



# Ethos

NAVAL SPECIAL WARFARE  
ISSUE 25

**FLYING HIGH WITH THE  
NAVY LEAP FROGS**

**YOUR CAREER:  
WHAT YOU NEED TO  
KNOW NOW**

**SUPPLY CORPS OFFICERS  
AWARDED NEW PIN**

# STRONGER TOGETHER

The Naval Small Craft Instruction and Technical Training School is creating lasting relationships with partner nations to bolster international security



# CONTENTS



**On Our Cover**  
A U.S. Navy SWCC drives a special operations craft-riverine as part of a class for international partners at Stennis Space Center, Miss. The class, held at the Naval Small Craft Technical Training and School, was aimed at teaching strategic leadership skills.  
*Photo by MC2 Paul Coover*



## 13 Front and Center

Sailor and civilians at the Naval Small Craft Instruction and Technical Training School are helping build relationships with partner nations around the world

## 17 Old Frogs

A group of World War II and Korean War frogmen convened at the Naval Special Warfare Center for a panel discussion on training. What they learned then holds true even today

## 20 Your Career: C-Way

Every Sailor faces transitions. Here's what you need to know to deal with some of the Navy's newest policies

## 26 Expeditionary Supply

A warfare pin signifies excellence. This is the story of one of the Navy's unique new distinctions

## 6 Awards

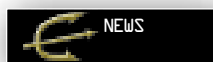
NSW Sailors are recognized for outstanding service to the country



## 8 The Sky's Not the Limit

Special Warfare Operator 1st Class T.J. Amdahl is an expert sniper when he's on land. But he's plenty comfortable in the air, too

## DEPARTMENTS



### 2 | News Briefs

SEAL history museum;  
NSWG-2 memorial;  
Coronado book fair



### 24 | Q&A

Eric Erdmann answers  
questions about FOIA



### 28 | Book Review

C.J. Chivers' "The Gun"  
*By MC2 Paul Coover*



### 29 | Commentary

Running a successful  
operations department.  
*By Lt. Cmdr. Matthew Petersen*

# "NAVSCIATTS can no longer afford to fly under the radar."

Commanding Officer Cmdr. John Cowan | NSWG-4



**Shifting priorities** to meet emerging requirements is not a new concept to NSW. It is a hallmark of our community, and we do it well.

Change can occur quickly and sometimes with dramatic effect. Often, change that evolves gradually can sometimes go unnoticed. One such change has been unfolding over time at NAVSCIATTS. The command long-ago expanded beyond just "naval" and "small craft." Unfortunately, few of us were watching closely, so our idea of what NAVSCIATTS is now did not evolve at the same rate. And, honestly, we can't afford for it to fly under the radar any longer.

"The complex and dynamic security situations that are evolving around the world today will continue to call on the full extent of our commitment, our creativity and our adaptability," Rear Adm. Brian Losey said upon taking the helm of NSW in 2013.

With previous experience as a theatre special operations commander, it makes sense that Rear Adm. Losey would take a critical look at the return on investment of traditional, episodic engagement activities in-theatre, and at the same time, see the potential for an organization that could help advance security force assistance training for our partners.

In the big scheme of things, NAVSCIATTS is a small organization. The current NSW personnel investment here is far less than a single SEAL Platoon. Yet despite its size, it has an evolving mission, one that is proving to be a critical and cost-effective enabler to U.S. defense strategy and U.S. Special Operations Command's intent to develop a global SOF network.

NAVSCIATTS has the potential to significantly help build partner capacity in a very short order, without burning ITEMPO and with a zero-footprint in our partner nations. Inviting allies to the U.S., we're returning some of the hospitality our partners extend to us again and again. That reciprocity goes a long way, enabling us to show our counterparts rather than just tell them about operations, maintenance and what America is really about.

SEAL and Special Boat Troop personnel and elements providing persistent presence forward have the opportunity to develop relationships with their counterparts and leaders of partner nations at NAVSCIATTS before they deploy. Those relationships develop and pay big dividends when they meet up again in-theatre.

NAVSCIATTS is similar to Support Activities. It's for experienced operators with multiple deployments, maturity and cultural awareness. While it can be a needed rest between deployments, it's anything but a break since we train 50 weeks a year. The key

difference – and where we see a huge return on investment – is in comparing the 24-month inter-deployment training cycle with NAVSCIATTS. For one SEAL or SWCC deployed, there are three operators in the pipeline. Contrast that with a stint at NAVSCIATTS where an operator will spend almost 24 months training foreign security forces.

I am the first to admit that security force assistance (of which foreign internal defense is a subset) is not that sexy. In my platoons, we never wanted to do FID. I want operators to see that CONUS-based training at NAVSCIATTS doesn't replace anything we do downrange – it complements it. It enables us to focus on interoperability and not have to teach basic skills or try to fix partner nation equipment during deployments.

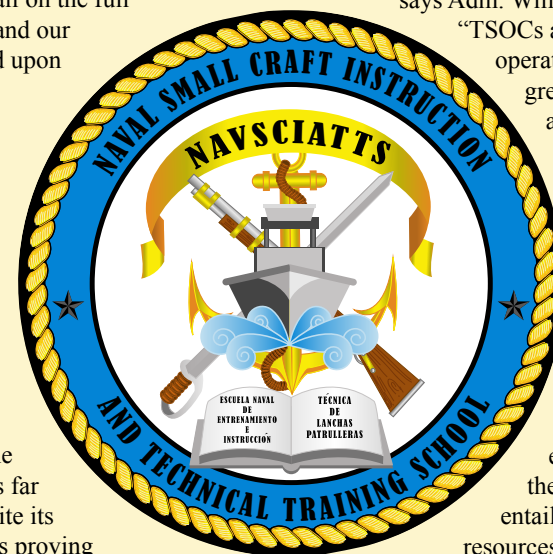
"The future of special operations will be in helping to build partner capacity with those willing nations who share our interests," says Adm. William McRaven, commander, USSOCOM.

"TSOCs are the center of gravity for [special operations forces] in theatre. If we want to provide greater support to combatant commanders and adequately address current and emerging challenges with a SOF solution, we need to increase TSOC capability."

With that as the target, Rear Adm. Losey has directed that we transition NAVSCIATTS in such a way as to provide better NSW support to the TSOC commanders. Integrating security cooperation and security assistance operations with TSOC priorities will require willingness and leadership from everyone, from the highest levels down to the teams and individual operators. And, it will entail a more sophisticated approach to matching resources to priorities.

We have begun a re-organization intended to create what Rear Adm. Losey has termed the Center of Excellence for Security Force Assistance Training. We are adding six additional SOF-specific courses in FY15 – to include unmanned aerial systems, intelligence fusion and operations integration, and SEAL tactical patrol leader courses. Along with greater course flexibility, we are looking to increase joint-service instructor opportunities, recruit guest instructors from partner nations, and offer a broader and more marketable set of advanced training courses to our partners around the world so they can learn to effectively address their own security concerns.

A possible new name and new courses do not mean the current organization will disappear. We envision several key pillars to include a leadership development center and a special operations training center. Our aim will be continuous engagement and managing relationships over time, which will better support TSOCs and, ultimately, change the way we interact and operate together at the most fundamental level—not just on a professional level, but a personal one, too.





NSW Force Incident Statistics  
Mar. - Jun. 2014

9	DUIs
3	ARIs
0	SUICIDES

City of Norfolk Recognizes Naval Special Warfare

NORFOLK, Va. - The city of Norfolk, Virginia, honored Navy SEAL and SWCC personnel who have made the ultimate sacrifice with a memorial plaque dedication, April 23.

The plaque is located in the Wisconsin Square, a memorial park in the shadow of the decommissioned USS Wisconsin (BB 64). The park also contains plaques commemorating Navy ships and other commands that have suffered an event that resulted in a significant loss of life since World War II.

Paul D. Fraim, the mayor of Norfolk, was joined by Rear Adm. Brian L. Losey, commander, Naval Special Warfare Command, NSW service members and members of veterans groups such as the Veterans of Foreign Wars, the American Legion, and the Fleet Reserve Association

on the waterfront for the short dedication ceremony.

“We thought it would be more than appropriate – in fact, it’s long overdue – to have a plaque that commemorates the SEAL and SWCC communities here,” said Mayor Fraim. “Norfolk has a reputation of being a Navy town. We are absolutely honored in that regard.”

Following a reading of the names and bell tolling for NSW fallen, Losey briefly addressed the attendees.

“Naval Special Warfare is a part of Norfolk, and Norfolk is a part of Naval Special Warfare,” said Losey. “The names that were read off today are our friends. They’re part of our family. Their families are still part of NSW and would be deeply honored to know that you took time to recognize them.”

The dedication ceremony was the culmination of a nearly year-long effort by the City of Norfolk and the Fleet Reserve Association to dedicate the memorial. The Fleet Reserve Association is a congressionally chartered, non-profit organization that represents the interests of the sea service community before the U.S. Congress.

Wisconsin Square is part of Nauticus, an interactive science and technology center that explores the naval, economic, and nautical power of the sea, which includes the USS Wisconsin and the Hampton Roads Naval Museum.

MC1 Les Long | NSWG-2 Public Affairs

Coronado Historical Association Honors SEAL History

CORONADO, Calif. – Members assigned to local Naval Special Warfare commands joined Coronado community leaders and guests for a reception celebrating the opening of the “A History of Navy SEALs in Coronado” exhibit at the Coronado Museum of History and Art, May 1.

Approximately 150 guests attended the event that features historical photos and displays showcasing Coronado’s history with the NSW community.

“No one has told the story to the public the way we are doing it here,” said Bruce Linder, executive director of the museum and curator of the exhibit. “Everybody in Coronado knows SEALs, they see them on the beach running, but for those looking for more information and the connection to Coronado, this is one way to find out.”

Guests, such as retired Rear Adm. Raymond C. Smith, a former commander of Naval Special Warfare Command, attended the opening and reminisced about the relationship and impact the NSW Community has on the city of Coronado.

“I think it is very important for this city because the SEALs and the city have been intertwined for the last 60 years, if not longer,” said Smith. “Many families have come and gone, and many of them live here now. The SEALs are part of what makes Coronado a wonderful place.”

The exhibit will be available for public



MC1 Michael Russell

San Diego students run the BUD/S obstacle course at Naval Amphibious Base Coronado. Naval Special Warfare Center hosted 190 students from the San Diego School Safety Patrol and officers from the San Diego Police Department during a day with Navy SEALs.

viewing through January 2015, and is part of a larger exhibit hosted by the San Diego History Museum.

MC2 Timothy Black | CNSWC Public Affairs

Navy Offers Opportunity to Volunteer for Early Separation

MILLINGTON, Tenn. - Due to excellent retention and outstanding recruiting success, the Navy is reinstating the Enlisted Early Transition Program, according to a message released May 8.

