



Inside SWCS

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

Nov. 14, 2011
Issue 41, Volume 2

What's so civil about war, anyway?

Civil Affairs qualification training sends students to win friends and solve problems in war-torn Pineland

Story and photo by Dave Chace

SWCS Public Affairs Office

Part 1 of a 3-part series

It's 8 a.m. and Mark Long's day is already off to a bad start. He's a full-time Red Cross employee managing relief efforts within the war-torn country of Pineland, and he's just discovered that his warehouse of emergency food and water has been completely looted. His security guard is gone, but a man named Faruk, a Red Crescent volunteer for the Arab population of Pineland, is pressing Long for supplies.

"I had a limited supply of food, but now it's gone and I can't give anything to anybody," Long yells in a Southern accent, standing outside his empty warehouse.

"I don't care about everybody, I care about my people," Faruk responds, flexing his biceps and taking a step toward Long. The argument gets louder, and neither gentleman notices a dozen Soldiers in U.S. Army uniforms entering the compound until they've casually walked within a few feet of the altercation.

The Civil Affairs team didn't come to Long's compound to settle an argument; they hadn't known about the robbery, and had never even met Long or Faruk before that morning. They'd come to this site to scout out the airfield's capabilities and potential storage locations for aid and supplies. But amidst the clear conflict, the team saw an opportunity to build rapport with civilians representing two important aid organizations, one with access to a supply line and storage, and another with clear ties to a large portion of Pineland's population.

"I told you, all the food is gone! I don't know who took it, maybe it was your own people!" Long pokes his finger into Faruk's chest.

"No, they did not! But if they did, I don't blame them. They have to eat!" Faruk yells back.

Long mutters that everyone else in Pineland has got to eat too, but

Staff Sgt. Jeremy Parker is already leading him off to the side of the building, sympathizing by telling Long of the time his own home was burglarized, prior to his deployment to Pineland. In the background, Capt. Saulius Simanavicius helps Faruk cool down. Faruk talks about the movers and shakers in the nearby Arabic neighborhood of Freedom Village; Simanavicius listens closely and repeats each individual's name with a flawless accent, which pleases Faruk.

Fortunately for this team, Faruk and Long are characters, and their emotions, situations and lack of food and water are all fictional creations; teaching points in the culminating exercise for the Civil Affairs Qualifica-



Capt. Mike Flury (left) and Staff Sgt. Jeremy Parker speak with Mark Long, a role-player acting as a Red Cross official during the Civil Affairs Qualification Course culmination exercise Sept. 21 at Camp Mackall in Hoffman, N.C. In this scenario, Long's warehouse of emergency food and water has been robbed, and the students must help coordinate safe transportation and security for future supply deliveries.

tion Course at Camp Mackall in Hoffman, N.C. But the team has still got to deal with the situation at hand. They're only three days into the exercise, with almost two full weeks left to go.

Long and Faruk are civilian role-players, contracted by SWCS to commit the culmination exercise's scenarios to memory, including the information that the students are supposed to know and lessons they're supposed to learn.

Simanavicius is getting off-topic with Faruk, talking about the area's widespread poverty, and Faruk knows there's some information vital to the overall scenario that his character must give to the students before they leave.

"I want to fix the main problem as soon as possible," Faruk sets them back on track. "The water here is contaminated." They go on to discuss the causes and history of the local lake's contamination, and Simanavicius takes notes on the medical capabilities in Freedom Village. There's no doubt the team will visit the village themselves in the near future.

"Out here in Pineland, things fall neatly into place," said Maj. Ben Flanagan, the small group's lead instructor. "The real world is very different, but here they learn the appropriate train of thought; asking the right questions and building rapport and relationships."

After 30 minutes of conversation, Long hasn't been offered any solutions from his surprise guests, and he's

starting to get frustrated again.

"You're asking me a lot of questions, and I'm telling you lots of stuff, but you're not telling me what you're gonna' do!" he yells, walking away from the Soldiers, into his empty warehouse.

