

Ethos

ISSUE 14
NAVAL SPECIAL WARFARE



**Olson Retires,
Leaves a
Remarkable
38-Year Legacy**



Honoring the Fallen

An ISAF helo crash claimed the lives of 17 SEAL operators and five Enablers Aug. 6, 2011.

Rear Adm. Sean Pybus answers questions from the Force

A question/answer session with the WARCOCOM commander.



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Leadership Lessons from Hanoi Hilton

Former Vietnam POW Orson Swindle tells the story of his first meeting with his legendary senior ranking officer in the Hanoi Hilton, then-Commander Jim Stockdale.

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Cover: Adm. Eric T. Olson salutes the Ensign during his retirement ceremony. Photo by MC2 John Scorza.

Doing Your Job

The force master chief talks about what it takes to do just that.



I still remember when I reported to my first platoon Chief. A brand new guy, I was all ears, waiting for any guidance and wisdom he might impart on me. He told me, in a gruff voice, all I needed to do to fit in and stay out of trouble, was simply, do my job.

I thought about what that meant a great deal. On most days, that meant straightforward things, ensure my radios were ready to go (I was a radio transmitter operator), double check EVERYTHING I was supposed to have on the gear list and that everything was in working order, take care of my equipment before taking care of myself, stay fit, and mostly, just do what I was told. Still, even on the simplest of days, doing my job meant something deeper. Always look after your Teammates, make sure no one is ever left behind, train for war, never quit; those were just a few of the thoughts in my head.

I soon realized that "doing your job" meant different things to many people. It has meant supporting the first allied landing in World War II; it meant executing missions in places like Korea, Vietnam, Grenada, Panama, the Republic of the Philippines and the Middle East. It has meant supporting the mission and sometimes burying your Teammate because of that mission.

Today, there are Codes and Creeds, and they explain much better than I, what doing your job means. They sit over my desk and I read them often. I have heard them read at funerals and class graduations. I have included both SEAL and SWCC Codes and Creeds in this issue and ask that you read them again.

We have all heard the old adage that the whole is greater than the sum of its parts. This is especially true when we dissect the great things our operators are accomplishing on the battlefield. Thanks to innovation and advanced geospatial intelligence technology provided by the National Geospatial Intelligence Agency (NGA), our warriors have improved real-time intelligence, surveillance and reconnaissance at their fingertips. On page 22 of this issue, you will read about how the maps and imagery provided by NGA are one of many support mechanisms that keeps our team mission ready and the enemy on the run.

Did you know that our armed forces are quickly emerging as heroes leading the charge towards green initiatives? That's right; there is a Pentagon-wide effort to reduce the use of fossil fuels and adopting renewable energy sources as we tackle high energy costs and their potential effect on strategic goals. As you will find on page 26, NSW is doing its part with clean diesel burning vehicles and an "out of the box" solution to outfitting our vehicles with newly mandated upgrades.

This Ethos issue includes two stories aligned with my sentiments of "doing your job." The first, located on page 24, highlights the many great things NSW team members are doing within their communities. I am proud that both our operators and enablers showcase their selflessness and sense of citizenship by doing more than just their Navy job and volunteering their time as youth coaches, feeding meals to those who aren't mobile and building decent and affordable homes for families in need. On page 10, is an article about stoic American hero and former POW, retired Adm. James Stockdale and how his leadership as the senior prisoner at the famed Hanoi Hilton. My hope is that this piece will not only serve as a lesson in history and perseverance, but that it will remind us all as leaders, that we all have choices to make every day. Will you choose to be a victim of circumstance or a champion for a better future? Will you settle for good or dig deep within yourself in an effort to become great?

As our Force continues to compete with the civilian sector for the loyalty, honor, leadership, discipline and innovation our warriors possess, it is nice to know the Navy is willing to reward that experience with monetary incentives. On page 2, read about the Critical Skills Retention Bonus (CSRB) available to senior and very deserving SEAL and SWCC personnel.

As I take the position as Force Master Chief, I would like to thank you ALL, for both your help as I try to do my job and for you doing your job so very well!

SEAL CODE

Loyalty to Country, Team and Teammate

Serve with Honor and Integrity On and Off the Battlefield

Ready to Lead, Ready to Follow, Never Quit

Take Responsibility for your Actions and the Actions of your Teammates

Excel as Warriors through Discipline and Innovation

Train for War, Fight to Win, Defeat our Nation's Enemies

Earn your Trident Everyday

SWCC CODE

I Serve My Country, My Navy and My Team with Honor and Integrity

I am Responsible for my Actions and Accountable to my Teammates both On and Off the Water

I Demonstrate Leadership by Example; I am the Guardian of the Standard

I Maintain my Craft, Equipment and Myself, to the Highest State of Readiness

CSRB Revamped for Senior Enlisted and CWOs

SEAL and SWCC members of the senior enlisted and chief warrant officer communities are now eligible for the new Critical Skills Retention Bonus (CSRB) as of June 30.

The restructured program provides the option for early re-enlistments with extensions and rewards for the operators who serve through their career milestones. It also offers financial incentives to the most experienced Naval Special Warfare operators.

“This is good news for the operators and the NSW community,” said Senior Chief Special Warfare Boat Operator Freddy Wienbeck of Navy Personnel Command. “Now our men can get the bonus for the time that they are contracted for up front. Additionally, if you are in a combat zone, it will be tax-free. The old AIP program did not allow for up-front, tax-free cash.”

NAVADMIN 190/11 provides a list of the Navy Enlisted Classifications (NEC), warrant officer designators, paygrades and years of service requirements eligible for the newly approved incentive; the message also contains a full explanation of application requirements.

“The NSW [CSRB] has been phased across three zones, paying a fixed amount based on years of service and partial years will be prorated accordingly,” said Personnel Specialist 2nd (SW) Class Jared Wilmarth, a member of the force manpower team.

The three stages of bonus delivery are based on a member’s years of service. Phase one, a graduated payment that rewards chief warrant officers (CWO) with 7151 and 7171 designators and chief petty officers (E-7 through E-9) in the Special Warfare (SO) or Special Warfare Boat Operator (SB) ratings with 19 to 24 years of service.

Phase two is a \$30,000 per year payment for CWOs with 7151 and 7171 designators, and senior chief petty officers (E-8) in the SO

or SB ratings with 24 to 26 years of service.


The third and final phase includes a \$12,000 per year payment for CWOs with 7151 and 7171 designators and master chief petty officers (E-9) in the SO or SB ratings with 26 to 30 years of service.

Wilmarth added that eligible Sailors will be required to submit a request for a two to seven year contract to their chain of command between 60 and 180 days in advance, but these cannot extend past their high-year tenure dates. Upon acceptance, the payment amount will become fixed and the member will incur a firm service obligation.

The use of a Critical Skills Retention Bonus was established under U.S. law to provide retention incentives for critical military specialty areas. Due to a shortage in senior Naval Special Warfare operators, the Secretary of Defense designated SEALs as a critical skill and implemented a CSRB program for Special Warfare service members December 2004.

At the time of its design and original implementation, the CSRB could only be paid to members with less than 25 years of service. The SEAL community had a requirement to increase retention of its most experienced retirement eligible operators (those over 25 years of service) so the Navy authorized using assignment incentive pay, (also known as Advanced Incentive Pay (AIP)), for all SEALs who were between their 25th and 30th years of service.

“The new CSRB gives authority for early re-enlistments, combining enlistments with extensions and, most importantly, rewards operators who serve in their career milestone tours and advance,” said Cmdr. Bart Randall, NSW enlisted community manager. “Additionally, the CSRB incentive targets the most experienced NSW operators to fulfill the continued and growing operational commitments in support of overseas contingency operations throughout the DoD, as well as train and mentor the expected influx of new enlisted SEALs and SWCCs into the Naval service.”

The pay chart below reflects payments and eligibility. 

MC2 Sarah E. Bitter

Years of Service (YOS)	Phase 1 SO/SB E7/8/9,CWO					Phase 2 SO/SB 8/9,CWO		Phase 3 SO/SB 9,CWO			
	19	20	21	22	23	24	25	26	27	28	29
	YOS	YOS	YOS	YOS	YOS	YOS	YOS	YOS	YOS	YOS	YOS
	\$10K	\$15K	\$20K	\$25K	\$30K	\$30K	\$30K	\$12K	\$12K	\$12K	\$12K

NSW Rolls Out Joint Terminal Attack Controller Simulator

Naval Special Warfare Command demonstrated its Joint Terminal Attack Controller (JTAC) Virtual Trainer dome July 19. The simulator will aid in the training of Naval Special Warfare personnel who call in close-air support during combat.

The new simulator was shown to NSW personnel during an open house at Naval Special Warfare Advanced Training Center.

According to a U.S. Air Force web site, JTACs provide final clearance for aircraft weapons release during close-air support operations.

“Every branch of service is required to have JTACs,” said Chief Special Warfare Operator Donald Stokes, NSW’s JTAC program manager. “To do close air support, you have to be JTAC certified and you have to go to a formal school.”

The JTAC Virtual Trainer dome stands 15 feet high with a 16-foot diameter. Inside the dome is a large screen equipped with 15 projectors that display state-of-the-art virtual terrains that can mirror an array of land and weather patterns similar to what operators see in the battlefield or on the training field.

“All the weather patterns were based on typical meteorological conditions you’d expect to see when you’re flying,” said Ed Bryan, vice president of Advanced Technologies Division for SDS International, the company that created the dome’s software. “You can do ground fog, smoke - you can do all kinds things you would expect to see when you look outside; it’s realistic. NSW personnel need to do a realistic mission with realistic weather conditions.”

According to Lt. Col. Richard Haggerty, SOCOM project manager for the new JTAC dome, this model is the first fully immersive, 270 degree by 90 degree fielded joint terminal attack control trainer.

“It does everything from helicopter attack, close combat attack, to fixed wing attacks, to close-air support artillery, all the training that a joint fires or JTAC would have to go out and execute,” Haggerty said.


Outside the dome is an instructor computer station that offers a JTAC perspective monitoring of what is going on within the dome. The computer station can also control weather patterns, close-air attacks and other battlefield scenarios. Instructors use the computer station to record respective JTAC missions and replay them during student critiques, which offer immediate feedback and lessons learned.

Glen Loupe, a systems engineer with

Product Management Special Operations Forces Training Systems, said that replaying the mission is as critical to the instructor as it is for the student.

“The ground view of where the bad guys are is a totally different picture than where it is from the pilot view,” said Loupe. “That’s one of the biggest things, making sure you have the focus on the right target.”

“I think it’s fair to say that it also makes operators better,” Haggerty said. “Having this capability 24 hours a day and being able to come in and practice and rehearse, it adds to their level of proficiency. It definitely makes them a lot better.”

The JTAC dome will be permanently housed at NSWATC and integrated into the JTAC training pipeline. 

MC2 Shauntae Hinkle-Lymas

NSW Revises Selection Process for SEAL Officers

For the first time, Naval Special Warfare senior officers interviewed Officer Candidate School, Naval Reserve Officer Training Corps, lateral transfer and inter-service transfer candidates seeking selection into the SEAL officer program.