According to NAVADMIN 103/14, EETP allows eligible Sailors in targeted ratings to apply for a voluntary early separation up to 24 months prior to their end of obligated service as extended. The new version of the program is ongoing and quota-controlled, and will help reduce the need for involuntary force management. Early separation will be granted on a first-come, first-served basis.

Available quotas are identified by rating, pay grade, year group and Navy enlisted classification. A list is available at <http://www.public.navy.mil/bupers-npc/enlisted/community/pages/eetp.aspx>. Quotas will be reviewed periodically and updated as required.

Early Separation requests will not be approved for Sailors:

- \* with existing permanent change of station orders,
- \* identified to fill an individual augmentee assignment,
- \* in nuclear ratings,
- \* assigned to a DoD area tour and having not completed the tour requirement, including overseas tour extension incentive programs for which a benefit has been received.

Commanding officers will maintain final disapproval authority and do not need to forward requests they cannot support. Final approval authority rests with Navy Personnel

Command, Performance Evaluation Division, with positive commanding officer endorsement.

For more information, read the message at [www.npc.navy.mil](http://www.npc.navy.mil) or contact the Navy Personnel Command Customer Service Center at 1-800-U-ASK-NPC (827-5672) or at [uasknpc@navy.mil](mailto:uasknpc@navy.mil).

MC2 Paul Coover | CNSWC Public Affairs

Naval Special Warfare Command Honors Fallen Teammates

CORONADO, Calif. - Commander, Naval Special Warfare Command held a ceremony to remember fallen service members May 22, ahead of Memorial Day weekend. More than 70 NSW families have had loved ones killed in combat since the creation of the Force.

Capt. Gary Richards, NSW director of operations, was the speaker for the event.

“Today we gather for a few moments to honor our fallen and to acknowledge their valor and sacrifice,” Richards said. “These fallen heroes represent the character of a nation.”

Richards also read a message from Rear Adm. Brian Losey, commander, Naval Special Warfare Command, who was traveling and could not attend the event.

“SEALs, Special Boat Operators and the NSW mission specialists who support them joined the military to be part of something greater,” Losey wrote. “They stand by to take on the difficult tasks and to see them through, putting mission, team and country above self. We recall the personal courage and the selfless acts of heroism by our teammates, in which blood was shed for the ideas and the freedoms that we enjoy as Americans.”

During the ceremony, two Sailors assigned to CNSWC placed wreaths at the command’s

memorial sites for Operation Red Wings and Extortion 17, missions in which a combined 49 U.S. service members were killed. Extortion 17 represented the greatest loss of American lives in a single event since Operation Enduring Freedom began in Afghanistan in 2001.

MC2 Paul Coover | CNSWC Public Affairs

San Diego Students Meet, Train With Navy SEALs

CORONADO, Calif. – Naval Special Warfare Center hosted students from the San Diego School Safety Patrol and officers from the San Diego Police Department during a day with Navy SEALs, May 10.

SDPD Juvenile Services, Southeastern Division teamed up with the Naval Special Warfare Center to provide the once-in-a-lifetime opportunity for more than 190 School Safety Patrol students from the San Diego Unified School District.

“This means a whole lot to us and demonstrates our strong partnership with Naval Special Warfare,” said Tony D. McElroy, police captain for the City of San Diego, Southeastern Division. “Many of these kids have never even visited the beach, so to have them come out and spend the day with Navy SEALs is a big deal.”

Upon arrival, the students watched members of the U.S. Navy Parachute Team, the Leap Frogs, parachute onto the beach.

Next was a motivational speech by retired Master Chief (SEAL) Luis R. Lastra who gave the students a basic understanding of NSW.

“This is a great experience for the children,” said Lastra. “It gives them an understanding of the challenges that we face as SEALs and helps them understand they can personally get through things themselves by embracing adversity.”



Tom Leisher, Secretary for Branch 5 of the Fleet Reserve Association (left), City of Norfolk Mayor Paul Fraim (center), and Rear Adm. Brian Losey, Commander, Naval Special Warfare Command, during a plaque dedication ceremony in Norfolk, Va.



A plaque honoring Naval Special Warfare personnel who have made the ultimate sacrifice. The city of Norfolk and the Fleet Reserve Association held a dedication ceremony for the plaque at the National Maritime Center.





San Diego students run the BUD/S obstacle course at Naval Amphibious Base Coronado. Naval Special Warfare Center hosted 190 students from the San Diego School Safety Patrol and officers from the San Diego Police Department during a day with Navy SEALs.

reduce the number of pedestrian and bicycle collisions involving elementary-age students.

MC1 Michael Russell | NSWCCN Public Affairs

### NSW Sailors Volunteer at Book Fair to Benefit Coronado Library

CORONADO, Calif. - On an overcast morning in Coronado, California, a group of Sailors stood near the edge of Spreckels Park on Orange Avenue, waiting to offload cargo from a truck en route from a nearby base. When the shipment arrived on an olive-drab military truck called a Medium Tactical Vehicle Replacement, the waiting Sailors went to work, loosening cargo straps, unloading heavy boxes and moving empty wooden pallets out of the way. The task was certainly a familiar one for women and men

who have performed similar manual labor for the military around the world. But the cargo the Sailors were unloading was not ordnance, rations or building materials. It was books. On April 25, Sailors attached to several West Coast Naval Special Warfare commands volunteered to help the Friends of the Coronado Library during Coronado's annual book fair. The fair, which benefits the Coronado Public Library, raised about

\$50,000 in 2013, said Roger Clapp, a retired SEAL commander who has been working with the library for 14 years.

"We've always had a connection to the military," Clapp said. He said Coronado has historically been a Navy town, and that the community values education. "Coronado is a reading town," he said.

On this day, Sailors unloaded 62 pallets of books to sell, which the library had taken off its shelves in order to make room for new acquisitions.

Before the morning was over, several large tents in the park had been transformed into a makeshift book store, with titles organized by genre along long, wooden tables. Even the volunteers themselves seemed impressed with the result.

"It looks good," said Hospital Corpsman 2nd Class Phillip Lopez, looking over the setup. Lopez said he enjoyed getting out of the office to support the local public library.

But the event did not only benefit the library. It also connected Sailors to residents and visitors of the city of Coronado.

Utilities Technician 2nd Class Cody Gallant, who spent the morning hopping on and off the trucks while unloading boxes of books, relaxed in the park once the work was done.

"We provided a way for the community to get together," he said.

MC2 Paul Coover | CNSWC Public Affairs



# Coronado Library Gets Boost from NSW Sailors

On April 25, Sailors assigned to West Coast Naval Special Warfare commands volunteered during the Coronado Book Fair, which benefits the Coronado Public Library. Sailors unloaded 62 pallets of books and arranged them to be sold at the fair the following day.

Photos by MC2 Paul Coover



## CONGRATULATIONS!

After 30 years of honorable service in the United States Navy, Command Master Chief Mike Albello retired April 17. The Naval Special Warfare community thanks him for his leadership.





## Three NSW Sailors Awarded Rear Admiral Edwin T. Layton Leadership Awards

The Rear Admiral Edwin T. Layton Leadership Award was established by the Director of Naval Intelligence in 2001. The Layton Award recognizes mid-to-senior active or reserve component intelligence officers, chief warrant officers and enlisted personnel for outstanding leadership and mentorship in the furtherance of naval intelligence performance.



ISCS Dominic Manupella and Cmdr. Peter Koprowski, both assigned to Naval Special Warfare Development Group, pose with their certificates and medals after earning the Rear Admiral Layton Leadership Award

Three Sailors from Naval Special Warfare  
Component Commands earned the 2013  
Rear Admiral Layton Award.

Cdr. Peter M. Koprowski  
Naval Special Warfare Development Group  
  
ISCS(IDW/EXW/AW) Dominic M. Manupella  
Naval Special Warfare Development Group

ISCS(SW/AW) Joseph Williams III  
Naval Special Warfare Group ONE

Edwin T. Layton was born in Nauvoo, IL, on April 7, 1903.

He graduated from the United States Naval Academy in 1924 and served for the next five years in the Pacific Fleet in USS West Virginia (BB 48) and USS Chase (DD 323).

In 1929, he was one of a small number of naval officers selected for Japanese language training.

He was assigned to the American Embassy in Tokyo as a naval attaché where he remained for three years. During the 1930s, Layton served two tours of duty in the Navy Department's Office of Intelligence, in 1933 and again in 1936–1937, and a three-year stint in the battleship USS Pennsylvania (BB 38). He returned to Tokyo in 1937 for a two-year period as assistant naval attaché at the American Embassy. A one-year tour of duty as commanding officer of USS Boggs (AG 19) followed.

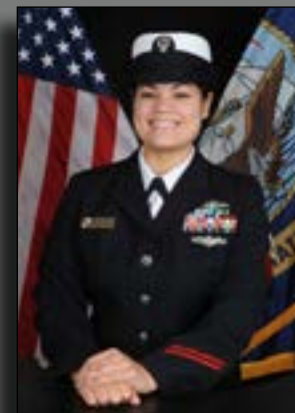
When war was declared on December 8, 1941, Layton was combat intelligence officer on the staff of Admiral Husband E. Kimmel, commander-in-chief of the United States fleet at Pearl Harbor. He was in charge of all intelligence in the Pacific Ocean area and, with his staff, evaluated Japanese naval, air, and sea capabilities and intentions. This information was vital in planning naval campaigns against the enemy and contributed to the success and ultimate victory of American fighting forces in the Pacific theater of war. He accompanied Adm. Nimitz to Tokyo Bay when the Japanese formally surrendered on September 2, 1945. Layton remained on the staff of the Pacific Fleet until February 1945 and then returned to the United States for a three-year tour of duty as commander of the U.S. Naval Net Depot at Tiburon, California. He was later appointed first director of the Naval Intelligence School in Washington D.C.

In the Korean War, Layton's spent six months as intelligence officer on the staff of the commandant, Fourteenth Naval District in Hawaii. His evaluative skills and keen interpretation of events were vital during the early stages of the conflict. In 1951, he again assumed the position of fleet intelligence officer on the staff of the commander-in-chief, Pacific for a two-year period.

In 1953, he was assigned to the staff of the joint chiefs, where he was assistant director for intelligence, then deputy director. He retired in 1959 with the rank of rear admiral. Layton died in 1984. Rear Adm. Layton's medals and decorations include the Distinguished Service Medal and Commendation Ribbon; the American Defense Service Medal, Fleet Clasp; The Asiatic-Pacific Campaign Medal; the World War II Victory Medal; the United Nations Service Medal; and the Ribbon for the Navy Unit Commendation.



## NSW Sailor is Special Operations Communicator of the Year



The Special Operations Communicator of the Year Award was established by U.S. Special Operations Command to recognize communicators who have demonstrated outstanding leadership, gallantry, integrity, moral courage and made significant contributions that have led to improvements to special operations forces communications mission capabilities.

There were 22 nominees from across the four component and theater special operations commands. Information Systems Technition 1st Class (EXW/IDW) Coby Akeo won the Special Operations Forces Communicator of the Year Award in the enlisted category for 2013 while stationed at Naval Special Warfare Mobile Communications Team 2.