"What would be better is if we came up with a plan together," suggests another student. Long nods and sits down; this is the line he was waiting for to begin suggesting local transportation and storage resources.

"The whole thing is all about the Army providing as little support as possible," Flanagan said. "It's about the non-governmental organizations and local civilians taking care of their problems; Civil Affairs teams are just the facilitators and coordinators."

Within 10 minutes, the team has concluded the scenario; Long's suggestions have helped them develop their next steps forward, and the conflict appears to have been resolved. Rather than linger, the team wants to make good on their promise to take action and help Long and Faruk's interests.

"They spent more time here with us than any team we've had here, which is good," Long said in conclusion, approaching Faruk and shaking his hand. With the students gone, their fictional conflict is over.

"We gave them our best shot," he said, watching the team's tactical road march disappear around a corner. "Now it's up to them to put it together."

Next week: Nov. 21

The Civil Affairs team conducts an after-action review and prepares to move out to their next scenario.

TWI ties military experience with civilian techniques

By Capt. Caroline O'Malley

Civil Affairs Training-with-Industry participant

The Training with Industry program is a unique opportunity to provide officers with indispensable work experience inside leading companies. Participating companies work in areas



O'Malley

relative to their specific military branch.

These companies provide exposure to new perspectives and techniques in leadership, industry procedures and innovative practices. Officers receive training and networking opportunities that are not traditionally available through military or civilian school systems.

The Civil Affairs TWI program works with the Research Triangle Institute located in the Research Triangle Park complex in Durham, N.C.

RTI works in many of the locations that Civil Affairs Soldiers do as they are frequently a US-AID implementing partner. In the past, Civil Affairs has contributed to RTI programs with some of their smaller projects. RTI is an independent nonprofit institute that engages in research and development with the goal of improving the human condition worldwide. They work with a variety of clients to include U.S., state and foreign governments, academia, industry and private foundations. RTI utilizes six "business units" through which they pursue research activities. They are:

- Social, Statistical and Environmental Sciences
- International Development Group
- Global Health Group
- Discovery and Analytical Sciences
- Engineering and Technology
- RTI Health Solutions

To view more specifics on their programs visit their website at www.rti.org.

The International Development Group focuses the majority of their efforts in social sciences and is the business unit best aligned to Civil Affairs. As the Civil Affairs TWI officer, I work in the IDG area of RTI and have the greatest exposure to their programs and practices. The advantage of a large company like RTI is that I also get exposed to hard sciences and development projects that cross a large spectrum of expertise. The opportunity to see and do things from a different perspective that can be utilized in my military career is priceless.



Master Sgt. David Corcino is promoted to the rank of sergeant major Nov. 1 by his wife, Dawn, and Sgt. Maj. James Voncanon, the senior enlisted National Guard advisor to the U.S. Army Special Operations Command. The ceremony was held at the Green Beret Club on Fort Bragg, N.C. Corcino has assumed the role of senior enlisted National Guard advisor to the U.S. Army John F. Kennedy Special Warfare Center and School. (U.S. Army photo by Staff Sgt. Russell Lee Klika, SWCS Public Affairs Office)

Special Warfare magazine



The October-December 2011 edition of Special Warfare magazine is now available online and in a special-operations unit headquarters near you. This quarter's edition features the future of special-operations forces in Afghanistan. Read below for brief previews of each article in this edition. To download the magazine, please use the QR code above, or visit: <http://bit.ly/tdeIpr>

Forecasting the Future of Afghanistan: The author explains the critical role that village stability operations play in the International Security Assistance Force's counterinsurgency campaign in Afghanistan.

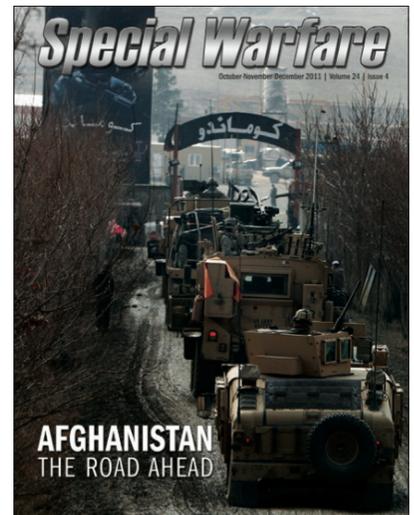
Out of Africa: CMSEs engage vulnerable populations in West Africa to counter the influence of violent extremist organizations.