The interviews, conducted at Naval Amphibious Base Coronado Aug. 9-11 and at Joint Expeditionary Base Little Creek in June and July, are a new element added to this year’s selection process in the hope of increasing the success rate of officers completing the SEAL program. Previously, the selection board chose these candidates based solely on the application package they submitted.

The required package contains letters of recommendation, the candidate’s last physical screening test, and information about his leadership roles, academics and extracurricular activities. With the addition of an interview, the selection board has the opportunity to observe a candidate’s demeanor.

“This year NSW has initiated a standardized board process,” said Capt. Chris Lindsay, commander, Center for SEAL and SWCC and chairman of the selection board. “The proposed selection improvements should provide both a better selected and prepared officer candidate to attend Basic Underwater Demolition/SEAL (BUD/S) training. It should reduce overall officer attrition and ensure the highest standards for our future officer corps.”

The interviews are designed to give the board members an idea of the candidate’s character, motivation and knowledge of the SEAL community.



Master Chief Petty Officer of the Navy (MCPON) Rick D. West speaks to students in Basic Underwater Demolition/SEAL (BUD/S) Class 290 upon their completion of Hell Week at Naval Amphibious Base Coronado. West participated in surf passage before securing the class from Hell Week.



Mike Menchio, a Joint Terminal Attack Control (JTAC) simulator operator, looks at virtual terrain through a Lightweight Laser Designator Rangefinder (LLDR) at Naval Special Warfare Advanced Training Center. The virtual terrain is projected on a large, dome-shaped screen that is part of a system known as a JTAC Virtual Trainer. The JTAC Virtual Trainer will be available to Naval Special Warfare personnel who need JTAC training. JTACs are military personnel who are qualified to provide clearance for aircraft to drop their weapons during close-air support operations.



Luke Spehar performs a song in memory of his brother, SO2 Nicholas Spehar, and the rest of the fallen operators killed during the ISAF crash in Afghanistan Aug. 6.



U.S. special operation forces set guard on ROS Midia (LSNS 283) during a demonstration for distinguished visitors on the opening day of Exercise Jackal Stone 2011, on Sept. 17, 2011, in Romania. Jackal Stone is an annual multinational special operations exercise designed to promote cooperation and interoperability between participating forces, build functional capacity and enhance readiness. This year nine nations are participating in various locations in Bulgaria, Romania and Ukraine.

MC1 Kim McLondon

“The interview is key because it gives us a feel for the individual and how he performs in a formal interview situation,” said retired Capt. John McTighe, special assistant to the commander, Naval Special Warfare Command. “There may not be a right answer to the question we’re asking. We want to see how the candidate responds and get a little insight into his thought process.”

The board meets one last time in Annapolis, Md. from Sept. 12-16 to interview the Naval Academy midshipmen seeking selection into the SEAL community and to make the final decision on which candidates will get a shot at BUD/S.

Over the course of the summer, the board will have interviewed and considered more than 170 candidates and less than 80 will be selected to attend BUD/S training.

MCSN Megan Anuci

NSW Celebrates Annual UDT-SEAL West Coast Reunion

The Naval Special Warfare community held its annual West Coast Underwater Demolition Team-SEAL reunion Aug. 19-20.

The reunion focuses on team building, family and friendship through the generations of active and retired SEALs.

“It brings our teammates, past and present, together,” said Dean Cummings, president, UDT/SEAL Association west coast chapter. “The great thing about this is that all the older SEALs whose actions established the character and reputation of our community meet the younger men who are now going out on the battlefield and sustaining and building on that character and reputation.”

The annual event has been held for more than 30 years, and now includes an entire weekend of celebration; contests and fun for the whole family.

Adm. Eric T. Olson, former U.S. Special Operations commander, was the guest speaker. Olson spoke about the Aug. 6 tragedy that claimed the lives of 22 Naval Special Warfare (NSW) personnel, the war effort in Afghanistan and Iraq and the future of NSW.

“The equipment is continually advancing. The training is better every year and we’re learning valuable skills like organization every day,” said Olson. “When we look forward, we’ll see some very innovative things, but it’s still all about the people. We’re making sure we have the right people and we are taking care of our own.”

“Adm. Olson’s speech means a lot to the whole SEAL community,” said Cummings. “It’s very cool to be able to have someone at that level speak at the reunion. He’s our first four-star admiral, so it’s an honor to have him here.”

The 2011 reunion included an icebreaker event, a golf tournament, a demonstration by active duty SEALs, static displays of gear and a family picnic.

“Participating in reunion activities shows that the community is interested in each other



MC2 Dominique Lasco

The Navy recently approved “minimalist” shoes to be worn during command “PT” and for the biannual Physical Readiness Test beginning this fall. Minimalist shoes are designed to protect the foot while providing the benefits of running barefoot.

and nobody wants to forget their history and traditions,” said Cummings. “We want to show the older men we recognize and honor their contributions and can connect with them. We want to look at our history, but also look into the future and build on what we have through these events.”

MCSN Megan Anuci

33rd Annual Superfrog Triathlon Honors the Fallen

The 33rd annual Superfrog Triathlon was held Sept. 11 at Silver Strand State Beach where more than 500 athletes participated and honored the NSW forces lost since the Sept. 11, 2001 attacks a decade ago.

The Superfrog Triathlon was established in 1978 by Philip “Moki” Martin, a decorated retired Navy SEAL officer. Martin’s original inspiration for starting the event was to help SEALs train for the Ironman Triathlon, which is twice the distance of the Superfrog triathlon. Superfrog is a traditional triathlon that covers a course consisting of a two-lap 1.2 mile open ocean swim, a four-lap 56 mile bike course and a five-lap 13.1 mile run.

The event honored the fallen service members by lining the finish line area of the race with banners displaying photos and biographies SEAL and enabler shipmates lost. The banners raised more than \$30,000 for the Navy SEAL Foundation.

“This year is special,” said Martin. “In addition to our annual donation, we created these banners for each SEAL and we’re offering these as a sponsorship to our racers and fans. This money is going straight to the [Navy SEAL] Foundation, and it commemorates the 10th anniversary of Sept. 11.”

Jozsef Major, a Phoenix native, was the overall race winner finishing with a time of 3:58:48.

“Competing today was a great feeling,” said Major. “The training has been hard, but to be able to win the Superfrog, especially on Sept. 11, was rewarding.”

The Superfrog Triathlon has grown from a few SEAL competitors to a fleet of local, national and international triathlon stars vying for the race title. Although the event has grown over the years, it has maintained the masochistic tradition of routing half the run portion through the soft and uneven footing of San Diego beach sand. The soft sand ritual is a nod to Basic Underwater and Demolition/SEAL (BUD/S) students who train on the beaches of Coronado, running and crawling through the soft sand and surf on a daily basis.

MCSN Megan Anuci

Navy SEAL Killed by IED Blast in Afghanistan

A U.S. Navy SEAL died during a combat patrol in Zabul province, Afghanistan Oct. 1 after the vehicle he was traveling in hit an improvised explosive device.

Special Warfare Operator 1st Class (SEAL) Caleb Nelson, 26, was forward deployed to Afghanistan as part of an East Coast based Naval Special Warfare Unit supporting Operation ENDURING FREEDOM.

“Caleb Nelson was a cherished teammate, a gifted SEAL operator, and a loving husband and father. His tireless professionalism, inspiring passion for life, and his humble and selfless service to our country made him a role model for all who knew him,” said Capt Tim Szymanski, commander of Naval Special Warfare Group 2. “We are deeply saddened by this tremendous loss and yet comforted knowing that Caleb died serving beside the people he loved. Our hearts and prayers go out to the Nelson family during this very difficult time, and we will never forget the ultimate sacrifice that Caleb made while protecting our nation and his teammates.”

Petty Officer Nelson was a native of Omaha, Neb. He entered the Navy in the engineering career field and graduated boot camp on Oct. 11, 2005. He then attended service school training at Great Lakes, Ill and was rated as a Machinist’s Mate. After graduating from Navy technical training, Nelson attended Basic Underwater Demolition/SEAL Training in Coronado, Calif. He graduated SEAL Qualification Training with Class 260 in November 2006. In December 2006, he reported to his East Coast based Naval Special Warfare Team where he served until his death in 2011.

Nelson is survived by his parents, his wife, and two sons.

NSW Public Affairs



Coast Guard Lt. (SEAL) Andrew Roemhild salutes Rear Adm. Garry Bonelli during the graduation ceremony of BUD/S class 284. Roemhild is the last officer from the Coast Guard who will complete SEAL training under current Coast Guard policy. He is also the 100th SEAL graduate who attended mentor and training sessions from a volunteer SEAL mentor program in Connecticut called Recruiting Direct Assistance Council (RDAC).

MC2 John Soroca



Rear Adm. Sean Pybus, commander, Naval Special Warfare Command, signals the start of the Superfrog Triathlon at Silver Strand State Beach, Coronado, Calif. Sept. 11. The 33rd annual Superfrog commemorated post-Sept. 11 fallen Naval Special Warfare operators and earned \$30,000 in donations.

MC2 Megan Anuci



American flag clad bicycle, hand-cranked bicycle and recumbent (sit-down bicycle) riders cruise down the streets of Watchung, NJ Sept. 11 during the Ride 2 Recovery 9/11 Challenge. The Ride 2 Recovery 9/11 Challenge is an eight-day, 530-mile bike ride in honor of the 10th Anniversary of the 9/11 attacks. The bike ride started near Ground Zero and went through Shanksville, Penn. and ended at the Pentagon in Washington D.C.; Ride 2 Recovery’s mission is to raise awareness and money to make a difference in injured veterans’ lives.

MC2 Jacob L. Dillon



On
August 6, 2011

“Naval Special Warfare suffered a tremendous loss of 22 men while conducting critical special operations combat in Afghanistan. They cannot be replaced. We will honor their service and sacrifice, and embrace their families as our own in this time of immeasurable grief. The outpouring of support and sympathy from the Armed Services, the government, communities and the public is well beyond my ability to properly thank. The Naval Special Warfare Community is deeply humbled and appreciative.

Our NSW men were in company with U.S. Army aircrew, U.S. Air

Force para-rescue and combat controllers, and an Afghan security element. We grieve for all of them, and admire their teamwork, courage, and commitment. I have great hope for the future knowing that extraordinary men dedicate themselves completely to the idea and the actions of freedom and security, not only for ourselves but for others. We are truly blessed that such men answer a call to military service at the highest levels of professionalism and capability, but also deeply saddened by their loss. In the days and weeks ahead, I would ask for your thoughts, prayers and support for NSW, our Families, the Special Operations Community, and all of our Armed Forces.”