### *How do you feel about earning this award?*

"I'm really excited about representing Naval Special Warfare at the USSOCOM level. The SCOTY was awarded to another teammate of mine at MCT Two last year, so I was pleased about being able to keep the SCOTY in NSW and in NSW Group 2."

### *What do you like about being a communicator?*

"It's an extremely versatile rate; I can't think of any platform that doesn't need someone to run communications. Considering the amount of technology that has been integrated (and will be integrated) into military operations, competent, informed communicators are in demand. ITs have to put forth the effort to stay current on technologies that are being invented and implemented. If we don't stay on top of new and upcoming gear and adopt it into our mission sets, we are obsolete. I think that's what I like the most about being an IT... there's always something new to learn."

### *What advice would you pass on to other communicators to earn this award next?*

"I guess it would just be to do the job like you know it should be done. Everybody knows someone that is really awesome at their job and does it the right way. I was lucky in that I had some really great communicators show me how to do our job right and make sure our people are supported like they need to be. Those are the people I think of when I'm working, and those are the people I think of when I run into a problem. Even when those communicators were tired or had broken equipment, they did what needed to be done to get comms up



and running. They did the job the way it needed to be done, and that's the standard I held myself to.

"I think sometimes people [in my rate] get upset over the fact that we are behind the scenes; we don't have the job that people make movies about. Sometimes people forget how important our job can be, and they get lazy and only do enough to get by. It's easy to do, and I've seen my fair share of people who call themselves communicators but are really just skating by and doing enough to keep from getting hemmed up. They're the people who do quick, short-term fixes that only last long enough to hand the problem off to someone else, or the people who don't understand why the bare minimum is NOT acceptable. I don't think those people should be called communicators. I heard 'shoot, move, communicate' almost daily at my command. If communication is important enough to be one of the three tenets that's preached in special warfare, then communicators need to make sure that we keep that prestige and do our jobs with honor. Like I said, I think if you do the job like you know it should be done, you have a good chance of winning SCOTY. Even if you don't win, you still know that you did your job well and you made a difference."



Lt. Gen. John F. Mulholland, deputy commander, U.S. Special Operations Command, poses with Akeo.

LEADERSHIP

HONOR

COURAGE

INTEGRITY



# THE SKY'S NOT THE LIMIT

Story and photos by MC2 Geneva G. Brier  
CNSWC Public Affairs



Jim Woods

Special Warfare Operator 1st Class T.J. Amdahl is the newest member of the U.S. Navy Parachute Team. He improves the team with his technical ability and people skills, but his primary goal is to learn everything he can from his superiors and bring that knowledge back to the SEAL Teams to improve air operations.



Special Warfare Operator 1st Class T.J. Amdahl fist bumps a young fan after jumping into an air show in Fort Worth, Texas.

**S**pecial Warfare Operator 1st Class Timothy John Amdahl is in a C-130 Hercules, flying 12,500 above Fort Worth, Texas. The back cargo door is open, exposing clouds and the ground below and, waiting outside, a potential once-in-a-lifetime adrenaline rush. Except that for Amdahl, it's just another day at work.

This is Amdahl's dream job. The newest member of the United States Navy Parachute Team, the Leap Frogs, Amdahl has hundreds of jumps under his belt, but still resembles a kid on Christmas morning the moments before each jump. He has already jumped once today. Still, his grin now reaches ear to ear. When the jump master gets the okay from the safety officer on the ground that it's time for the jumpers to leave the plane, Amdahl's smile only grows larger.

"The best part of skydiving for me isn't as I am falling out of the plane; it is the second before you jump out," said Amdahl. "The moment before jumping, nothing else matters. You have an acute sense of awareness, and all you are thinking about is what you are about to do. It's unreal!"

The noise in the plane is significant, the air is thin and the jumpers are waiting for the green light. The jump master walks to the end of the open cargo door, kneels down and sticks his head out into the air, checking to see if the plane is over the drop zone. He signals for the pilots to make one more loop around the area before allowing the jumpers out of the plane. The jumpers are now standing up, anxious. Finally, the jumpmaster gives Amdahl the thumbs up – the signal that he can jump when ready.

Amdahl approaches the back door.

**T.J. Amdahl** knew he was going to join the military since he was a young boy. He always loved history and adventure, and as he matured, he realized he wanted to join the armed forces in order to serve his country. Growing up, he imagined being a jet pilot, but he quickly realized he needed a more hands-on job.

"I wanted to be more intimate with the troops on the ground," said Amdahl.

Amdahl had friends within different branches of the armed forces and after speaking with a few, he realized that being a Navy SEAL was the route for him.

"After learning that the job-set, mindset and pipeline within the Navy SEAL teams are unlike any other, and knowing the Navy would allow me to join as special forces, I knew it was for me," he said.

He enlisted at 17 and left for boot camp when he turned 18. After completing basic training, he went to BUD/S and was able to start and graduate SEAL training with class 275.

Shortly after, he had the rare opportunity as a rookie in the Teams to attend sniper training. Upon completion of his secondary training and two deployments with SEAL Team 7, Amdahl was ready for new orders. It was brought to his attention that there was a spot available on





Chief Special Warfare Operator Brad Woodard acts as the jumpmaster during a tantrum jump, informing skydivers when they are cleared to leave the plane.

the Leap Frogs. Amdahl knew very little about the team other than that they jumped out of planes, but that is all he needed to know for the job to pique his interest. He was eager to put in a package to the team, and start the application process.

“The team needs to see how you are in the sky; if you are safe and accurate and also how you are with interviews and on camera,” said Amdahl. “Since it is a very public job they want to make sure you represent the team and the Navy in a positive way.”

Amdahl does excel in the air, and you can immediately see he is ideal for a job interacting with people. He’s genuinely interested in conversations with strangers about anything from their previous military service to their previous family vacation to San Diego, and is a natural when high-fiving kids and striking a silly pose with fans.

“What really makes the Leap Frogs stand out is the way we interact with the people on the ground after we do a jump, and that’s where T.J. shines,” said Chief Special Warfare Operator Brad Woodard, who is also part of the Leap Frogs. “His jumping is top notch, but to see the way he lights up the kids when he talks to them afterward – it makes me want to enlist.”

“T.J. has taken to his training with an enthusiasm I haven’t seen in years,” said Aircrew Survival Equipmentman 1st Class (AW/PRJ) Victor Maldonado, Navy Parachute Team leading petty officer. “He’s always chomping at the bit to get to the next level, and he’s done so well with everything we’ve thrown at him so far.”

**Amdahl’s accent** and background story are quick indicators that he’s not from a big city.

He grew up in a very small town with a graduating high school class of 42 students. He was taught to raise Black Angus cattle, pigs and chickens while working with his four siblings on their family farm. He would wake up early to practice with his high school’s marching band before classes started and stayed late after school as a member of the football team. He beams when talking about marrying

his high school sweetheart or the arrival of his first child, and before each meal he invites everyone around to join in for prayer.

That enthusiasm and willingness to learn are as visible now as they were when Amdahl was a teenager in rural South Dakota.

“There is so much team work here and room for growth,” said Amdahl. “Once you master something there is another skill or formation to try, and once you master that you move on to the next thing. Goals are very tangible here on the team.”

Although the parachute team provides unique experiences and opportunities, Amdahl prefers to have his boots on the ground.

“I am a Navy SEAL sniper primarily and a Leap Frog second,” he said.

When speaking about the Teams, Amdahl’s voice lowers, assuming a more serious tone.

“You cannot replace the platoons,” he says. “I miss the brotherhood and the relationships. Going through the worst time of your life is not fun, but it does drive you close to all the guys you are working with.”

Therein lies the bridge between the Leap Frogs and the Teams.

Every Navy SEAL is safe in the air. Not every SEAL wants to land his parachute in between the tiny gap between first and third base on a baseball field, in a cramped stadium, in front of 10,000 people.

Amdahl wants to take that level of perfection – the ability to jump into any venue and any space – back into operational platoons.

His ultimate goal is to become a subject matter expert in air operations and be able to train and maintain that when moving to his next assignment. Although Amdahl loves what he is doing, he joined the Navy to be operational and that is where his passion lies.

“I want to become an expert and a trainer, and earn the different qualifications necessary so that I can bring my knowledge to a platoon that wants to focus on the air operation aspect,” he said.

### **Back on the airplane, Amdahl jumps.**

His free fall lasts only seconds before his parachute opens,

**“I FEEL HONORED AND HUMBLLED WHEN I LAND AND PEOPLE ARE CHEERING FOR ME AND THANKING ME. THERE ARE SO MANY PEOPLE THAT HAVE SACRIFICED SO MUCH MORE THAN ME, THOSE PEOPLE WHO HAVE GIVEN THEIR LIVES AND THE FAMILY MEMBERS LEFT BEHIND. THOSE ARE THE PEOPLE THAT TRULY DESERVE THE THANKS AND APPLAUSE.”**



Amdahl offers a young fan a remote radio to talk to skydivers before they exit the Hercules C-130.






Amdahl waves to fans as he sprints back to meet his team after a successful jump.

then he spends about five minutes in the air until he touches firm ground. As he lands and the crowd is cheering, the smile never leaves his face. He quickly picks up his parachute and runs towards the crowd, high-fiving and taking photos with every star-struck kid he passes. When he reaches the rest of the team, they all bump fists, proud of their jump, and wave to the crowd.

“I feel honored and humbled when I land and people are cheering for me and thanking me,” said Amdahl. “There are so many people that have sacrificed so much more than me, those people who have given their lives and the family members left behind. Those are the people that truly deserve the thanks and applause.”

