy, and the Balkans. Most of the men spoke the language of the country in which they were to operate, and all were specialists in demolitions, special weapons,

scouting, and survival. Donovan became known as the Allied guerrilla supremo to the Yugoslavian and Greek resistance movements. In the Pacific, Detachment 101 conducted unconventional warfare behind Japanese lines in Burma.

Donovan’s OSS is the spiritual precursor to USSOCOM. Today’s Special Operation Forces that played a center stage role in the most recent conflicts in Afghanistan and Iraq proudly trace their roots back to the OSS and the vision of one man, “Wild Bill” Donovan. Today’s SOF Soldiers successfully used many of the same tactics and techniques first employed over a half century earlier by the OSS. Like Donovan’s OSS, USSOCOM has the unique opportunity to conduct a variety of missions



*An Office of Strategic Services (OSS) Jedburgh team prior to an infiltration flight behind enemy lines during World War II. Jedburgh teams contacted resistance groups, equipped them with weapons and supplies, engaged in hit and run tactics, and established security and intelligence networks. They conducted operations in North Africa, France, Italy, and the Balkan.*



# Special operators who lost their lives

## -serving in Operations Enduring Freedom and Iraqi Freedom

### in the Global War on Terrorism will never be forgotten

SGT Thomas Allison  
CPL William M. Amundson  
SPC Marc A. Anderson  
1Lt Tamara L. Archuleta  
CSM Edward C. Barnhill  
SFC William Bennett  
CPL Mark A. Bibby  
SGT Jay A. Blessing  
HMC Matthew J. Bourgeois  
SPC Charles E. Jr. Bush  
CPT Paul J. Cassidy  
TSgt John A. Chapman  
SFC Nathan R. Chapman  
CPL Andrew F. Chris  
PFC Matthew A. Commons  
1SG Christopher D. Coffin  
SGT Timothy M. Conneway  
TSgt Sean M. Corlew  
SGT Bradley S. Crose  
SrA Jason D. Cunningham  
MSG Jefferson D. Davis  
SSG James Dorrity  
SPC Jonn Edmunds  
CPT Daniel W. Eggers  
CW2 Jody Egnor  
MAJ Curtis Feistner  
MSG Richard Ferguson  
MSG George A. Fernandez  
SGT Jeremy Foshee  
SSG Gregory Frampton  
SSgt Jacob L. Frazier  
SPC Bryan L. Freeman  
SSG Kerry Frith  
SPC Nichole Frye  
CW3 Thomas Gibbons  
SSG Robert S. Goodwin  
CW2 Stanley L. Harriman  
SPC Julie R. Hickey  
SSgt Jason C. Hicks  
SSG Aaron Holleyman  
MSG Kelly Hornbeck  
SFC Mark W. Jackson  
SPC Joseph A. Jeffries  
TSgt William J. Kerwood  
SPC Adam G. Kinser  
SSG Daniel Kisling



SFC Mitchell A. Lane  
SSG Nino D. Livaudais  
SPC Ryan P. Long  
MSgt Michael H. Maltz  
SFC Curtis Mancini  
SSG Paul C. Mardis

MSgt William L. McDaniel  
SFC Robert K. McGee  
SSG Orlando Morales  
MSG Kevin Morehead  
SFC Robert J. Mogensen  
SFC Pedro A. Munoz  
SSG Tony B. Olaes  
SGT Michael C. O'Neill  
SSG Michael G. Owen

CPT Bartt Owens  
CW3 Mark O'Steen  
BM1 Brian J. Ouellette  
SFC Daniel H. Petithory  
LTC Mark Phelan  
SrA Jason T. Plite  
Maj Steven Plumhoof  
CW2 Bruce Price  
SSG Brian Prosser  
IC1 Thomas Retzer  
SSgt Juan M. Ridout  
CPT Russell B. Rippetoe  
ABH1 Neal C. Roberts  
SFC Daniel A. Romero  
SSG Bruce Rushforth  
A1C Jesse M. Samek  
CPL Jonathan Santos  
SSgt Scott D. Sather  
SGT Danton Seitsinger  
LTC Anthony L. Sherman  
SSgt Anissa A. Shero  
SFC Christopher Speer  
SGM Michael B. Stack  
PFC Nathan Stahl  
MAJ Charles Jr. Soltes  
Lt Col John H. Stein  
SPC Kristofor Stonesifer  
SGT Philip J. Svitak  
SSG Paul A. Sweeney  
MAJ Paul R. Syverson  
PH1 David M. Tapper  
CPT Michael Tarlavsky  
SFC John E. Taylor  
CPL Patrick D. Tillman  
SSgt John H. Teal  
SFC Peter Tycz  
SSG Gene A. Vance  
SSgt Thomas A. Jr. Walkup  
TSgt Howard A. Walters  
SGT Roy A. Wood  
SGT Jeremy Wright  
SFC Mickey E. Zaun



# Heroes

**Vice President Cheney (far right) and Gen. Doug Brown (far left) congratulated the SOF operators for their performance under fire after an award ceremony at the MacDill AFB Davis Conference Center. Cheney awarded medals to (left to right) Navy Senior Chief Petty Officer Donald B. Stokes (Bronze Star), Army Chief Warrant Officer David B. Smith (Distinguished Flying Cross), Air Force Maj. Matthew R. Glover (Distinguished Flying Cross), Army Sgt. 1st Class Stephan Johns (Silver Star) and Army Master Sgt. Donald R. Hollenbaugh (Distinguished Service Cross.)**