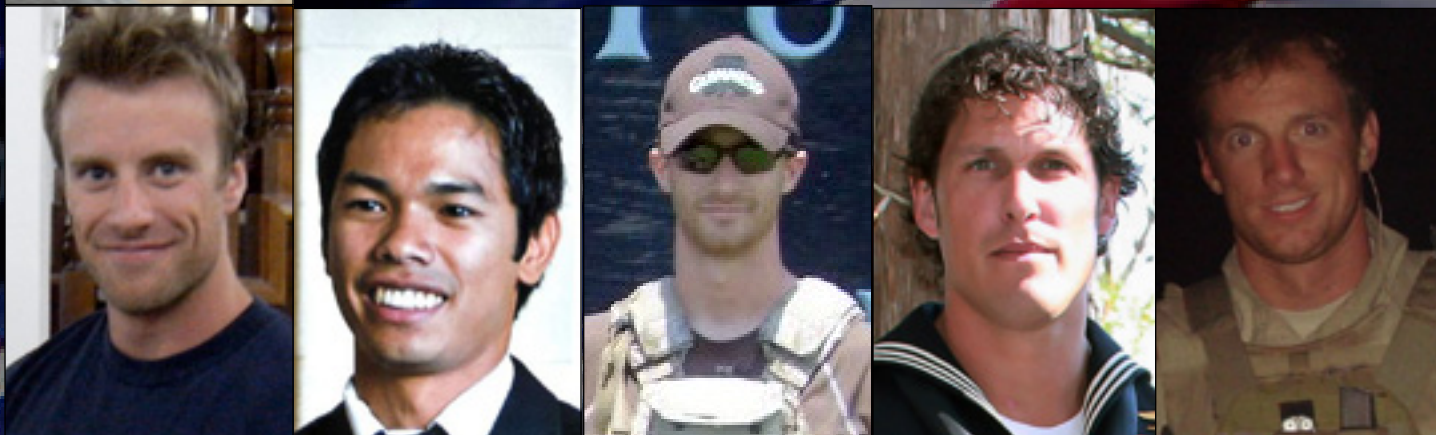
*- Rear Adm. Sean Pybus
commander, NSW*



- | | |
|--------------------------|----------------------|
| LCDR JONAS KELSALL | SOC MATTHEW MASON |
| SOCM LOUIS LANGLAIS | SOC STEPHEN MILLS |
| SOCS THOMAS RATZLAFF | EODC NICHOLAS NULL |
| SOCS ROBERT REEVES | SOC JON TUMILSON |
| SOCS HEATH ROBINSON | SOC AARON VAUGHN |
| EODCS KRAIG VICKERS | SOC JASON WORKMAN |
| SOC DARRIK BENSON | IT1 JARED DAY |
| SOC BRIAN BILL | MA1 JOHN DOUANGDARA |
| SOC CHRISTOPHER CAMPBELL | SO1 JESSE PITTMAN |
| SOC JOHN FAAS | CTR1 MICHAEL STRANGE |
| SOC KEVIN HOUSTON | SO2 NICHOLAS SPEHAR |



We will never forget



Q & A



Rear Adm. Sean Pybus Takes the Helm

How has your previous duty at SOCPAC prepared you for your role here?

Leading SOCPAC gave me two more years of leadership experience in Special Operations. Coming to WARCOM, I had a certain degree of confidence assuming command simply because I've had several opportunities to lead in the past. SOCPAC has many of the same challenges that WARCOM has, including resource, personnel and program issues, although they vary in scope and degree, so not too much was completely new to me. I also benefitted from a tour at USSOCOM as my first Flag Officer job, where I was able to observe Commander, USSOCOM interacting with his component commanders on a regular basis.

What motivated you to want to become a SEAL and why have you stayed?

I was attracted to the potential for adventure in Special Operations. The Navy gave me an ROTC Scholarship, so I took advantage of the SEAL program over the other service SOF and successfully got through BUD/S. I stay in the community because of the people. They are high-caliber, straight-forward and committed to success.

As commander, what are your top priorities?

The WARCOM Commander needs to determine what investments we make for NSW's future. This is one of the most important parts of the job, in my

opinion, so it's a top priority. Another priority is taking care of our people, from placing the right people into the right jobs, to tending to the welfare of our families. On the other hand, if you asked me what my top concern is, I would tell you that it is Pressure on the Force. The pressure is real and it's manifesting itself in different ways. We're seeing discipline, performance, health and family issues negatively affecting our Force, so we're exploring ways to respond to, prevent, or mitigate these pressures.

From a HQ perspective, where will support to the force be focused in the next few years?

The WARCOM headquarters needs to help our major commanders man, train and equip our Force for development, deployment, work and success. We should be helping to prepare the next NSW rotations into Afghanistan, the Persian Gulf, the Philippines and elsewhere. At the same time, the headquarters has to provide the Commander with information to make those long-term investments I talked about earlier. There is a balancing act of short-term and long-term support to the NSW community that WARCOM has to maintain, but nonetheless, the headquarters has to support the Force across the full spectrum of our capabilities and time horizons.

Operationally, where do you see the force focusing during your time here?

Operationally, our toughest challenge is working and winning in Afghanistan.

When is the CCM scheduled to roll out? How will it improve our maritime mobility? Where are we in the planning to find replacements for the MKV?

Our boat programs need serious investment. Some of the boats we have are tired and only through the hard work of their crews do they still perform their missions. Group Four is preparing an interim capability to give NSW multi-mission performance for several years until we can program for the CCM boat, and craft with other capabilities. Ultimately, I envision a family of craft for NSW, much like the family of special operations vehicles (FOSOV) used for SOF ground mobility.

What's the latest on our undersea way ahead and plans for platforms to support the undersea requirements?

Our undersea programs are also in need of investment dollars and commitments to particular platforms over the long term. Our SDV team does strong work with the Navy, but we need to make investments in next-generation programs.

How do you see NSW handling its growing requirements in a fiscally restrained environment?

The Department of Defense has had to take some significant budget cuts and is bracing for more. Trying to grow the Force in this fiscal environment

will be challenging. DOD/SOCOM are reassessing our portfolios, articulating our requirements and prioritizing our needs. There will be tough decisions ahead with regard to what does and does not get funded. At the end of the day, NAVSOF is committed to contributing to the national, joint and coalition fight and finding innovative ways to enhance our capabilities, and with the help of USSOCOM and Navy, I am confident we'll get there.

What message do you have for our Force today?

The demand for NSW forces and capabilities will not abate. Our command climate will remain a positive one, generally, because our people are motivated and focused on being successful. Being a part of the Force should continue to be satisfying and important work for our Nation.

If you could give service members and their families one piece of advice for surviving and thriving in the NSW community, what would it be?

I ask our people to do the full extent of their job responsibilities, and be prepared to lend a hand to teammates in their tasks. Further, prepare yourself to assume the duties of the folks above you, because you should be aspiring higher in the future. The good news is that this work is not really a job at all. It's a calling. ☺

“The WARCOM Commander needs to determine what investments we make for NSW’s future. This is one of the most important parts of the job, in my opinion, so it’s a top priority.”

- Rear Adm. Sean A. Pybus, commander, Naval Special Warfare Command



Leadership Lessons

from
the

HANOI HILTON

An essay by Mr. Peter Fretwell
and Ms. Taylor Kiland



“From this eight-year experience, I distilled one all-purpose idea . . . it is a simple idea . . . an idea that naturally and spontaneously comes to men under pressure. You are your brother’s keeper.”

Former Vietnam POW Orson Swindle tells the story of his first meeting with his legendary senior ranking officer (SRO) in the Hanoi Hilton, then-*Cmdr. Jim Stockdale:*

In the spring of 1967, I was in my fifth month as a POW and continuing to be kept in solitary confinement in a small cell. Our cellblock consisted of about eight cells with solid concrete, brick and plaster walls. We had no vision of anything other than the walls. We communicated with each other by tapping on walls or by lying on the filthy floor, peeking under the door to clear the area of guards and then whispering to one another along the passageway. These were very bad days testing our spirit, our will, and our physical and mental stamina.

The cellblock was occupied by about 18 junior officers, I being the newest POW. I was the only POW without a cellmate, so whispering when the guards weren't around was uplifting to me. One evening there was activity, the familiar muffled sounds of guards moving a new POW into the cell block about three cells down from me at the dead end of the passage way.

*The following day when the guards vacated the block, I was down on the floor whispering to “new guy” to identify himself and get into the communications stream. Then-*Commander James Bond Stockdale identified himself. I was overwhelmed by his presence. We were aware he had been recently undergoing intense interrogations and physical punishment. Our admiration for him, the senior ranking American in North Vietnam, was incredible. In the days that followed, Jim was not communicating -- he was recovering both physically and mentally from his most recent painful ordeal (sadly, there were to be many more for him).**

*One day we junior officers were having a “debate” over some issue and finding no resolution. I told the group, “Hang on for a minute, and let me ask “the Old Man” what we should do.” *Commander Stockdale came up after a couple of calls, and responded with a wise answer to our problem.**

*Now fast forward to early February, 1973 -- six years later. We have been told we are to be released. In the large court yard area of Ho Loa prison, the Vietnamese are allowing one or two rooms to mingle in the court yard or go over by the windows to the big cells (now uncovered) where we could talk to other POWs. *Commander Stockdale limps over to my window, and says, “Hi, I’m Jim Stockdale, who are you?” We literally had never seen each other.**

I replied, “Sir, I am Orson Swindle, and I want to thank you for all the leadership and inspiration you have given me which help me survive this past six years.” I continued, “I remember a day back in the Spring of 1967 when you moved in to my area of the cellblock, and recall how having you around reminded me of my duty and what

was expected of me. You gave me confidence. I really respect you as a leader.”

Jim smiled and said, “Orson, I remember you and those difficult days so well. I was really depressed and down on myself. I want you to know that when you whispered, “Hang on for a minute, and let me ask the Old Man what we should do” -- you reminded me of who I was and of my duty to each of you. Orson, you helped me survive, too.”

(Speech excerpt, June 2005)

Stark Choices

As the senior ranking prisoner-of-war at the Ho Loa Camp in Hanoi, better known as the Hanoi Hilton, then-*Commander Stockdale was trapped between an untested Military Code of Conduct devised after the POW failures of the Korean War and the fact that his North Vietnamese captors were willing to employ torture and deprivation to break him for propaganda purposes. Stockdale and his followers had to craft their own society and rules to survive. Knowing they would break under torture, they devised their own rules that allowed for failure in the moment without failure in the mission. Their strategies and tactics adhered to the Military Code of Conduct where they could, and yet they devised their own approach, when necessary, to achieve their group mission of “Return with Honor.”*

Molding a High-Performance Team

Our research has led us to the conclusion that Stockdale and other officers in leadership positions molded the POWs into a high-performance team. Using what we now generally consider a sports psychology model, Stockdale’s personal beliefs and leadership style created a culture in which the POWs:

- Articulated and embraced a common mission (“Return with Honor”)

- Developed a group credo (“I am my brother’s keeper”)

- Created simple and clearly defined rules of the road (“BACK-US” – which was an acronym for “Don’t BOW in public; Stay off the AIR; Admit no CRIMES Never KISS them goodbye; and “US” could be interpreted as United States or Unity over Self)

- Stressed personal responsibility for how they behaved and reacted to their environment (a principle shared by Stoic philosophy and sports psychology)

- Focused their energies on the things they could control (often, just their own reaction)

- Refused to spend energy on what they could not control (much of their environment)

- Turned their adversary’s offensive moves to their mission’s advantage whenever possible (“Isolate me and I will use the time to learn. Torture me and I will use it to torment you.”)