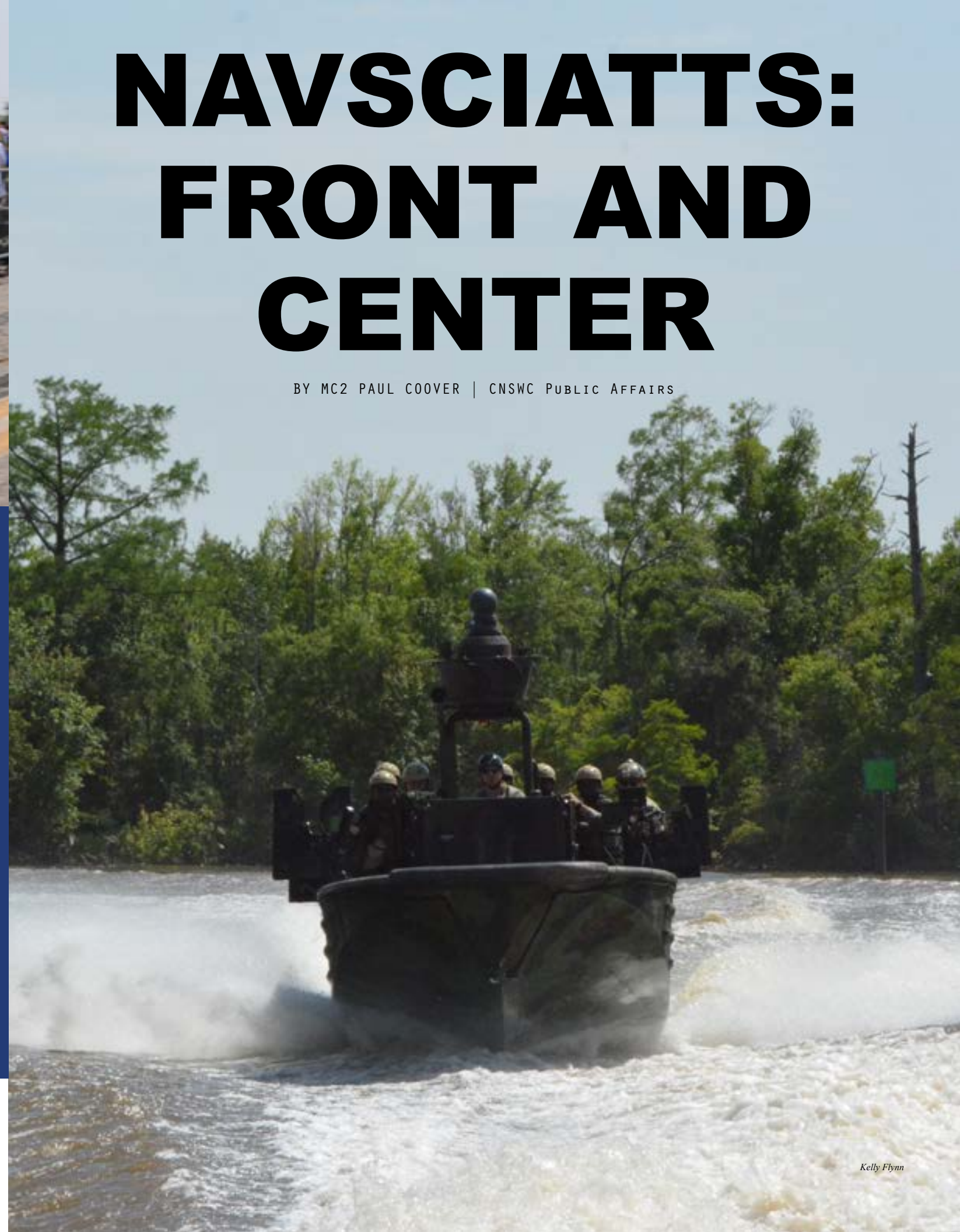
“I am just so thankful that I can do this for a living and represent the Navy in a way that I love and appreciate.”

Once the crowd leaves, the team debriefs and talks about the strengths and weaknesses of the jump and how they can improve for next time. They then pack up their gear and get in the van. It’s on to the next job and the next jump. 

**“I AM JUST SO  
THANKFUL THAT I  
CAN DO THIS FOR  
A LIVING AND  
REPRESENT THE  
NAVY IN A WAY  
THAT I LOVE AND  
APPRECIATE.”**

# NAVSCIATTS: FRONT AND CENTER

BY MC2 PAUL COOVER | CNSWC PUBLIC AFFAIRS







MC2 Paul Coover

**A** SMALL CROWD OF MEN strode onto a boat dock aboard Stennis Space Station, Mississippi., some wearing pressed naval uniforms, others loose-fitting army camouflage, still others in sleek tactical gear and helmets. It was about as diverse a gathering as is possible with a group of just more than 20 service members. They were from Africa, from the Middle East, from Asia. Some called Mississippi home.

But all of the men had one thing in common: they had each come to the U.S. Naval Small Craft Instruction and Tactical Training School to take part in a leadership course aimed at expanding military education to civilians and officers on the strategic theory of standing up, leading and operating a combating-terrorism small craft unit. The four-week course, which included operational campaign design focused on counter-terrorism, maritime domain control and counter-narcotics, was nearing its end. A high-speed ride on one of the world's premier riverine crafts would be one of the culminating evolutions.

Most of the men on the dock were foreign students, many high-ranking officers in their own countries who had been assigned to

Retired Lt. Gen. David Fridovich speaks to students during a strategic-level leadership class at NAVSCIATTS in April. Fridovich is the former deputy commander of U.S. Special Operations Command.

travel to Stennis for the U.S.-led course. A few were U.S. Navy SWCCs tasked with demonstrating select special operations capabilities.

The men climbed aboard four special operations riverine crafts and the boats slowly pulled away from the shore. The students smiled and snapped a few photos as the SWCCs maneuvered the crafts into the center of the Pearl River. The relative calm was short-lived. With steady pressure on the throttles and an open river ahead, the boats began to accelerate.

**O**N THE NIGHT of Feb. 12, 2013, President Barack Obama stepped into the House Chamber of the U.S. Capitol to deliver his State of the Union Address. In front of Congress and the country, the commander-in-chief opened his address and noted the bravery of American troops almost immediately. About 40 minutes into his speech, the president returned to the topic, acknowledging the increasingly complex world in which the

U.S. military operates.

"The threat [extremist] groups pose is evolving," Obama said. "But to meet this threat, we don't need to send tens of thousands of our sons and daughters abroad, or occupy other nations. Instead, we'll need to help countries...provide for their own security, and help allies who take the fight to terrorists."

That, in essence, is the central mission of NAVSCIATTS, which conducts foreign internal defense in support of combatant commanders in accordance with Commander, U.S. Special Operations Command priorities. Using both mobile training teams and in-residence training to prepare partner nation forces to conduct small craft operations in riverine or littoral environments, NAVSCIATTS graduates up to 500 students each year, and has worked with partners from more than 100 nations since its beginnings in 1961.

NAVSCIATTS instructors teach courses in 13 different subject areas, with the potential for growth as Congress, combatant commanders and SOCOM deem necessary. The courses range from the highly technical (in the Diesel Systems Overhaul and Maintenance course, students learn

to completely deconstruct and reassemble a diesel engine) to the theoretical. The Strategic Level Small Craft Combating Terrorism Course (SLC for short) falls into the latter category, and covers topics from human rights to maritime command and control procedures to operational planning and execution.

Capt. Peter Watulo, from the Uganda People's Defense Forces, was one of the SLC students. A serious man whose dress uniform remained meticulously pressed even in the Mississippi heat, Watulo works in his country's department of counter-terrorism, so sending him to NAVSCIATTS was an obvious choice for his superiors.

Watulo worked early in his career in combat intelligence, participating in reconnaissance missions in dense forests and battling threats of terrorism from and in various parts of Africa. He said the SLC classes, where students from all over the world gathered to discuss shared challenges, broadened the situational awareness that is so critical to his work.

"This course has given me a wider view of different terrorist groups and how they formed and think," he said.

Another benefit of those lessons and discussions is the network formed between partners who operate in the same geographic area and face similar problems.

"If there is any problem, we can cut through the bureaucracy," Watulo said. "We

can just pick up the phone."

Watulo's comments underscore a central component of the NAVSCIATTS mission. Cmdr. John Cowan, commanding officer, NAVSCIATTS, said a common misconception about the school is that information flows in only one direction, from U.S. instructors to students. In fact, the network Watulo and other students describe is in line with SOCOM Commander Adm. William McRaven's goal of creating and maintaining a global SOF network. That network allows for an efficient sharing of information between U.S. forces and facilitates efforts with other agencies and international partners.

"I believe that these efforts -- that is, building allied capacity and capability -- represent the best approach to dealing with some of the world's most complex security problems," McRaven said.

McRaven also praised NAVSCIATTS specifically.

"NAVSCIATTS is about much more than technical training," he said. "I think everyone that has been there will tell you that NAVSCIATTS build character, professionalism and relationships. In today's world, character, professionalism



MC2 Paul Coover

and relationships are what really matter. We have to be together, and we will be stronger together."

**W**HILE NAVSCIATTS' history began in South America 53 years ago, it moved to its current location in 2000. The advantages of this quickly became clear. Now, not only do students gain knowledge in course subjects, they are also exposed to American culture at large. Even seemingly insignificant activities -- getting off base on a weekend to see a baseball game, for example, or talking with local residents about day-to-day American life -- can go a long way toward fostering a greater understanding between the U.S. and its partners, NAVSCIATTS leaders say.

Another benefit is that the infrastructure in Mississippi allows instructors to demonstrate what U.S. capabilities look like when discussing possible options for partner militaries and law enforcement agencies.

"It's difficult to go to another country and get them to imagine what a capability looks like," said Cowan. "Here, we can show them."

Of course, not all training can be done in Mississippi, and NAVSCIATTS still employs mobile training teams, small groups of subject-matter experts who can travel to various locations around the world

Students prepare for a demonstration of the special operations craft-riverine. Part of the NAVSCIATTS curriculum includes familiarization with select U.S. special operations capabilities.



MC2 Paul Coover





MC2 Paul Coover

Cmdr. John Cowan, commander, NAVSCIATTS, speaks at the strategic level leadership class graduation in May. Seventeen students graduated from the four-week course.

**B**ACK ON the brown water of the Pearl, the boats quickly get up to speed, engines roaring, throwing wakes behind them that fan out across the entire width of the river. The SWCCs are stoic, communicating through hand signals, maneuvering as one unit according to conditions on the water. The students continue to smile, even as they had to put their cameras away to hold onto the sides of the craft to avoid being tossed overboard.

When the line of SOC-Rs finally slows for good to pull back pierside, a SWCC sitting near the front of one was asked how much faster the boats could have gone if pressed.

“Quite a bit,” he said.

Still, the students said they were thrilled with the experience. They shed their

helmets and life vests and walk up to a van waiting to take them back to their barracks, exchanging stories about the ride and talking about how it compared with what they could do back home.

A day later, they would graduate in a formal ceremony that doubled as a revalidation of what the students had learned in their time in Mississippi.

Retired Army Lt. Gen. David Fridovich, a former deputy commander of SOCOM, was the guest speaker. He had already given several talks to the students in his capacity as a visiting instructor, so his face was familiar. In an interview before graduation, Fridovich expressed his respect for the work done at NAVSCIATTS.

“It’s little-known, but punching above its weight,” he said. “It’s a dynamic place, and I believe in what they do.”

Fridovich remembered how, as a young Soldier, he had been assigned to mentor a foreign officer through a grueling Special Forces training course. Initially reluctant to take on the extra responsibility, he had not only succeeded in getting the lieutenant through the training, he had grown as an officer himself.

“It had a profound effect on me,” Fridovich said.

Fridovich said that experience helped shape him, and he carried it throughout his career. As an instructor at NAVSCIATTS, he said mentorship and leadership have been formalized and are paying dividends for the United States and its allies around the world.

“You build these relationships,” Fridovich said, “and they endure the years.”