Game Changers: An in-depth interview with Brigadier General Dadan Lawang, the commander of the Afghan National Army's Special Operations Command. The development of a special forces capability is thought to be the "game changer" in Afghanistan.

Q&A with Brigadier General Edward M. Reeder, Jr.: Brigadier General Edward M. Reeder, Jr. discusses his tasking to create the Afghan Special Forces.

Thinking MISO: Linking Strategy to Selection: USSOCOM's Command Strategy 2010 links the selection of MIS candidates to a suite of cognitive attributes that should be included in the assessment of Soldiers for the 4th MIS Group in order to meet national objectives.

SOF Leader Resources: The UW Auxiliary at Home: A strong Family network - like a developed auxiliary - is a foundational asset that strengthens the Soldier, the unit and the mission.



SWCS Calendar

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
13	Training Holiday	15	16	Civilian Advisory Council meeting	18	19
20	Fort Bragg Clean Sweep (through Wednesday)	Civilian Recognition Ceremony	23	Thanksgiving	Training Holiday	26
27	28	Robin Sage begins	30	1	2	3



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

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

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Inside SWCS

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

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Issue 42, Volume 2

Always teaching, always learning

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

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

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

Story and photo by Dave Chace
SWCS Public Affairs Office



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

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

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

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

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

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

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

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

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

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

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

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

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

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

Although the Army Reserve Soldiers' Civil Affairs Qualification Course is primarily run through an online distance-learning program, Flanagan said they're all expected to perform the same roles to the same standards when they report to Camp Mackall for the culmination exercise, just as they will as Civil Affairs leaders throughout their careers.

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

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

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

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

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

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

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

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

Next week: Nov. 28

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

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

Maj. Al DeVeyra

Course Manager, Civil Affairs Qualification Course

Civil Affairs branch management now aligned under CDID

By Col. Kenneth Moore
Director, Civil Affairs Proponent

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

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

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

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

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

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

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

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

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

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



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

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



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

By Maj. Dave Butler
SWCS Office of Strategic Communication

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

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

This year, we have the choice to either use the slips or donate online at www.sencfc.org.

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

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

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

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

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

SWCS Calendar

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



If it was easy, it wouldn't be training

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

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

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

Story and photo by Dave Chace
SWCS Public Affairs Office

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

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

Should've, but didn't.

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

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

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

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

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

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

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

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

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



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

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

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

"No, you can't use my property to store your goods. But I'll tell you what: I've got delicious, clean water here in my lake, and I'm willing to sell it to you. My only stipulation is that you promise that you'll only give my water to native Pinelanders," Robert says, conspicuously excluding the large number of refugees living throughout his fake country.

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

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

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

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

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

Maj. Ben Flanagan
Instructor, Civil Affairs Qualification Course

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

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

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

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

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

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

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

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



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

By Maj. Dave Butler

SWCS Office of Strategic Communication

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

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

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

Graduations are significant events.

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

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

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

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

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

Attend four graduations in 2012.

You won't regret it.

The NCO Corps and the demands of our Profession of Arms

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

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

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

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

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



Chandler

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

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

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

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

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

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

The NCO Creed

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

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

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

SWCS Calendar

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
27	28	Civilian Recognition Ceremony	30	1	2	3
4	USASOC Sniper Competition (through Friday)	6	7	8	Operation Toy Drop donation day (Green Ramp, Pope Army Airfield)	Operation Toy Drop airborne day (Sicily Drop Zone)
11	12	13	14	15	Cultural Support Grad. 11 a.m., JFK Auditorium SFQC Graduation 3 p.m., Crown Coliseum	17



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