- Accepted failing, without accepting failure (“Get up, dust off, and learn from failing.”)

- Visualized and affirmed success, while competing with each other for even further success

- And united against a common adversary (in sports or business, we might use the terms opponent or competitor, but since the stakes were life-and-death, words such as adversary or enemy are more appropriate.)

Like any high-performance team, they developed effective means to communicate critical information, avoided expending resources on non-critical issues, held each other to their collective standards, encouraged each other, competed with each other, embraced the moment in which they found themselves, and balanced realities that were often in tension.

Stockdale was a devotee of Epictetus, the Stoic Greek philosopher, whom he studied



Left: American prisoners are photographed days before their release from the Hanoi Hilton in 1973. Above: A photo taken of the outside of the prison camp.



American POW James Stockdale stands in the doorway of prison cell nine days before his release from the Hanoi Hilton in 1973.

at Stanford University, while he earned a master's degree in International Relations and Marxist Theory. Epictetus' Stoicism is the key to understanding Stockdale's character, focus, and determination. Stoic teachings, the Greek Olympian tradition, and sports psychology all merged in the Hanoi Hilton and contributed to the POWs' successful strategies and tactics to survive and thrive while in captivity.

Developing the Mission

In looking at what they accomplished, it must be acknowledged that the Hanoi Hilton POWs were an unusual and remarkable group of POWs – in stark contrast to the POW populations of previous wars. Almost all of them were college-educated (many with graduate degrees) and older than your average Vietnam soldier or Sailor (the POWs' average age was 35). Most of them were seasoned military aviators, with survival training and professional experience making quick and good decisions in high-stress situations.

Stockdale developed many specific leadership philosophies while in captivity, but in an overarching sense he understood the need for several conditions if the POWs were to succeed. These lessons – honed in captivity – served the POWs well and provided the foundation for a highly productive organization. We would assert that the POWs also used these lessons in their subsequent careers:

Having a Cause to Die For

Unit cohesion had to be maintained, as did adherence to principles – with little or no visual or verbal contact. Military discipline and the Code of Conduct alone could not accomplish this. By carefully choosing a few simple principles that most POWs could embrace, Stockdale set the ground rules for an organization that could be self-guiding and self-perpetuating. He set goals that were in the men's own self-interest as well as in that of everyone else. Communication strategies had to be developed to overcome

the forced isolation. This leadership philosophy practiced diligently over many years by the majority of the POWs can serve as a model for managing and influencing dispersed or virtual teams.

Maintaining Strong Cultural Norms:

By virtue of their military training, the POWs were already imbued with a strong culture. But, the physical conditions of captivity created unique challenges to maintain that organizational culture. They were a group of more than 700 men, separated by walls and spread across geographically dispersed prison camps. This unusual "organization" had to establish and maintain a strong culture for many years. Stockdale needed to create and aim for consistent goals that could be sustained for a long time – without much visual or verbal interaction (other than the tap code – their life blood). These goals had to be adopted by enough POWs to create cultural "norms." They had to be infectious; by necessity, they had to spread on their own. He and the other POWs succeeded in maintaining these norms under severely restrictive conditions for five to eight years: unit cohesion, operational consistency, focus in the face of physical and organizational barriers. These can apply to business and organizational leadership almost anywhere.

Keeping The Faith:

The POWs needed to keep their perspective amid isolation, deprivation, and torture. Attitude played a major role in improving morale and ensuring survival. Some of the most severely wounded prisoners healed; indeed, it was not the degree of injury that determined death or survival. On the contrary, the POWs maintain that attitude was the key factor. Humility and perspective were critical factors in providing the motivation for keeping the faith.

Daily tactics for fighting their war often boiled down to finding things they could control in an environment where their adversary held most of the cards. When their captors tried to isolate them to break their wills, the POWs used the tap code to encourage each other and make their isolation time productive, teaching each other subjects they knew intimately, including challenging materials that kept their minds occupied in isolation: higher math, foreign languages, and literary classics. When their captors broke up cell groups in an effort to disrupt unit cohesion, the POWs simply turned the tactic on their captors: "They cross-pollinated us," said Orson Swindle. "We carried information with us to new cell blocks."

The Servant Leader Lives the Credo

In a 1981 address to the graduating class of John Carroll University, Stockdale encapsulated his POW leadership: "From this eight-year experience, I distilled one all-purpose idea. . . . it is a simple idea . . . an idea that naturally and spontaneously comes to men under pressure. . . . You are your brother's keeper."

Stockdale practiced "servant leadership," the belief that leaders should prioritize the needs of followers, long before it was popularized in business circles. He wrote: "A leader must remember he is responsible for his charges. He must tend his flock, not only cracking the whip but 'washing their feet' when they are in need of help" (Thoughts of a Philosophical Fighter Pilot (Hoover Institution Press, Stanford University, 1995). The servant approach frees followers to look out for each other and the greater good. It also models the credo the POWs adopted under Stockdale's leadership: "I am my brother's keeper."

Communicating the Rules of the Road

Stockdale writes of the toughest challenge he faced in the Hanoi Hilton:

At least half of those wonderful competitive fly-boys I found myself locked up with [said things like]: "We are in a spot like we've never been in before. But we deserve to maintain our self-respect, to have the feeling we are fighting back. We can't refuse to do every degrading thing they demand of us, but it's up to you, boss, to pick out the things we must all refuse to do unless and until they put us through the ropes again. . . . Give us the list; what are we to take torture for?"

Stockdale unraveled the Gordian Knot with the courage and insight of a great leader.

I put a lot of thought into what those first orders should be. . . . My mind-set was "we here under the gun are the experts . . . throw out the book and write your own." My orders came out as easy-to-remember acronyms. The principal one was BACK-US: Don't Bow in public; stay off the Air; admit no Crimes, never Kiss them goodbye. "US" could be interpreted as United States, but it really meant "Unity over Self" (Courage Under

Fire: Testing Epictetus's Doctrines in a Laboratory of Human Behavior (Hoover Institution on War Revolution and Peace, Stanford University, 1998).

Stockdale understood that he was forced to rely on others to live by the principles without being micromanaged. Because of the harsh reality of his environment, this hands-off approach was a necessity. He knew he had to inspire, not dictate. Outside of society's comforts and freedom, two ideals in tension – humility and confidence – thrived, and improvisation was the norm. Stockdale laid down a code that was firm enough to guide but flexible enough to allow for innovation. This was his brilliance.

Today, situational-leadership theory preaches what Stockdale practiced: leaders must change their style to fit the environment and their followers' needs and skills. Any organization that articulates a purposeful goal in front of its members – a credo that motivates, and clear guidelines for getting the mission accomplished – has started building a culture in which individuality can support solidarity, and in which personal desires (especially those of top management) take a back seat to the common good.

The Take Away

During our research for an upcoming book, a number of the POWs have told us bluntly that they do not want to be portrayed as extraordinary individuals. We respect that, and we respect them. But we disagree. What they did was clearly beyond the realm of ordinary.

At the same time, they have a point. Many organizations have well-educated, mature managers and workers with deep experience at overcoming life's curveballs and hurdles. In good times and bad times, a certain percentage of these organizations still manage to run their organization off a cliff or into a wall. (The headlines of recent years preclude the need to elaborate.) They fail at their individual and collective mission, abandon their credo, and violate their rules of the road.

What kept the Hanoi Hilton POWs so closely tied to their collective mission, their simple credo, and their demanding rules of the road? In a bigger sense, what makes one company of great individuals succeed while another flounders into the footnotes of history?

We believe the answer lies in the quality of the leadership. When a leader makes the choice to possibly sacrifice life and career to protect you, when a leader consistently stays focused on the mission, consistently lives the credo, and consistently walks the rules of the road, the team will follow willingly, whether to life or death.

Mr. Fretwell, general manager of the Classical Network in New Jersey, holds an MBA in strategic leadership. He has widely studied Stockdale's writings on leadership in the Hanoi Hilton. Ms. Kiland, a former naval officer, is the author or co-author of several books on the military. A version of this article first appeared in the November 2009 issue of Naval Institute's Proceedings. A book on this subject will be published by Naval Institute Press in 2012. Dr. Jack London, Chairman of CACI International, Inc. will be a contributor to the book. The authors can be reached at pfretwell@gmail.com and TaylorBKiland@aol.com, respectively.

“We can't refuse to do every degrading thing they demand of us, but it's up to you, boss, to pick out the things we must all refuse to do unless and until they put us through the ropes again . . . Give us the list; what are we to take torture for?”

A photo of American POW James Stockdale taken before his capture.





The "Bull Frog" trophy was displayed on the stage during Olson's retirement. The title of "Bull Frog" recognizes the active-duty UDT/SEAL operator with the greatest amount of cumulative service following completion of BUD/S training, regardless of rank.

Olson and his wife Marilyn "depart" at the conclusion of the ceremony. Olson retired after 38 years of service.

Photo illustration by MC2 John Scorza



Adm. Eric T. Olson: Parting Thoughts to the Force

Q: What message would you like to pass on to the Force?

A: I would like to tell the force it can be proud of what it's become. When the nation needed NSW, the force was there. The character of the force, the values of the force, the training of the force, all contributed to a level of readiness that was on call at the right time and met the nation's expectations.

Of course, since the "come as you are" events of 10 years ago, they have built on that in a very powerful way, becoming far more refined in their training concepts, far more technologically astute, far more interoperable with other forces, and I think although the breadth of the mission capabilities has not widened, the depth is far more than it was a decade ago. Most of the force has combat experience, most of the force has multiple deployments and I think the force has become truly, largely by its own imagination, by its own development, quite well trained, quite well equipped, quite well led at every level through professional development programs.

So, bottom line is, I think it's a force that can really take great pride in what it has created itself to be. This generally happens without senior level pushing. The seniors build the curbs, but then the force operates in between those with great flexibility. We tend to work from the point back, had the points been aimed at the right place.

Q: In your opinion, what makes a SEAL a great SEAL?

A: I think it's the problem-solving ability and the willingness to take on whatever is needed no matter how tough it might be. I used to believe that it was about the skills, but now I believe it's more about the mindset.

Q: If you could pull the guys aside one by one and tell them something, man to man, SEAL to SEAL, what would that be?

A: I think I would just say: stay humble. Don't ever quit, your teammates are dependent on you. Don't ever embarrass the community you serve, and whatever someone else is doing, may be an inspiration, but it's probably not a model for what it is you need to do.

Q: What advice would you provide the youngest SEAL in the community, or a junior officer?

A: I'd advise the young guys to pick out who they want to model themselves after; who really inspires them, because I think in this community having a mentor is very important. We are unlike anybody else. We don't want to replicate ourselves, but we do want to grow off each other's experiences. And so for the young guys, I'd say pick the right guy for the right reasons and then decide to live the life of the SEAL you want to be.

Q: You're revered by so many around the force, is there anything you would want them to know about you, as a SEAL?