In the graduation hall, the students mingled and shook hands. They listened as Cowan, then Fridovich, took turns congratulating them for their hard work. Finally, they stood, one-by-one, to cross the little stage that had been assembled. As they smiled for photos with the commanding officer and retired general, they were pinned with a medal that identified them as NAVSCIATTS graduates. Worn on a military uniform, it is a symbol of a place that unites people across the globe.

to help bolster a country’s security capabilities. The flexibility in having both in-house and mobile training means NAVSCIATTS can educate a wide array of partners on a similarly diverse number of topics.

The goal is not to teach a one-size-fits-all solution to international problems.

“Courses will span the spectrum of SOF competencies with the intent of building the right capabilities,” Cowan said. In other words, only by understanding the range of options available can each nation choose for itself which security solutions will work in different situations. Cowan said he makes it clear to students up front that what works for the U.S. might not work for every country, and said it’s important NAVSCIATTS be as transparent as possible, consistent with operational security concerns, when building relationships.

“A partnership is that important,” he said.

NAVSCIATTS students look at photos from a class trip to Washington, D.C., before their graduation ceremony at Diamond Head Country Club in Diamond Head, Miss. The class visited the U.S. Capitol building and other historic landmarks during the trip, which is designed to expose students to various aspects of American culture. Many said the trip was a highlight of their time in the U.S.

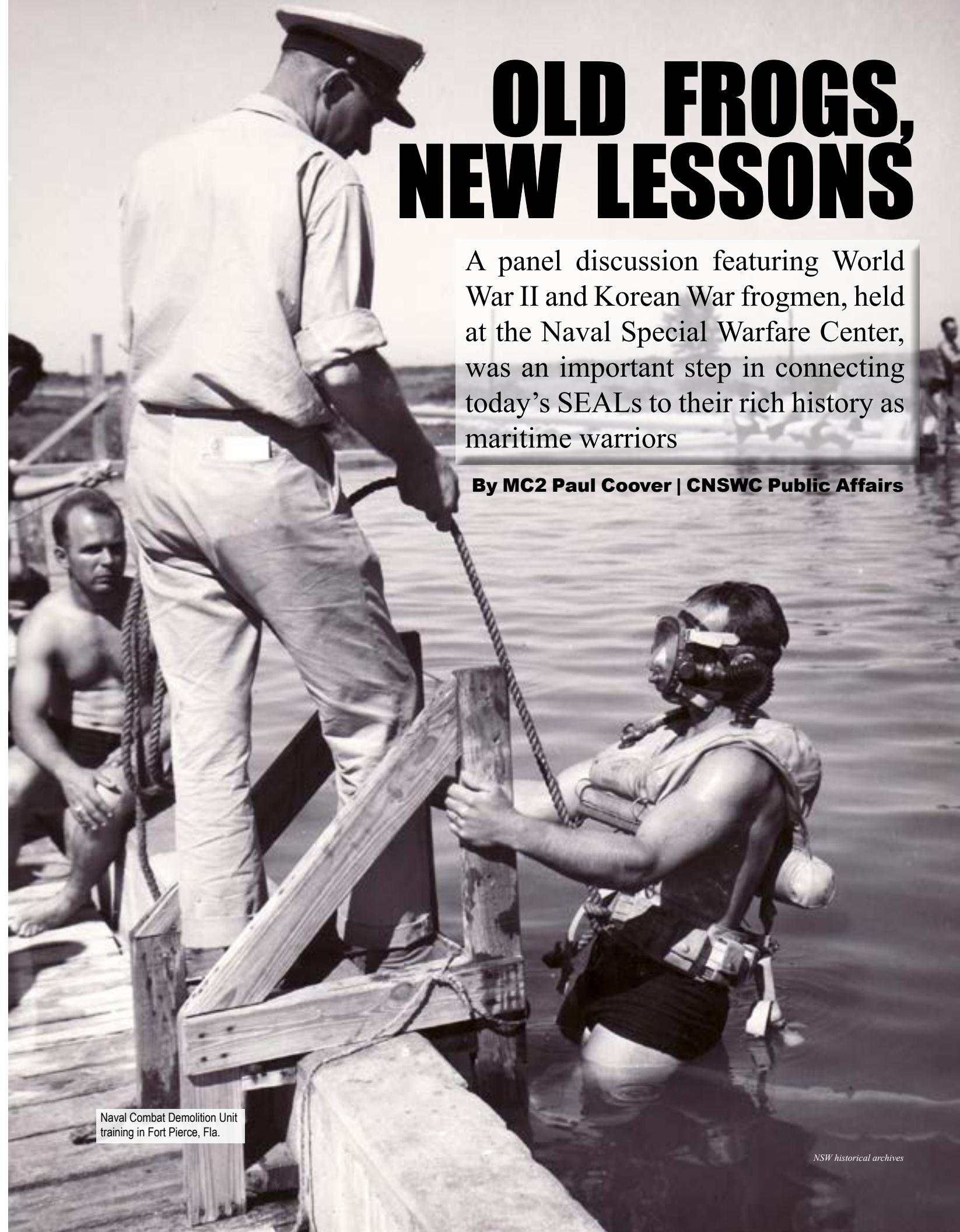


MC2 Paul Coover

# OLD FROGS, NEW LESSONS

A panel discussion featuring World War II and Korean War frogmen, held at the Naval Special Warfare Center, was an important step in connecting today’s SEALs to their rich history as maritime warriors

By MC2 Paul Coover | CNSWC Public Affairs



Naval Combat Demolition Unit training in Fort Pierce, Fla.

NSW historical archives



Allied troops participate in an amphibious landing during World War II.

NSW historical archives

**“Once you decide to make Naval Special Warfare your profession, you need to have a bigger perspective. It is incumbent upon a professional to know your legacy.”**

**- Bob Schoultz | Capt., USN (Ret.)**

The title “Navy SEAL” may seem ubiquitous to Sailors who work aboard Naval Base Coronado in San Diego, where BUD/S training is conducted and West Coast SEAL Teams are based, but its history is actually relatively brief when compared to other jobs in the U.S. military. On April 3, five men whose entry into naval service pre-dated the creation of formal SEAL Teams met at the Naval Special Warfare Center for a panel discussion. They spoke

about their careers and about training to become the frogmen who paved the way for today’s NSW Force.

Retired Capt. (SEAL) Bob Schoultz, president of the Old Frogs and SEALs Association, helped organize the event after hearing some of the stories of men who had served in World War II and the Korean War as Scouts and Raiders and as members of Underwater Demolition Teams.

“I’ve talked to these gentlemen, and I’ve heard their stories, and I really believe more

people need to hear them,” Schoultz said. “That’s why we set this up.”

Emil Reutzel, Dick Lyon, Walt Otte, Lou Delara and Langdon Smith all joined the Navy during World War II and attended the discussion. Each qualified as a frogman during his career.

Lyon, who was commissioned in 1944 and graduated from Scouts and Raiders training in Ft. Pierce, Fla., would go on to become the first SEAL flag officer, retiring as a rear admiral in 1983. During his talk, Lyon told the

story of how he saw an advertisement for an assignment involving “hazardous duty” in the Navy.

“For me, that was just life changing,” he said. “Had I not seen that notice, at that time, my whole life would have not been the same. And I think maybe that kind of experience,” he told the group, highlighting the shared backgrounds of frogmen from different eras, “some of you have already had.”

Otte joined the Navy to get away from the Minnesota farm life in which he was raised,

serving aboard USS Cape Esperance (CVE 88) during World War II before the ship was decommissioned. While waiting to be reassigned, he heard a recruiting speech from members of the UDTs. He liked what he heard and began frequent swim training so he could qualify.

“Next time they showed up for recruiting,” he remembered, raising his hand as he did years ago, “I said, ‘Hey, that’s me.’”

The recruiter took Otte to the pool, where Otte proved his ability in the water, and ended

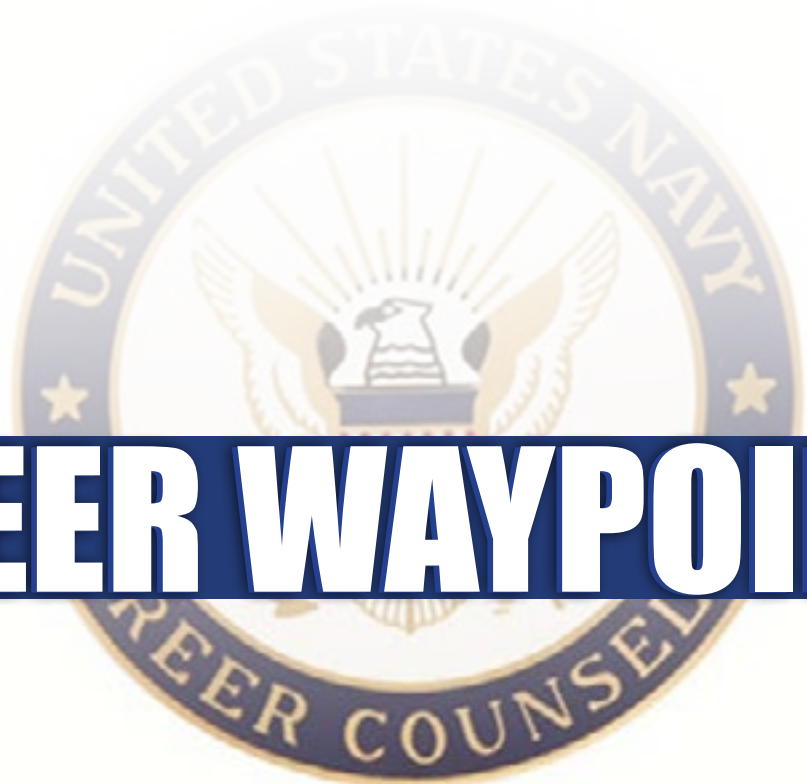
up serving nearly 30 years after enlisting for just six.

It is that mental transition from one- or two-tour service member to military professional that Shoultz feels deserves careful examination from today’s Force – and what he hopes the panel served to accomplish.

“Once you decide to make Naval Special Warfare your profession, you need to have a bigger perspective,” Shoultz said. “It is incumbent upon a professional to know your legacy.”



# CAREER WAYPOINTS



*A Sailor's career is often guided by his or her chain of command, information from peers, and a personal drive for success. But in the past five years, changes in policy and force restructuring have left many Sailors in the dark, confused and wondering what paths and processes affect their future. This series is dedicated to identifying key programs and processes every Sailor, from special warfare operators to construction mechanics, needs to understand.*

**By MC1 Dominique Canales | CNSWC Public Affairs**

**C**-WAY (formerly called Fleet RIDE) is the latest installment in the Navy's effort to streamline and involve Sailors in their career decisions. This is a computer program that automatically assists Sailors with reenlistment applications, helping undesignated Sailors in selecting rates, applications for conversions to other rates, and transitions from active duty to select reserves. The program was implemented in May 2013 as a part of the Navy's Career Navigation program, with the goal of putting individual Sailors more in charge of their careers so they could make informed decisions about potential opportunities.