A: Yeah, I think revered is a pretty strong term. All I would say about myself is that the lesson of BUD/S is worth carrying and that's - just don't quit. Others will. And if you're just the guy who doesn't quit, then you're positioned for opportunities that others simply have eliminated themselves from. So, I think it is any job, anytime, anywhere and whatever it takes. It's kind of the way I tried to live my career. I'm not sure if that distinguishes me from any others but I think it is an important characteristic for SEALs to hold on to.

Olson Retires: Passes Legacy Title

On the morning of Aug. 22, the NSW community, family and friends gathered in front of its headquarters in Coronado, Calif., to celebrate the retirement of one of NSW's most distinguished men, SEAL and former commander of U.S. Special Operations Command (USSOCOM), Adm. Eric T. Olson.

Olson is the first Navy SEAL ever appointed to the three-star and four-star flag ranks, as well as the first naval officer to serve as USSOCOM's unified commander. He assumed command of USSOCOM on July 9, 2007, and retired after 38 years of service.

As the ceremony began, the bos'n piped Olson "aboard" followed by words from Chairman of the Joint Chiefs of Staff, Adm. Mike Mullen, Olson's guest speaker. Shortly after, Olson stepped to the microphone for the ceremony's opening remarks.

"A couple of weeks ago, both the outgoing and incoming [USSOCOM] commanders happened to be SEALs," said Olson. "It was a passing of authority from a joint command, from one joint special operations officer to another joint special operations officer. I didn't want to retire as a joint special operations officer, I wanted to retire from service as a Navy SEAL. I wanted to do it not in Tampa, but back here in Coronado, where this journey began."

After his opening remarks, Olson introduced Mullen, noting his 43 years of service and stating that Mullen would "go down in history as one of our great military leaders."

Mullen thanked Olson and began describing Olson's humble manner and his commitment to service.

"He's the quiet man who carries his own bags, whose presence is not so much seen as felt," he said. "He is the athlete who runs four to six miles a day, often more, in rain or shine and still manages to complete a marathon in well under four hours. It takes me that long to finish the back 9 in Torrey Pines. He is the community leader dedicated to his people and to their families, placing their needs and their dreams above his own, celebrating them in their success, comforting them in their grief. He is, quite simply, the best of men and the finest of naval officers."

Mullen also spoke of Olson's opinions as a junior officer, noting how Olson may have overcome himself as an obstacle.

"I heard a story once from the 1980s about a young lieutenant commander who was asked if we needed a SEAL flag officer. He said, no. He said the SEALs might lose their fighting edge if they moved up the flag ranks - far better to keep them more grounded by keeping

"He is the community leader dedicated to his people and to their families, placing their needs and their dreams above his own, celebrating them in their success, comforting them in their grief. He is, quite simply, the best of men and the finest of naval officers."

- Adm. Mike Mullen, chairman, Joint Chiefs of Staff



MC2 John Scorza

“... our great force has proven itself over and over again. Every day and every night, in city streets and vast deserts, in remote villages and forbidding mountains, the operators in this community have been clever, persistent and heroic.”

- Adm. Eric T. Olson, former commander, USSOCOM

Olson continued praising the force by describing the operators' dedication to duty, leaving little time to spend with their families.

“They can do other things, too, but they live for the mission that allows them to test their wits against the enemies. Their skills against his and doing what they came in to do, over and over again,” he said. “What was, for most of us, the operation of a lifetime, is now the operation of the week. In fact, their lives are somewhat backwards, with time at home as the abnormal condition that they and their families have to adjust to.”

Olson concluded his speech by passing on his last remaining title as “Bull Frog.”

The title of “Bull Frog” recognizes the active-duty UDT/SEAL operator with the greatest amount of cumulative service following completion of BUD/S training, regardless of rank.

“It’s an honorarium that has meant a lot to those who have held the distinction and it has been my honor to hold it for about two years,” said Olson. “Today I will pass it on to the next Bull Frogs, two men who were in the same BUD/S class and therefore have exactly the same amount of time as SEALs.”

Olson passed the legacy title to Adm. William H. McRaven, USSOCOM, and Cmdr. Brian Sebenaler, training and readiness officer, Naval Special Warfare Command. Both men graduated with BUD/S class 95 and will share the title as the 15th Bull Frog of NSW’s brief, yet storied history. The two men have a combined service of more than 70 years.

Retired Capt. Karl Heinz, the 12th Bull Frog, presented individual

Rear Adm. Garry Bonelli presents Marilyn Olson with the “Public Service Award” on behalf of the chairman, Joint Chiefs of Staff during the retirement ceremony.



MC2 John Scorza



MC2 John Scorza

Olson presents Adm. Mike Mullen, chairman, Joint Chief of Staff, with an “Honorary Frogman” certificate as he welcomed Mullen into the SEAL ranks. The certificate has been given to less than 300 people in the 49 year history of NSW. It is given to those whom have made significant contributions to the community during their time in service. Thier is no higher tribute from the NSW community.

trophies to McRaven and Sebenaler, marking the occasion. Retired Rear Adm. Dick Lyon, the first-ever Bull Frog, joined Heinz in presenting the award. The Bull Frog trophy is engraved with each recipient’s name and dates of service.

“It is my great pleasure to present the trophies to the incumbent Bull Frogs,” said Heinz. “The incumbent and former Bull Frogs have agreed that the Bull Frog trophy should appropriately reside in the newly constructed Navy SEAL Heritage Center in Norfolk, Va.”

The title came from UDT swimmers being glorified as “Frogmen” in early Navy recruiting campaigns, followed by books and movies. The “Bull Frog” was the superior commander.

After each man was presented with his Bull Frog trophy, Olson returned to the podium to give his final remarks.

“For those of you with many years ahead, treasure your opportunities, take on the tough missions, and don’t ever quit,” he said. “Throughout it all, it’s been important to me to not embarrass the teams and I’ve always thought that if a SEAL could retire with the love of his family and the respect of his teammates intact, he’s had a successful career. If I stay any longer in this uniform or at this microphone, both are at risk. It’s time for me to step back and watch you with admiration. Hoo-yah, easy day, thank you.”

MC2 John Scorza

“For those of you with many years ahead, treasure your opportunities, take on the tough missions, and don’t ever quit.”

- Adm. Eric T. Olson, former commander, USSOCOM

Q: Could you speak on the changes that have taken place in the training from the time you went through BUD/S to where it is now?

A: It’s just grown up. You know, it keeps building on itself; it keeps getting better, more refined. I think, frankly, it’s gotten harder every year. Since I got through, I think that we are finding people who are harder, smarter, fitter and stronger coming into our programs. We’re building them to a higher standard than we have in the past. I think that it’s a much more adult kind of environment in the training pipelines now and really focused on the mission. And I’m very pleased by what I’ve seen in the development of the training pipelines. So, I’m convinced we’re turning out a better product than ever. It’s because we’re getting people who are at least as good as ever. And it’s continuing to get better. If we ever think that we stopped learning, then shame on us. It should be better the next year, and the next year.

Q: Where do you see the community going in the next five years?

A: I think it’s still to be determined where we’re going to be or what force levels we’re going to be at in Iraq and Afghanistan. But, aside from that, I mean given that we will have something there. There’s a pent up demand for us around the rest of the world. I think that we will certainly be in the train, advise, assist, mentor business with counterparts around the world. We will be studying their languages, learning their histories, interacting with them in very important ways. We will be doing what I call moving ahead of the sounds of guns. So that when crisis occurs, we know who’s who and who to call and how to get things done in those places. I think that underlying all of that is ... we are a finishing force. Everywhere we are, we are for a purpose. And that purpose is usually to bring closure to something. Even the “building relationships” is ultimately to bring closure to something. So we are a force that should be called when something needs to get done. And that’s really a main value of this force to the nation.

Q: Do you have anything you’d like to add?

A: I think we are breaking new ground every day. We don’t know what the impact is on our force of ten years of combat in Afghanistan and eight years in Iraq and I think that we have to be very mindful of that. I think that my advice to anybody who moves into a leadership position is to really pay attention, to sort of give ourselves a report card on whether our actions are matching our words. It is the people of this community who make it what it is. It’s not the equipment. And so our main investment needs in the people, and the people that go into their families. If we fail to make the investment that will keep one person in this community because we had a different priority then we ought to reevaluate our priorities. At the end of the day it is the people. There’s not enough of them to let ourselves be a community that people cycle through quickly. We need to bring people in and keep them a long time. They get better as they get older. We’re not a force that relies on its 20 and 22-year-olds to carry the day, we’re a force that relies on its 30 and 32-year-olds to carry the day.

One of my messages ... it’s easy to pat ourselves on the back for our recent successes. But most of the decisions that led up to them were made between 12 and 15 years ago. It was the investment in the night vision capability, the investment in the communications capability, the investment in the people, the recruitment programs, the training programs, you can trace those back 12 to 15 years and it’s a capability that came together this year. Frankly that’s my message to other countries. If you want to be able to do this in 15 years, you better start now, because starting in 14 years is way too late. I think that’s a nuance of our community; a lot of people don’t understand. This is a thinking man’s community again, sort of back to the problem-solving aspect. They use their skills as tools. But what makes the community unique is its ability to arrive at a solution.

Interview by MC2 John Scorza

DIVERSITY

Seeking Future Operators through Athletics and Outreach

Some people say that SEALs are born, not made. They are thrust from the womb with the innate abilities that exemplify NSW – integrity, honor, loyalty.

Even if that were true, and a SEAL or SWCC’s intrinsic ability only needs the polishing that NSW provides - we still need to find them. There are thousands of these men scattered throughout America’s constituency, who know nothing about the community and the challenges it can provide. Men who are waiting for the challenge of a lifetime - and wanting to be part of something greater than themselves.

That’s exactly the job of the NSW’s SEAL and SWCC Scout Team.

This year, the Scout Team has participated in several large-scale outreach events and national sporting competitions across the nation to promote career opportunities within NSW.

The SEAL and SWCC Scout Team hosts multiple recruiting events every month with a singular goal - to educate the public about NSW, in order to help grow and diversify the force.

The scout team attended the 17th Annual Hispanic Games, presented by the Navy, in the Bronx, N.Y., in January. More than 8,000 athletes attended the meet from high schools across the state. NSW personnel also participated and encouraged the athletes throughout the entire challenge.

Chief Special Warfare Operator Eddie Lugo spoke to athletes about his personal experiences and about how he came to be a SEAL.

“Looking back at how I came into the community, just by chance somebody gave me a book about Navy SEALs,” said Lugo. “I became interested in the program, and I accomplished my goals. An event like this, gives me the opportunity to come back to my

hometown and expose these young men to the NSW community.”

During the event, athletes received hands on demonstrations of some of the equipment SEALs and SWCC use during operations and training and also participated in physical fitness challenges with members of the scout team.

“The sheer number of kids involved in this event is what made this weekend successful, by us being able to give them a small peek behind the curtain for the demographic that in the past was not normally exposed,” said Senior Chief Navy Counselor Gio Giovanetty, the senior recruiting advisor for the SEAL and SWCC Scout Team.

Later in January, the scout team raised awareness of NSW in Minnesota. They visited the University of Minnesota, Saint Cloud State University, two local high schools and the Mall of America.

During the team’s visit to Minnesota, they gave presentations on mental toughness and discussed career opportunities within the NSW community for 165 collegiate athletes, 453 high school students and more than 1000 people at the Mall of America.

“There are so many young athletes who don’t know what Naval Special Warfare is all about,” said Mark Courier, a retired SEAL master chief and SEAL SWCC scout team member. “What we do is open their minds to give them another option they might not have thought of without giving the mental toughness presentation.”

By exposing young athletes to the career opportunities within NSW, recruiters hope to discover the next generation of SEAL and SWCC operators.

“Looking back on how I came into the NSW community, it was just by chance. I didn’t like



Retired U.S. Navy SEAL Master Chief Mark Courier speaks to the University of Minnesota wrestling team in New Hope, Minn.



Event attendee performs pull-ups while wearing an EOD bomb suit at the National High School Coaches Association wrestling championships in Virginia Beach, Va.

“There are so many young athletes who don’t know what Naval Special Warfare is all about. What we do is open their minds to give them another option they might not have been thinking of by giving the mental toughness presentation.”

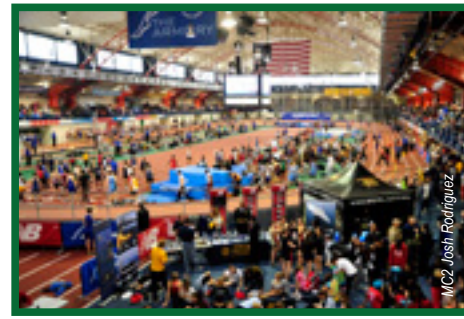
- Mark Courier
SEAL SWCC scout team member



Larry Armstead, a volunteer participant from Virginia State University, attempts the rope obstacle course at the combat swimmers pool in Little Creek, Va.



U.S. Navy SEALs assigned to the SEAL and SWCC Scout Team lead exercises in a gym class at Cooper High School.



A SEAL and SWCC scout team talk to athletes from the 17th Annual Hispanic games.

what I was doing,” said a SEAL at the events. “I wasn’t going anywhere, so my wrestling coach introduced me to Naval Special Warfare. Now having gotten through training, I see where being strong mentally kept me moving forward to my ultimate goal.”

The Scout Team continued its pursuit of young athletes during the National High School Wrestling Championships in March and April in Virginia Beach, Va. Approximately 2,500 wrestlers from 48 states attended the meet.

With the drive and determination these wrestlers used to get to the championship, the team felt these young men would make ideal candidates for the NSW programs. Wrestlers are typically very focused individuals, willing to give their very last ounce of strength to achieve their goal: to be the one left standing.

Master Chief Navy Diver Joseph Howard, center for EOD and diving liaison to the Center of Navy Recruiting Command in Millington, Tenn.,

said this event is a great place to find potential candidates.

“What we are trying to do is find young men who fit a certain description, men that have a certain mentality, a drive that makes them want to do a little more than the average, men with a little something extra inside them,” said Howard. “Unfortunately, not everyone can be a champion, but we’re trying to let them know that the Navy can provide them with career opportunities after high school where they can continue to use that inner-drive and motivation in the NSW community.”

During the entire month of April, the scout team hosted athletes from several historically black universities on Joint Expeditionary Base Little Creek-Fort Story.

The events attracted more than 400 student-athletes, and consisted of an introductory briefing and another on mental toughness. The students were then tested on their physical capabilities and mental toughness on the Navy SEAL land and water obstacle courses.

Even for top college athletes, the physical expectations of NSW personnel proved to be exhausting.

“The hardest part is knowing that you have to be in top physical shape, because these SEALs are in really good shape,” said Larry Armstead, a starting safety and defensive captain on the Virginia State University football team. “It definitely has me sucking for air between the swimming pool and the land obstacle course out here, but I can definitely see myself doing this in the future.”

The finding of the next generation of NSW operators is a multi-step process according to Courier.

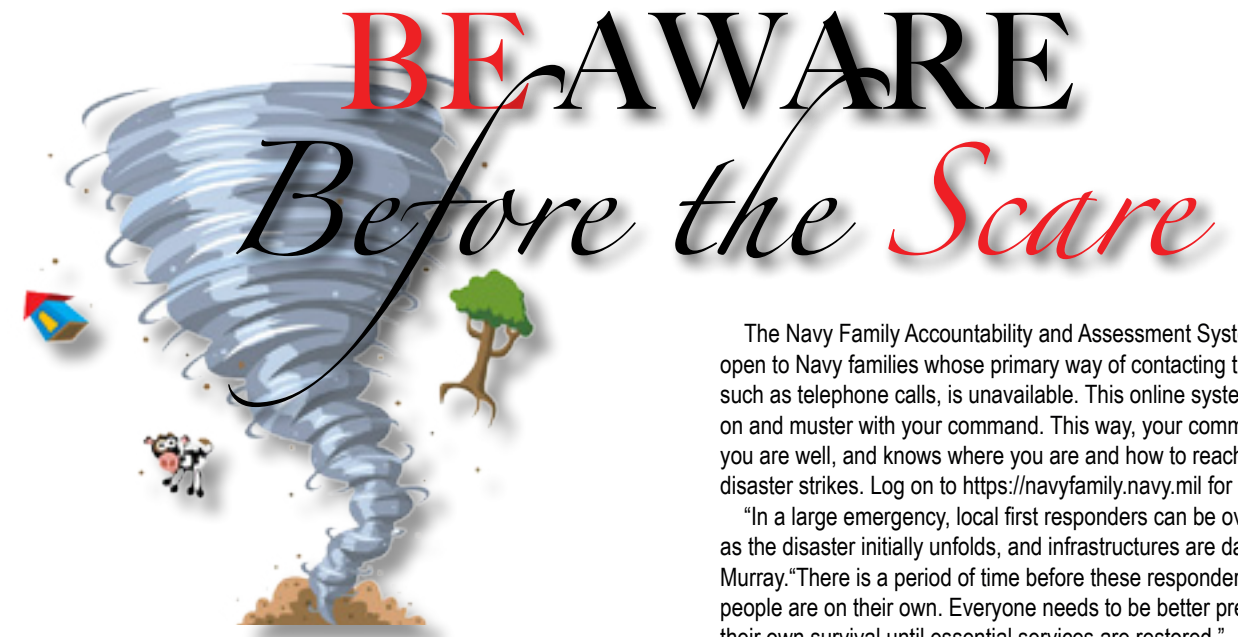
“Introducing athletes from around the country to the career opportunities in Naval Special Warfare is only the first evolution of the process,” said Courier. “The next step for us would be to go out and build relationships with the people we are giving this information to and let them know about all of the other opportunities available.”

The awareness effort being presented by the NSW SEAL and SWCC Scout Team has the purpose to find the future generation of the highly skilled operators that the Navy will need in the coming years. Not only do they have to be physically and mentally strong enough to handle the rigors of daily training and operations, but the force must also be diverse. It must be diverse to meet the operational demands and sustain the tempo that NSW currently executes.

“We operate in more than 30 different countries, 365 days a year, so diversity in the force is essential,” said Dave Morrison, a retired SEAL captain and SEAL SWCC Scout Team member. “Not only does it raise cultural awareness, but it helps improve language skills and the ability to blend in with the population.”



Athlete Larry Armstead attempts the rope obstacle at the combat land obstacle course.



A natural or man-made disaster could strike at any time. It's never certain when a disaster will hit, but it's important that you and your family understand the different types of disasters and why they occur, stay alert for the warning signs, have a plan, and understand the after-effects.

From the tsunamis that have struck different countries around the world, perennial wildfires in California, or hurricanes that have plagued the Southeast, an emergency disaster supply kit is the first step of many that could bring you and your family to safety during a disaster situation. Most disasters require many of the same basic supplies. The U.S. Homeland Security has an issued list of required items in a safety kit that every service member should obtain.

“Everyone needs to be better prepared to sustain their own survival.”

- Jim Murray,
emergency management officer,
Naval Base Coronado

As disastrous situations arise, many people lose focus, panic, or simply may not know what do. A checklist can alleviate those problems. Servicemembers should include a checklist of what to do during each kind of disaster in their kit such as forest fires, floods, landslides, tsunamis, earthquakes, tornados and hurricanes.

In addition to having a detailed checklist, your safety kit should include an evacuation plan which that states where you and your loved ones will meet in the event of a disaster. Families should prepare for disasters together and have a blueprint of your house pinpointing exits and ways to escape.

Hope for the best, but always plan for the worst. If you find yourself in a disaster, the key is to remain calm and remember your plan of action. If you have a plan set in place, you will never be lost in a disaster situation. “Do some self preparation,” said Jim Murray, the emergency management officer for Naval Base Coronado. “Be prepared; develop a personal plan and disaster kit. The first thing that goes during a disaster is power and water. You need to have supplies in your household and have your car prepared in the event of an emergency.”

If you don't know what kinds of disasters exist and the effects of each one, you'll never be prepared. It is important to understand what to look for during a disaster and to react accordingly. For example, if there is a flood, you wouldn't want to duck low and cover your head, like you would react during a tornado. Being informed is the key to surviving a disaster of any kind or magnitude.

The Navy Family Accountability and Assessment System (NFAAS) is open to Navy families whose primary way of contacting their command, such as telephone calls, is unavailable. This online system allows you to log on and muster with your command. This way, your command is informed you are well, and knows where you are and how to reach you after a disaster strikes. Log on to <https://navyfamily.navy.mil> for more information.

“In a large emergency, local first responders can be overwhelmed as the disaster initially unfolds, and infrastructures are damaged,” said Murray. “There is a period of time before these responders arrive. Most people are on their own. Everyone needs to be better prepared to sustain their own survival until essential services are restored.”

A disaster is never something to joke about. To survive any disaster, you need to be informed and aware. If you know what to expect, you and your family will have a better chance against any disaster.

MCSN Megan Anuci

For more information, visit:

- <http://www.cpms.osd.mil/disasters/index.html>
- <http://www.humana-military.com/south/bene/tools-resources/preparedness.asp>
- http://www.emd.wa.gov/preparedness/prepare_index.shtml
- <http://www.ready.gov/>





NGA Partnership Pays Dividends

Getting detailed intelligence information is a critical part of mission success. Throughout the years, NSW has made critical leaps in intel development that have produced smarter, and more informed warfighters. But without also fostering partnerships with outside agencies, NSW would be underutilizing current technology and the myriad of intelligence assets available to our warfighters. One of the community's intel partnerships has recently given operators new capabilities - and a 3-D look at terrains around the world.

NSW is now partnered with National Geospatial Intelligence Agency (NGA). This agency, and its employees integrated within NSW, is proving its worth when it comes to supporting NSW operators. NGA provides geospatial intelligence (GEOINT) such as imagery and maps related to the earth's surface to the NSW forces worldwide. It may sound like a small part of support, but operators in the field are reaping big benefits from the terrain imagery and intelligence NGA is providing.

According to Cmdr. Doug Kliman, NSW's former NGA senior geospatial intelligence officer, NGA provides direct support to warfighting end users with multiple products including traditional hardcopy maps and charts, custom target intelligence packages, detailed terrain analysis and 3D models of structures.