Navy Counselor Senior Chief Paul Hill, Navy Region Southwest Region career counselor, encourages Sailors to know how Navy selection processes and policies affect them if they want to stay in their current rate, how to convert out of their rate, and how to decide whether to separate from Naval service.

"A Sailor's responsibility with career navigator and C-Way is to understand how the process affects their short term and long term development in the Navy," said Hill. "It's important that Sailors know that C-Way's core function is to keep, transfer, retain, or transition Sailors."

## How this affects you: RE-ENLISTING AND EXTENDING

The most common task C-Way assists with is reenlistments. Prior to C-Way, there was Perform To Serve, a reenlistment application process that screened applicants based on five factors: rank, performance evaluations, critical enlisted classifications, physical fitness assessments and number of months until the Sailor's soft expiration of active obligated service date. Sailors then competed with one another for a certain number of quotas available every month. For some rates, there were more applications than quotas, and many Sailors were separated involuntarily from service.

The new reenlistment screening is based on only three factors: rank, performance evaluations, and critical NECs. Like the old PTS system, the new application gets a certain number of evaluations, or "looks," and is processed monthly. A new adjustment is that a Sailor applies 13 months prior to his or her SEAOS and receives eight "looks" to be approved or denied to reenlist.

After approval, Sailors have 12 months to decide if they want to stay in the Navy. This presents Sailors with the choice of reenlisting, extending up to 23 months, or relinquishing their approval back to the Navy. Like PTS, once a Sailor decides to reenlist or extend and files the proper paperwork, the approval is considered executed. Once executed, the process of applying for reenlistment starts again. This process continues until the Sailor reaches 14 years of service or advances to chief petty officer and applies to all Sailors, regardless of




Chief Warrant Officer (SEAL) Keith Pritchett, officer-in-charge of the U.S. Navy parachute demonstration team, the Leap Frogs, administers the oath of enlistment to Mass Communication Specialist 1st Class Michelle Turner, the team public affairs officer, during an in-air reenlistment ceremony. The Leap Frogs perform aerial parachute demonstrations across America in support of Naval Special Warfare and Navy recruiting.

rate or community.

Lack of knowledge on this new process can have drastic results. Naval Special Warfare's Force Career Counselor, Master Chief Navy Counselor James Chambers, explains how misunderstanding this new system affects Sailors, especially operators, in the NSW community.

"What I see in NSW is a lot of our operators are on the fence, meaning they don't want to make the decision to either separate or reenlist," said Chambers. "They wait so long that their approval has expired, or is about to expire and that, in today's Navy, is wrong. I'm afraid that in the future those close calls are going to go away and operators will be subjected to the same hard truth and deadlines as Sailors in the fleet. Operators need to understand that you can't wait until the last minute to make a decision on your future. Waiting could affect their reenlistment bonuses or, in the future, the Navy may treat them just like everyone else and send them home. That is reality."

Chambers and Hill both agree that education about the new policies and communication with command leadership is the key to helping Sailors make the best of C-Way, both emphasizing that all Sailors should know about C-Way.

"Over the past year with this launch integration, we've done a lot to improve the method of delivery, the response times, clarifications for issues and various other administrative things that make it work better," said Hill. "Sailors should know right away how it affects them, when it affects them, who is going to be instrumental in that process and ultimately how their decisions impact their careers." 

**"A Sailor's responsibility with career navigator and C-Way is to understand how the process affects their short term and long term development in the Navy."**

**- NCCS Paul Hill  
Navy Region Southwest Career Counselor**





# Eric Erdmann

## NSW's Freedom of Information Act and Privacy Act Coordinator



**Eric Erdmann is Naval Special Warfare Command's Freedom of Information Act and Privacy Act coordinator. He attended law school before joining the Marine Corps, where he served in civil affairs as a judge advocate and practiced law. After 23 years and several deployments, Erdmann retired and has been working at NSW for four years. He is responsible for ensuring the correct information is protected within NSW and the appropriate information is released.**

### **How did you receive the position of Freedom of Information Act officer?**

"Honestly, the I just interviewed and then got hired. However, I am qualified legally to do the job and have prior experience in an operational background with civil affairs. I am also certified as a judge advocate and licensed to practice law in the state of California and Wisconsin, which is not required but it certainly helps with the job."

### **How would you describe what you do?**

"My job consists of coordinating the two programs of FOIA and the Privacy Act with both subordinate commands, all adjacent commands, all joint commands, and all higher headquarters and all other agencies."

### **What is your average day like?**

"Generally in a typical day I will get a number of FOIA requests or I will receive issues concerning the Privacy Act. Those are basically two different acts and they are related but they are absolutely opposite. The FOIA provides the citizens of the United States access to their government's records, and at the same time the Privacy Act ensures privacy of those individual records. In a given day I will be conducting a lot of balancing tests as to what can be released about an individual, what needs to be retained and not released in accordance with the FOIA and then I will coordinate that with my direct supervisors. The most prevalent FOIA requests are confirming or denying if an individual was ever qualified as a US Navy SEAL or if they ever participated in any Navy SEAL training."

### **What have been some changes in FOIA since you started this job?**

"The law has been very specific since the 1970s, both with the FOIA and Privacy Act. However, there is a massive amount of case law interpreting that. We consistently release the same type of records according to the law; if the law changes, we abide by the [new] law. Many times it is a legal interpretation of what records fall under what act."

### **What do people not understand about FOIA within the military and NSW?**

"There seems to be a fear with many service members that under FOIA people can have access to their personal records – they cannot. There are FOIA exemptions that protect the service members and their personal records. On the other hand, within the Privacy Act some people fear there are records they are not able to access and that the government is keeping records of them they are not able to see – that is untrue. The Privacy Act ensures they have legal rights to access all their own records."

### **What is your favorite part about your job?**

My favorite thing about the job is working with the people. My job requires that I communicate with all shops at all echelons, adjacent commands and joint commands."

### **What has been your most meaningful accomplishment during your time in the position?**

"Ensuring that records that go out are accurate. My job is to protect the privacy of the people I work with, our service members and civilian employees. I help ensure people are not putting out false information."

### **What are your goals with regard to FOIA and NSW in the future?**

"My goal is to get all requests answered as timely as possible. The law has certain timelines and we try to reach them as quick as possible. Some requests are much more difficult than others, but we do our best to get everything done as quickly as possible."

## FIOA Questions, Answered.

### *What is FOIA?*

The Freedom of Information Act (FOIA) is a law that gives you the right to access information from the federal government. It is often described as the law that keeps citizens in the know about their government.

### *When was FOIA created?*

It was enacted on July 4, 1966, and took effect one year later.

### *Who can make a FOIA request?*

The general rule is that any person – citizen or not – can make a FOIA request. There is no specific form that must be used to make a request. The request must be in writing, must reasonably describe the information you seek, and must comply with specific agency requirements.

### *What can I ask for under the FOIA?*

A FOIA request can be made for any agency record. You can also specify the format in which you wish to receive the records.

### *Are there any special requirements for obtaining records on myself?*

If you are seeking records on yourself you will be required to provide a certification of your identity. This certification is required in order to protect your privacy and to ensure that private information about you is not disclosed inappropriately to someone else.

*From [www.foia.gov](http://www.foia.gov)*



# The Origins



## Of The Naval Expeditionary Supply Corps Officer Pin

Story and photos by MC2 Timothy M. Black | CNSWC Public Affairs

In every specialty in the Navy, there are many ways to recognize Sailors for their expertise and competence in that field. But one especially stands out; Warfare pins. Physically just small metallic uniform ornamentations, but with stories greater than the symbol might seem to indicate. Each device has an origin, just like the Sailor striving to achieve it, who must go through required trials and tribulations before it is earned. Sailors start by learning their specialty through formal training and on-the-job experience, over time building the confidence that they are experts of their trade. Now, Navy Supply Corps officers can earn and wear the Naval Expeditionary Supply Corps Officer or NESCO device as a tangible recognition of their experience providing world class logistics support to the expeditionary community.

Support to NSW and Naval Expeditionary Combat Command has expanded significantly since September 11, 2001. With increased demand has come an increasing requirement for logistics professionals from the Navy Supply Corps.

"NESCO is now a warfare device that is earned by Supply Corps officers at NSW and NECC as a qualification device for having achieved a marked understanding and gained a core competency of logistics functions [related to] expeditionary support," said Cmdr. Mick Wilson, Naval Special Warfare Command Logistics, Planning and Operations officer. "The progression of quality in Supply Corps officers attached to expeditionary forces has steadily improved over the years and it is now viewed as a viable career track, so NESCO is one of the major milestones of an officer working within the NSW and NECC communities."



Left: Naval Expeditionary Supply Corps Officers assigned to Naval Special Warfare Command, pose with Rear Admiral Losey, Commander, Naval Special Warfare Command, after receiving their NESCO warfare pins. Right: Mrs. Rose poses with former and the present Naval Special Warfare Command N4s, while holding her late husband's honorary NESCO warfare pin and certificate.

Lt. Cmdr. Joe Peth, also with NSW Logistics, Planning and Operations says "now we have a lot of interest at the junior officer level, with a codified path towards a career within NSW or NECC, just as if you were going to a surface ship, submarine, or aviation unit."

Whatever platform or community in which a Sailor earns a warfare device, there is an expectation that the officer fully understands certain aspects of that platform or community.

"If you are wearing the surface warfare pin, they're going to want to know if you recognize radars, shipboard systems and maneuvers, and how AEGIS works," said Peth. "The same applies for NESCO, a SEAL Team or Logistics Support Unit commanding officer wants to know if their supply officers have a working knowledge of expeditionary logistics and the processes that we use on the expeditionary side."

Over the years the NESCO warfare device was developed through the hard work and sacrifices of expeditionary Supply Corps officers past and present.

"It was an iterative process. We didn't just wake up one day and decide to do this. It was a thought out process that took years of planning and buy-in from the NSW and NECC communities as well as senior Supply Corps officers," said Wilson.

"All the way back in 2003 there were ideas in development to recognize Supply Corps officers supporting expeditionary forces, especially those working in pressurized, time sensitive, austere environments, and warfare zones. It wasn't until NSW and NECC, specifically EOD, started deploying Supply Corps officers directly



**"It is a visible source of pride to have 'expeditionary' on your chest especially for all the time and sweat put into training for and deploying to extremely austere and hostile environments around the world."**

with SEAL Teams and EOD units primarily to Afghanistan and Iraq that it really started to gain momentum." Senior Supply Corps officers, with the assistance of current and former type command leading supply officers and LOGSU CO's input and education, began to recognize the importance of sending our best and brightest to expeditionary support positions.

There have been many Supply Corps officers who played a role in the creation of the NESCO pin over the years and Capt. Doug Rose was one of them.

"Capt. Rose served with NSW for multiple tours so he was intimately familiar with the challenges of supporting the expeditionary community. He was a mentor to junior officers and was a crucial champion in advocating the need for a warfare qualification for expeditionary support. When he assumed the role as the TYCOM N4 at NSW he was a driving force to get NESCO inducted into the proper Navy channels for approval," said Wilson.