Eight NGA assets are currently assigned to NSW commands and the analysts are seamlessly integrated into an NGA/Navy GEOINT team in places such as the NSW Mission Support Center (MSC) in Coronado, Calif. The MSC is the hub for tactical GEOINT support within NSW. Three full-time NGA analysts provide what is called reach back support to operational NSW forces deployed worldwide. In Virginia, analysts integrated to support NSWG-2 provide training and exercise support, as well as operational reach back to teams stationed in the area.

During a recent deployment, a West Coast-based Special Warfare Operator 1st Class used the benefits of the relationship with NGA while assigned as his platoons' intelligence representative, point man and lead navigator.

"We [the platoon] were lucky the last time we were in Afghanistan," said SO1. "We were in an area with a lot of support and there were a lot of civilians and a lot of NGA reps, so I could go right over to those units and get exactly what we needed. The accuracy that they provided was critical. For example, if there is a wall on the map and it says it's 5 feet, we can plan to hop over it. But, if we get there and the wall is 15 feet, it might completely change how we do our operations and ultimately get to the target."

"Every phase of a SEAL mission strongly depends on it."

- West Coast-based SEAL



The above image is an example of a 3D mountain range that was mapped during a Shuttle Radar Topography Mission. Accurate maps like these help NGA representatives give accurate products to operators.

"One of NGA's visions is 'Putting the power of GEOINT in the hands of the users.'"

- Cmdr. Doug Kliman, NSW Senior Geospatial Intelligence Officer

Although the partnership was very positive, it was also slow to develop. According to the SEAL, it took time and effort on both sides to establish a working relationship in the field. By the end of the deployment, it was a smooth operation and his platoon was provided highly detailed imagery, maps, and 3-D models.

"I could take a map and show our troop the target. I could then take an overlay and pull it over the map that would show the different views from the sniper hides," said SO1. "Eventually we got together with other forces that worked in the same office and were able to take shape files and build a village. After programming the sniper hides into the virtual village, we were able to show what our guys were probably going to see from their different sniper hides. A couple of times I went out, matched the coordinates up on my GPS and took a picture to bring back to compare with the model to see how spot on it was. It was almost identical. The images and models they were able to give us looked almost exactly like the photos."

According to Kliman, this partnership and the availability of NGA products to NSW operators in the field is one of the key themes NGA is currently operating under.

"One of NGA's visions is 'Putting the power of GEOINT in the hands of the users'," he said.

NGA has played roles in several high-profile operations. According to a

letter published in "Pathfinders," NGA's bi-monthly magazine, Director Letitia A. Long eludes to how partnerships with the DOD and CIA are the way ahead for NGA and are key to future successes.

According to the SEAL, the partnership and relationship between operators in the field and NGA representatives is vital.

"Every phase of a SEAL mission strongly depends on it," said SO1. "From intel gathering to extraction, it would be almost impossible to conduct special operations missions without it."

"Partnership among the Intelligence Community (IC) and DOD agencies was key to success in the Osama bin Laden operation," stated Long. "NGA applied a range of GEOINT capabilities, including imagery, geospatial and targeting analysis, along with imagery sciences and modeling—capabilities that, combined with the work of the CIA and the National Security Agency, helped ensure mission success. While NGA's contribution to the Osama bin Laden operation may serve as this year's most recognized GEOINT and IC success, it is the day-to-day collaboration and cooperation among agencies, among organizations and among people in our own backyard that form the basis for success in our GEOINT mission."

With NSW forces deployed around the world the partnership and products NGA provides will continue to ensure mission success to the force.

MC2 Dominique Lasco



This is an example of how NGA may use software such as Google Sketch-up to help create 3D models

NOT JUST WARRIORS



Volunteers

NSW operators and Enablers roger up to work in some of the world's most hazardous conditions - it is where they want to be. They are constantly training or deploying to combat zones and places far from home. The dwell time they spend with families and friends is precious. For many NSW personnel, there are not enough hours in a day to complete what they feel needs to be done.

Clockwise from left: NSW Enablers join hands with kids on the YMCA team that they coach. A member of the Leap Frogs signs his name on a house frame while volunteering with Habitat for Humanity. Members of Naval Special Warfare Command pick up trash on the beach on Earth Day.

GETTING STARTED

In the military, there is always a constant flow of personnel transferring in and out of a command, and with each new check-in comes new ideas about volunteering. While at his previous command, USS Nimitz (CVN 68), Master Chief Logistics Specialist Robert Cvengros and his Sailors regularly volunteered with the Meals on Wheels program in their community.

Cvengros and 30 other Sailors delivered food to approximately 52 elderly people in the Bremerton, Wash. area. The majority of the deliveries were to veterans of World War II, Vietnam and Korea.

Cvengros is trying to rally volunteers to participate with the organization, but it takes more than one person to get a volunteer group going.

"To get things started it takes a lot of elbow grease," said Cvengros. "You got to have a couple of people who have done it to get the word out there."

Cvengros says it is hard to start a volunteer program like Meals on Wheels because service members don't know what it requires of them. However, he also said that good word of mouth, a willingness and commitment for people to change their schedules, and a larger group of volunteers all help make it possible.

"It's better to have more people because then you can break up the schedules," said Cvengros. "The Sailors I worked with before were able to break up the route so that people were only committing once a month instead of once a week. A change to schedules once a month is easier to make than a weekly commitment."

Continuing to volunteer is also difficult for NSW personnel. Mass Communication Specialist 1st Class Michelle Turner is the public affairs officer assigned to the U.S. Navy parachute demonstration team, the Leap Frogs. She and the team travel more than 250 days a year, leaving volunteer time hard to find when she's back home for just a few days or a week here and there.


Instead, Turner volunteers in cities across the U.S. doing work with local city volunteer groups and national programs such as Habitat for Humanity.

"We sometimes get busy with our own life and forget about other people," said Turner. "But I feel that it is still important to give time back to the community."

When she is away from the team, Turner agrees that finding that niche that makes volunteering enjoyable is important. She recommends checking websites like volunteersandiego.org or volunteermatch.org. These sites can match a person up with volunteer opportunities that range from working with kids to beach cleanups.

Commander, Naval Special Warfare Command, Rear Adm. Sean Pybus has said many times that "We are a small community and our people are our most precious resources."

"Sometimes people just need an extra pair of hands to get the job done," Turner said. "And sometimes, it takes many hands to accomplish a task. Being in the Navy we know that."

Volunteering has many benefits, but few match the satisfaction that comes from helping out a neighbor or the community. Don't believe it? Find your niche and see. 

MC2 Dominique Lasco

"I contemplated giving blood for many years and I couldn't really say what made me do it this time, but I'm glad I did it."

- IS2 Jeffery Jones, WARCOM

Logistic Support Unit One (LOGSU 1) personnel joined forces to teach local school aged kids about fitness.

The LOGSU team of volunteers spent more than 150 hours at La Mirada Elementary school in the San Ysidro school district, teaching more than 100 5th grade students proper exercise techniques for push-ups, sit-ups, mountain-climbers, squats and lunges.

"It was awesome seeing the kids progress throughout the time we were there," said Explosive Ordnance Disposal 1st Class Jared Perry. "It was pretty rough for them in the beginning, but by the end of the three-months, they seemed to be able to do the exercises with ease."

According to Yeoman 2nd Class Jessica Mendez, she could relate to a lot of the kids and she felt it was rewarding to teach them about the importance of adopting a healthy lifestyle.

"It was really great working with the kids," said Mendez. "A majority of the kids who attend the school are Hispanic and so am I. So I can relate to some of the food that is part of our culture, which is not the healthiest. I am proud that I could show them that there are healthier alternatives."

FINDING YOUR NICHE

By definition, a chore is a routine task that needs to be done, like washing dishes, loading laundry or emptying the trash at home. Volunteering can feel like a chore when it isn't something you enjoy. For some, taking time out of a busy schedule or weekend to pick up trash or box food at a food bank may not be considered a "good way" to spend the afternoon. On the other hand, if a volunteer opportunity is something enjoyable, people jump to participate.

NSW personnel at Naval Special Warfare Group 3 and Special Boat Team 12 have found their volunteering niche, so much so that it doesn't feel like a chore.

Legalman 1st Class Tracy Jackson and Chief Yeoman Ron Harris volunteer as basketball coaches at the South Bay YMCA. They first got involved to help out a shipmate, Mass Communication Specialist 1st Class Andre Mitchell, who was juggling coaching responsibilities for three basketball teams and needed assistance.

"I loved to play growing up," said Harris. "So when Mitchell was overburdened with three teams while coaching at the YMCA, LNI and I took one of the teams and helped him out. Things took off from there."

Jackson and Harris have been playing basketball for more than 20 years. They are now in their third and fourth seasons coaching the co-ed teams and find that they receive instant gratification watching their teams play.

"It feels great being able to teach the kids how to play basketball the right way, teaching them discipline, and watching the way teams work and play is really rewarding," said Jackson.

"When you do get into it, when it's something you like doing, you'll experience that instant gratification and feel proud about doing something (for someone else)," said Harris.

Harris and Jackson encourage other service members to volunteer, but warn that not everything, including coaching is for everyone.

"If it's something you love to do, then I will gladly tell you about it, but I wouldn't want someone doing it if they don't want to," said Harris. "Doing it just to do it isn't fun nor is it fair when it comes to what we do (coaching), but they should go do what they are into. If they are into soccer, go do soccer. There are a lot of opportunities, they just have to find the one they like doing."

Time spent outside of work and away from home is also a key thing Jackson and Harris say is difficult to overcome when it comes to volunteering.

"It's also a dedication thing. You have to give up some of your week and your weekend to go coach," said Jackson. "Some people just don't want to do that, but for us, it's fun."

NSW personnel live by the Navy Core Values, displaying selflessness, unwavering patriotism and an uncommon sense of duty to serve others - even if that means squeezing community volunteer opportunities between deployments and training.

NSW's citizen-Sailors have shown communities across the country that they are not only among the best America has to offer on the battlefield, but equally productive and giving members in their local communities. They donate blood, build homes, clean beaches, deliver food to the elderly and veterans, and coach kids at their local YMCAs.

OPPORTUNITY KNOCKS

Volunteering takes time, and for NSW personnel, time is not a luxury they can afford to waste. Luckily there are opportunities where the chance to "give back" is a nearly effortless venture. For example, the Naval Medical Center San Diego conducted a blood drive March 15. With a mobile trailer located a short walk across the command

parking lot, Naval Special Warfare Command headquarters netted 40 pints of much needed blood for the hospital and our troops overseas.

Mobile stations such as this provide the means and opportunity for people who haven't been able to donate or don't have the time to go to a blood bank to give their blood during a break from work.

"I never donated before," said Intelligence Specialist 2nd Class (EXW) Jeffrey Jones about the blood drive earlier this year. "I contemplated giving blood for many years and I couldn't really say what made me do it this time, but I'm glad I did it."