Unfortunately, after a long and hard fought battle he passed away from Leukemia in April 2012 before NESCO became an official reality. However, just days before Rose's passing, the Chief of Supply Corps, RADM [Mark] Heinrich pinned a bootleg copy of the NESCO warfare device on him, making him the first officer to earn the device.

Wilson and Peth both take pride not only in being one of about 40 Supply Corps officers wearing the NESCO pin, but also in being one of only a handful of Supply Corps officers to have a direct hand in getting the NESCO pin created.

Peth, who spent his entire three years at the command working to get NESCO created, approved, and awarded, said it has been a ton of work, and every year when he thought they were done, there was a little bit more to do, and then more obstacles the following year. He learned that the process was not easy; they would have to keep persevering in order to make NESCO a reality.

"Although many hard questions were fielded, everyone has been very supportive of NESCO's establishment. SEAL commanders believe it professionalizes the force and ultimately provides them with better supply officers, and LOGSU CO's now have a viable program to award a warfare designation to their officers" said Wilson "It gives the N4s around the Force something to strive towards and obtain, and it gives the SEALs something to benchmark our performance. It is a visible source of pride to have 'expeditionary' on your chest especially for all the time and sweat put into training for and deploying to extremely austere and hostile environments around the world."

The origins of NESCO started with an idea: a desire for Supply Corps officers in the expeditionary communities to stand out amongst their traditional Fleet counterparts. Today there is a formalized process for those officers, active and reserve, to proudly wear their hard earned NESCO warfare designation on their chest.



**CAPT. DOUGLAS ROSE**

Capt. Douglas Rose served in the Navy beginning in 1982 as a commissioned Supply Corps officer. His last duty station was as the assistant chief of staff for logistics for Commander, Naval Special Warfare Command. During his tour at WARCOM, he assisted in the creation of NESCO. Sadly, before he was able to achieve the pin himself, he passed away peacefully in his home in Rancho Santa Fe on April 2, 2012, after a battle with leukemia.

During his Naval career, Rose earned a Master's in National Security and Strategic Studies in 1996 from the Naval War College in Newport, Rhode Island. He also graduated from the Transportation Management School in San Francisco and the Armed Forces Staff College in Norfolk, Virginia.

Aside from being a consummate Naval officer and world-class Supply Corps officer, Rose was an avid surfer who kept a board at the ready at WARCOM. He often hit the surf on days when most thought the waves were too big. Rose also enjoyed volleyball and racing a street luge, and he was a collector of treasures, great and small. He also enjoyed traveling with his family all over the United States and abroad. His favorite destinations were San Francisco, London, Paris and Normandy.

Top: Official Navy Biography photo of Capt. Douglas Rose



# The Roles and Responsibilities of an Operations Directorate

BY LT. CMDR. MATTHEW PETERSON | EXECUTIVE OFFICER, SEAL TEAM 5

The Navy and Naval Special Warfare pride themselves on preparing their people for upcoming leadership roles.

We have greatly improved our command leadership, platoon commander, and leading petty officer courses of instruction. We have started to institutionalize troop commander mentorship opportunities and the Navy will soon require senior chief petty officers to attend the Senior Enlisted Academy before making master chief. However, we tend to neglect the leadership roles within one of the key command elements –the Operations Directorate. The leaders of this vital command node, responsible for planning, coordinating, and tracking the activities of a command, receive little to no preparatory instruction. The intent of this article is to provide a reference for the roles and responsibilities of the Operations Directorate, in order to assist the next generation of leaders (enlisted and officer) assigned to this key part of the command.

Doctrinally there are many references that speak in generalities regarding the roles and responsibilities of the Operations Directorate.

However, it is fair to say most people do not have the time or the patience to sort through the plethora of publications to find some simple guidance on the subject. Therefore, this summation presents that the role of the Operations Directorate is to fulfill three lines of effort: synchronization, validation, and promulgation, and its responsibilities crosses two phases: future and current. The following provides a breakdown of these roles and responsibilities and suggests methods for implementation.

## SYNCHRONIZATION

Considering the Operations Directorate’s centrality within the command, it is understandable that one of its primary lines of effort should be synchronization. As the key hub between and across each maneuver element, the headquarters staff, the command team (specifically the commander) and most external entities, the Operations Directorate is responsible for a range of synchronization efforts. Such efforts range from daily information flow to direct support coordination during the execution of

operations. Understanding the magnitude of this role, the Operations Directorate needs to be designed and behave in a manner that will avoid the pitfalls of over-centralization, such as chokepoint communications, slow reactivity and flattened prioritization. Suggested methods to manage this responsibility are through coordinated meetings, electronic media exchanges and point-to-point engagements.

It is recommended to build and publish a battle rhythm that includes regular meetings, such as a commander’s huddle (for the top five in the command), officer call (including senior element leaders), and higher echelon update briefs (along with peer components). The periodicity of these meetings will likely vary with the command’s operational tempo, but at minimum should afford the Operations Directorate and the targeted audience the ability to engage leadership at least once a week. Additional meetings that will serve the synchronization effort are commander’s update briefs, operations and intelligence fusion meetings, and host nation fusion meetings (if applicable). As no one really

enjoys meetings, all of these events should be well structured in order to make them efficient and accurate. Furthermore, the agenda for these meetings should be disseminated in advance and the objectives should be strictly adhered to.

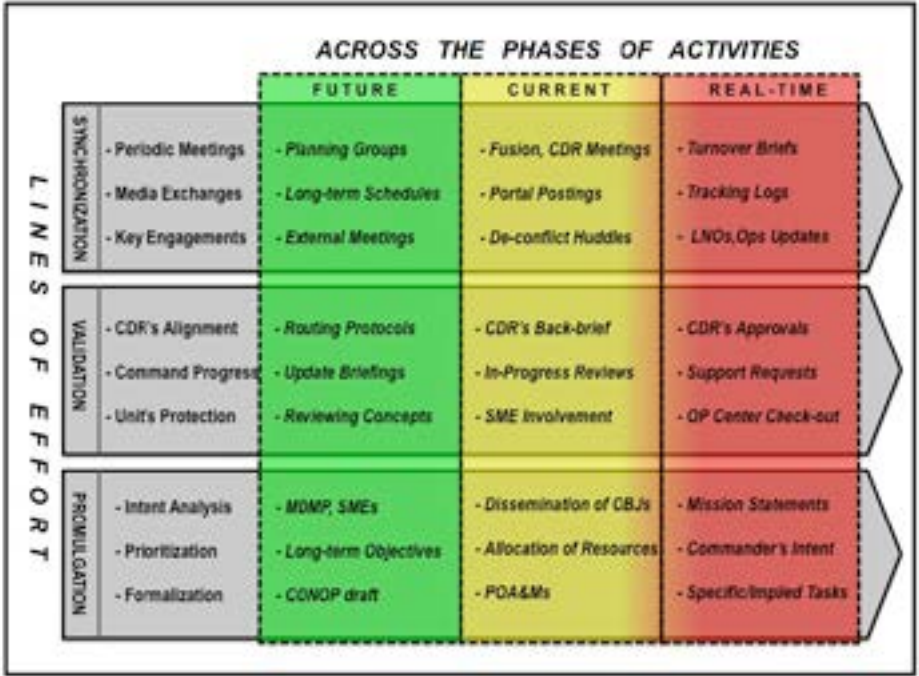
Command synchronization can also be effectively furthered through the use of a web-based share portal. Although face-to-face engagements are optimal and emails are effective at disseminating information, a portal, when used properly, is far more efficient at enabling others to gain synchronization on their own. The goal during the design and maintenance of a portal should always be to keep it user-friendly. The moment a portal becomes too complicated, either through over-population of information or excessive navigation requirements, is the moment it loses its utility. If designed properly, a web-based share portal can significantly assist the Operations Directorate in the responsibility to synchronize the command internally, as well as with external units.

Along with the effort of synchronization, the Operations Directorate will need to manage its engagements and should noticeably conduct point-to-point engagements with key leaders, sending a message of prioritization, urgency or general command focus. These engagements range from quick recalls of relevant leaders (usually to solve any lack of synchronization) to full-scale planned in-progress reviews (often including the commander). If the other realms of the Operations Directorate operate effectively, the Operations Directorate’s leadership will be able to focus their activities in this area and continually influence the forward progress of the command.

Overall, command synchronization is a vital role of the Operations Directorate and is constantly being conducted. It can, however, be effectively and efficiently managed with the right events, tools and involvement.

## VALIDATION

The Operations Directorate acts as a key validation node for command initiatives, particularly those initiatives that are generated from the maneuver elements and other directorates within the command. Although it has proportionally less of a role than synchronization, the responsibility to validate efforts is essential to the alignment, progress



and protection of the command.

Traditionally, the Operations Directorate is the element that is most intimately familiar with the commander’s guidance. Therefore, it is fitting for command initiatives to be routed through Operations for validation that a given effort is aligned with the commander’s intent. Additionally, considering that the Operations Directorate speaks on behalf of the maneuver elements, it is important to check the alignment of other directorates’ efforts against the maneuver elements’ current tasks and purpose.

In order to keep the command progressing toward the commander’s end state, the Operations Directorate must validate (more specifically, non-validate or disapprove) initiatives to keep the command focused. Without this step of validation, the command potentially wastes resources in time, money and manpower. Not only is the Operations Directorate organizationally positioned within the command to be a filter, it is traditionally manned with experienced personnel (the operations officer and operations master chief) to provide an experienced-base insight on generated initiatives.

Lastly, the Operations Directorate is intimately involved with a number of command issues and becomes very familiar with the dos and don’ts of command activities.

Because of this knowledge, the Operations Directorate should also validate initiatives with the mindset of protecting the command. Its validation of efforts ensures maneuver elements and adjacent directorates are not taking actions that may cause future problems for the command.

In general, the Operations Directorate’s role of validation should not be approached as a power-hoarding maneuver, but as a designed function of the command. This role can be effectively managed by simply establishing a routing protocol and/or developing an expectation that new initiatives be transparently discussed within the previously-mentioned synchronization events. Once successfully implemented, this effort will ensure proper command advancement towards its goals.

## PROMULGATION

The Operations Directorate is an important conduit by which the commander’s intent is promulgated. Unlike the role of validation, which customarily originates from subordinate or adjacent elements within the command, the role of promulgation usually comes from higher and follows a different set of expectations. These suggested expectations







include examination, prioritization and formalization.

Following the receipt of the commander's or higher's intent, either formally via a mission guidance letter or from an informal verbal directive, the Operations Directorate is responsible for analyzing the guidance and promulgating subordinate direction. This analysis involves breaking down the guidance into executable objectives and tasks. This can be done formally, by following the Military Decision Making Process, or informally, by simply discussing the requirements with subject-matter experts.

Parallel to the promulgation of subordinate objectives, based on the desired end state, the Operations Directorate is responsible for disseminating the prioritization of those objectives. Although seemingly obvious, leaders should take the conscious step of prioritizing based on sequential tasks, management of resources and the previously mentioned alignment with the commander's intent. Although generally self-explanatory, subordinate elements need a clear prioritization to manage efforts and resources.

It is also critical to formalize the initiative being promulgated. Commonly, initiatives that lack the formalization of a written directive or concept of operations result in failure, likely due to miscommunication or the perception of subversive activities. Conversely, initiatives that are transparently promulgated, through a clear articulation of intent, objectives and tasks, are well received. The Operations Directorate holds the responsibility of ensuring the guidance is successfully promulgated and formally capturing an initiative that will ensure clear communication. Furthermore, by formalizing a promulgated initiative, the Operations Directorate works to institutionalize a solution that may benefit all of NSW in the long-term.

As a rule, the role of promulgation should receive equal concentration by the Operations Directorate. Assuming that higher's intent is clearly being disseminated throughout the command, without taking the steps to break down the guidance, prioritize efforts or formally articulate the message, is a recipe for failure.

## FUTURE OPS

Many are familiar, in name, with the Future Operations position(s). Unfortunately, the general inclination is to assign less-experienced individuals to fill this role. Even worse, the allocating of personnel and resources toward this realm of operations tends to be an afterthought when a command discusses task organization. Ironically, the Future Operations role within the Operations Directorate is the driving force behind projecting the commander's intent, and NSW is often frustrated by the lack of a clear way ahead.

The Future Operations section of the Operations Directorate is responsible for supervising internal planning efforts, participating in external coordination events and researching and proposing new operational concepts to meet the command's lines of operation. Suggested methods for fulfilling this role are: (1) Hold regular fusion meetings, ideally following a commander's update briefing in order to assimilate the latest guidance; (2) Conduct engagements with adjacent and external commands that may support future operations, seeking to understand their incentives and working to find areas of mutual benefit; and (3) Supervise operational planning groups, led by subordinate element leaders who have a vested interest in the operation or initiative. These efforts will posture the Operations Directorate and the command by fulfilling the previously-discussed roles while focusing on future events.

## CURRENT OPS


Current Operations tend to receive the majority of a command's focus and are usually allocated sufficient resources. However, the approach to this realm of operations often causes inefficiency (through an over-broadened spectrum of tasks) and ineffectiveness (through the limited depth of specialization). It is recommended that Current Operations be approached from two perspectives – near-term and real-time. This approach should be pursued, both on deployment and in garrison, by clearly task organizing into a Current Operations section and an Operations Center.

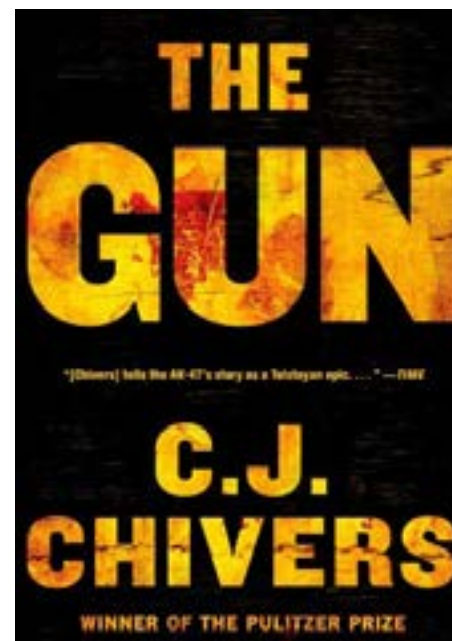
The Current Operations section's role is to bridge the gap between Future Operations and the real-time Operations Center, both from a temporal and managerial perspective. Although all commands differ, normally the handover to Current Operations from Future Operations should occur around the two-week mark prior to execution. This handover should be a distinct event and should be formalized by the passing of products and

debriefings. This coincides with the expected bridging of coordination efforts. For example, points of contact, support requirements and other operation / initiative details should be handed over, along with the all-important original commander's intent. In some cases, the Current Operations section will also be responsible for the coordination efforts with external commands and partner forces. For this reason, experienced personnel should be placed within the Current Operations section. Not only will they have the greatest amount of coordination responsibilities, but they are also direct representatives of the command and NSW.

The end of the Current Operations section's roles and responsibilities is the beginning of the Operations Center's roles and responsibilities. This handover traditionally occurs around the 24-48 hour mark prior to execution.

For most, the reference of an Operations Center creates the idea of a Joint Operations Center tracking combat operation forward, and that is not far from this suggestion. The suggested proposal of establishing an Operations Center during deployment and in garrison is two-fold. First, we should train like we fight. If our commands need to be prepared to run a fully functioning Operations Center once they are forward, then they should practice synchronizing, tracking and reporting on forces while preparing for deployment. Second, all the benefits of having an Operations Center forward also apply while in garrison. Commands, specifically the Operations Directorate, need to coordinate command activities, de-conflict with other elements, know the location and status of personnel and report to higher. Considering this, the establishment of an Operations Center, distinctly separate from a Current Operation section, allows the command to prepare for deployment, satisfy the demands of the aforementioned roles of synchronization and promulgation, and permit the Operations Directorate to conduct engagements and focus on validation of new or near-term initiatives.

In summary, the Operations Directorate is a vital part of each command. By preparing the leadership of this element with the fundamentals of this important role, commands will have a starting point for success (See Figure 1). The recommended approach above should be referenced as a tool and be expounded on and customized to meet the needs of the specific command. Ultimately, properly posturing our Operations Directorate leadership will increase success within NSW commands and further our successful contributions to the increasingly disaggregated operations of a Global SOF Network. 



**C.J. CHIVERS OPENS “THE GUN,”** his meticulously-reported history of the Kalashnikov rifle, by detailing the development of an altogether separate weapon that would also later be used to devastating effect: the atomic bomb. It's a curiously indirect introduction for a writer who built his career on a style of precise, straightforward storytelling that has made him one of the premier newspaper war correspondents in the world. But it's Chivers' subsequent transition from the atom bomb to the AK-47 that gives appropriate weight to the impact the Kalashnikov line would have on world conflict.

This kind of master craftsmanship from the author runs throughout “The Gun.” The work operates both as historical nonfiction and, implausibly, narrative thriller. Chivers concludes his section on the atom bomb, which Russian engineers were developing as compatriots were at work on the AK-47, with a few words about the early 1960s, when the Cuban missile crisis and other events convinced both the Kremlin and the White House that their collective nuclear arsenals made all-out war unwinnable.

“Small wars and proxies,” Chivers writes, “would be the means through which the Cold War would be fought.

“The Kalashnikov era had arrived. We are living in it still.”

Therein lies the central thrust of “The Gun.” Chivers argues that small arms, effective at the distances at which most modern conflict occurs and easily wielded by amateurs and professional combatants alike, have shaped warfare to a degree we too often underestimate. And no automatic rifle has been as widely-produced or-used as the Kalashnikov.

Perhaps no writer is as well-suited to tell such an ambitious story as Chivers. A former U.S. Marine

# BOOK REVIEW

## *The Gun*, by C.J. Chivers

*Reviewed by MC2 Paul Coover*


*CNSWC Public Affairs*

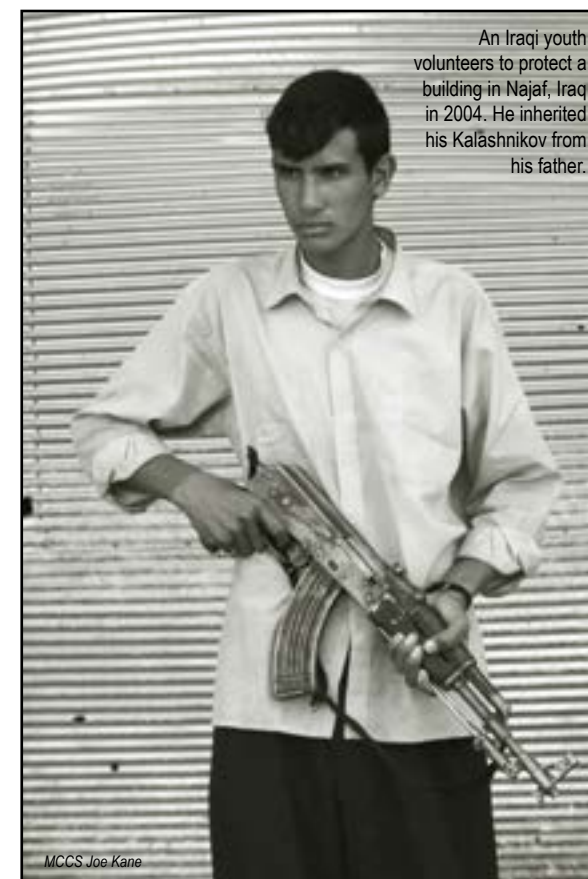
Corps infantry officer and a Pulitzer Prize-winning journalist, Chivers understands conflict and war as well as he understands the literary tools required to explore such themes in his work. His writing is simple and engaging, his understanding of his subject impressive.

Chivers is clear from the onset that he will not glamorize the AK-47 or the rifles it fathered -- “they are not engineering miracles or monuments to perfection, as often portrayed,” he writes -- and notes that while early iterations of the American M-16 was inferior to the Kalashnikov in the 1960s, the current M-16 and M-4 are not. In this way, he is admirably apolitical, tracing the history of a rifle with a

troubled reputation not because he sets out to create a sort of inanimate anti-hero, but because of the simple fact that no weapon has had a greater impact in unstable parts of the world than the Kalashnikov.

“The Kalashnikov marks the guerrilla, the terrorist, the child soldier, the dictator, and the thug -- all of whom have found it to be a ready equalizer against morally or materially superior foes,” Chivers writes. “A roster of its handlers holds a history of modern strife.”

Chivers' greatest gift to readers is that his tale is a human one. Far from an examination of global conflict as driven by world leaders and bureaucrats, he narrows his lens so intensely on a weapon intended for individual use that readers come to see how men and women on the ground in conflict zones are every bit as fundamental to shaping their world as the politicians who make the news. Chivers shows us that by understanding the history of one of the smallest instruments of modern warfare, we learn something far larger about fights yet to come. 







# Shredding Paper isn't Enough

and there's no better  
way to destroy your  
information than this!

Physical destruction of hard drives is  
the only sure method of safeguarding  
Personally Identifiable Information (PII)  
and classified information when a hard  
drive is turned in for disposal

## MAGNETIC HARD DRIVES CAN BE FOUND IN:

- Servers
- Copiers
- Printers
- Laptop computers
- Desktop computers
- External hard drives
- Multi-functional devices

Refer to the new DON CIO  
Hard Drive Disposal policy  
message for specific guidance

DTG: DON CIO 221633Z Aug 10

For more information visit:  
[www.doncio.navy.mil/privacy](http://www.doncio.navy.mil/privacy)

SAFE. SECURE. 100% EFFECTIVE.