Another annual NSW volunteer opportunity is Earth Day. With the headquarters command located on the sandy beach of Coronado, NSW volunteers have an ideal venue and a natural habitat that benefits from volunteer cleanup efforts. This year's Earth Day event saw 10 NSW personnel trade in their uniforms for beach clothes and trash bags as they picked up garbage and debris scattered on the beach.

The more volunteers you have, the more you can handle. 30 NSW

Rehabilitating lives + Burning green fuels

Winning

Federal Prison Industries (trademarked name UNICOR) has been helping Naval Special Warfare with a major project. It involves getting NSW vehicles in compliance with a clean air mandate for all non-deployable, diesel burning, military vehicles operating in California. But the best part about the project is that the people who working on the vehicles are Victorville Federal Prison inmates in Victorville, Calif.

Energy efficiency and environmental stewardship is part of the way the Department of the Navy does business, especially Naval Special Warfare (NSW). As reported in the Ethos Magazine article Burning Green, a 2005 mandate by California's Air Resources Board (CARB) ordered every diesel burning vehicle in the state to begin using cleaner burning fuels, such as Ultra Low Sulfur Diesel (ULSD). The mandate, which included all military vehicles that couldn't be deployed, meant that NSW had a big task ahead of it.



Part one of this story is featured in Issue 7 entitled "Burning Green" beginning on page 16.

ULSD, a fuel that reduces the ill effects on human health and on the environment, is now the only kind of diesel fuel that can be purchased in the state of California. This clean air venture, which first began during President Clinton's administration, is California's way of helping to clean the environment of

harmful chemicals that are emitted from diesel exhaust, also known as soot. Using a clean air device called a Verified Diesel Emissions Control System (VDECS) and ULSD will help mitigate soot's harmful effects.

VDECS is a mechanical device that catches soot expended from a diesel vehicle's exhaust pipe into a filter that can be emptied at a later time. According to Don Greenawalt, maintenance director of NSW Group 1 Logistics and Support Unit's garage, all engines manufactured before 2007, with a gross vehicle weight greater than 14,000-pounds, must purchase VDECS which allows their vehicle to use ULSD.

"All diesel engines built after 2007 are engineered to run ULSD exclusively," Greenawalt said in a previous interview. "This means that if any other diesel fuel, like Low Sulfur Diesel or Number Two Diesel, is used, the vehicles computer will 'freak out' and shut the engine down."

Depending on the engine's model year, the state has given mandatory dates on which year the vehicle has to comply with the law through 2023. NSW has 302 diesel vehicles and 23 of them had to be in compliance before the end of 2011.

"We're ahead of the curve," said Greenawalt. But Greenawalt's biggest concern was the amount of money it costs to get the vehicles that NSW already owns retrofitted with VDECS.

"Depending on the engine, it costs between \$25 thousand to \$40 thousand to get the vehicles retrofitted by a civilian VDECS certifier," said Greenawalt. On top of high costs, the person retrofitting the vehicle must be certified by a VDECS company, he added. In addition, if NSW wanted to use a civilian company to retrofit their vehicles, there would be lots of paperwork involved, which would have held up the time needed to get the vehicles in compliance with the new law before the year's end.

Fortunately, the Federal Prison Industry (UNICOR) at Victorville Federal Prison was willing to lend a hand.

According to their website, UNICOR is a wholly-owned government corporation, and among other initiatives, they offer federal prison inmates the opportunity to receive vocational job training while incarcerated.

"They've overhauled Humvees that have comeback from overseas," said Greenawalt. "They do a lot of work for us, and they do good work."

"They have sons, mothers, brothers and daughters overseas fighting for them, and the work they do in here ensures their safety."

- Chris Redmond
UNICOR machinist foreman

According to Chris Redmond, a UNICOR machinist foreman at Victorville Federal Prison in Victorville, Calif., inmates who are interested in working on NSW vehicles must first place all of their acquired skills on a "cop out sheet," a form that states all of the job training and skills they had prior to being incarcerated.

"We can special hire them off of the [cop out] list," Redmond said. "And I'll find out exactly what [kind of training] they got within a five minute conversation." Redmond said that the list for people with automotive mechanic skills is about 50 people long, but those who don't have mechanic skills are placed on another waiting list, and that list is roughly 600 people long.

Once an inmate is selected to work in Victorville's automotive shop, they receive vocational training from a Victor Valley College instructor who visits the facility to teach inmates the trade.

"They have lab in here where they'll rip a transmission apart and put it back together," Redmond said about Victorville's mechanic shop. "In here it's safe and we have the capability to do that."

Once inmates receive their initial training, they get training on how to install VDECS devices from Redmond and Aaron Peterson, another mechanic supervisor at the prison. After inmates complete their training, both on the job and classroom, they have the ability to receive a master mechanic license after two years of apprenticeship training once they are released from prison.

Redmond said that installing the VDECS devices is good for both inmate rehabilitation and the military. "Plus, the stuff that we refurbish for them [the military] saves the government money."

Greenawalt, said that Redmond was absolutely right.

"We're saving about 10-15 thousand per vehicle," Greenawalt said. "We're paying 23 cents per hour in labor to start. Not only is it cheaper, but there is no contracting. All we do is a Military Interdepartmental Purchasing Request for the amount of money that we want to spend, it goes to the prison, and the funding is done." He added that UNICOR is an unsolicited business, so the amount of money that is put into the cost of retrofitting the vehicles is equal to the product that they get out.

"We're saving about 10-15 thousand per vehicle. We're paying 23 cents per hour in labor to start. Not only is it cheaper, but there is no contracting."

- Don Greenawalt
maintenance director, LOGSU 1



But before Greenawalt can send any of his vehicles to Victorville for retrofitting, he must ensure that they are all in good running condition.

"If the vehicle is in good running condition, we can have it back to them in about two weeks," said Peterson. "It's a 10 day wait for the (VDECS) kit to show up, and about four or five days to install."

"Because these units are very efficient in catching soot, a poorly running engine will plug the device," Redmond said. He said that this could happen long before the VDECS filter's required regeneration time frame, which could cause the engine to stall because of the large amounts of particulate matter that is overloading the filter.

Once the work is completed and the vehicles are back at NSW, Greenawalt says that he hasn't had too many trucks that had to be sent back to UNICOR for maintenance. Randy Guinn, a UNICOR inspector at Victorville, said that they guarantee all maintenance work that is done for NSW, and that his inmates take pride in the work that they do for the military.

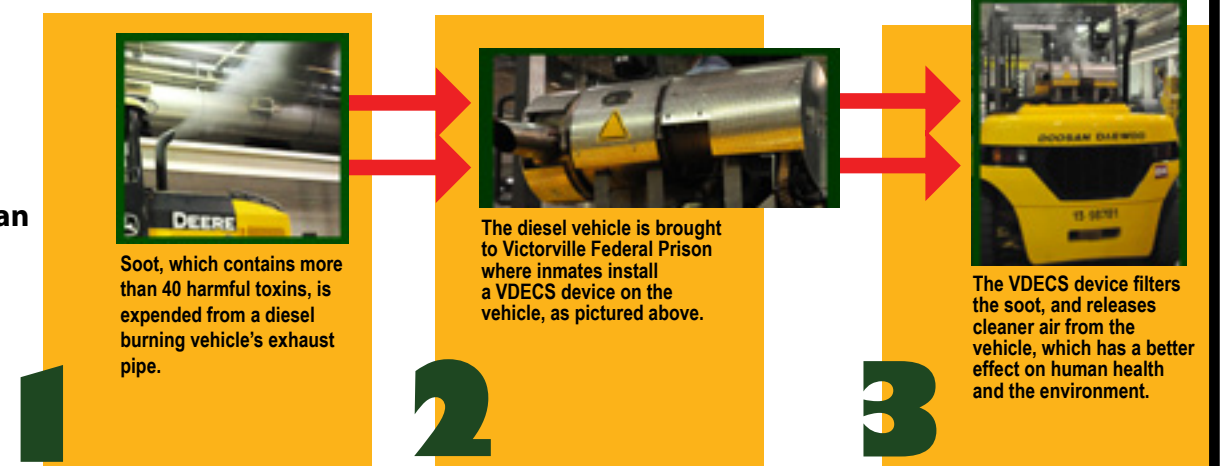
"Some of them [inmates] have family members that are in the military, and some of them like doing something for their country," he said. "They are totally different people when they work here in this shop."

Redmond agreed with Guinn. "They have sons, mothers, brothers, and daughters overseas fighting for them, and the work they do in here ensures their safety."

MC2 Shantae Hinkle-Lymas

Operation: GREEN DIESEL

UNICOR takes the following steps to help NSW's vehicles get within compliance of California's clean diesel laws.





In every generation, there are a few major events which divide our experience into "our lives before, and our lives after." The Sept. 11, 2001, attack on America, ten years ago this month, was certainly one of those events. It was THE defining event for America in the last decades, and it served as a clarion call to Special Operations. America was under attack. A small group of terrorists were out to attack Americans, American interests, and America's friends around the world. This gave our Special Operations Forces focus and purpose; America needed us. We had been preparing for this for decades.

Since then, we have fought hard, and we have fought well. We have made a difference, in ways that the American public will only read about in future years, when the reports are declassified and the historians can tell us what really happened. But the cost of being central to America's efforts in this war has been high ... and it remains high. The Naval Special Warfare community has lost 70 brothers to enemy action and training accidents since Sept. 11, which includes SEALs, SWCC, Enablers and many, many others have been seriously wounded.

Just as America looks at its recent history in terms of before and after 9/11, the family and loved ones of every serviceman or woman killed during this conflict divide their lives into a different "before and after" – before the death of their loved one, and after. As do those seriously wounded who have their own "before and after." In June 2005, we could barely imagine the tragedy of losing 11 of our brothers during Operation Red Wings. Now six years later, we have lost double that number in a single incident. And once again, the horror and tragedy of war becomes all too real to us. "Eleven," or "twenty-two" or "sixty-nine" - those are big numbers to our small community, but each one of those killed was an individual, a human being, a member of the Naval Special Warfare family, with his own life, dreams, family, hopes and aspirations. A Naval Special Warfare wife who knew some of those killed in the recent tragedy in August, and who knows many of their families, recently wrote in a public forum,

"They were great, brave men, but do not forget that they were men ... these extraordinary men loved, hurt, and laughed with the rest of us. The images that their loved ones will remember ... will not be those of them fast roping out of a helo. Rather, the images that will bring both joy and agony in their minds are those of a gentle smile, a goofy laugh, a knowing look. These were Americans hoping what we all hope; that their families will be able to live the best life possible; that opportunity would abound."

The whole country mourns the loss of these warriors. We in the Teams mourn the loss of our brothers - men so much like ourselves, men who we knew personally, or if not, men with whom we would have felt right at home. We struggle

"THEY WERE GREAT, BRAVE MEN, BUT DO NOT FORGET THAT THEY WERE MEN ... THESE EXTRAORDINARY MEN LOVED, HURT, AND LAUGHED WITH THE REST OF US."

- An NSW wife and friend of the fallen

to understand the pain of this loss to their close friends and families. The heaviest burden of this war has been borne by the families of the service members killed and wounded. It is a constant, drip, drip, drip of names of good men, our brothers, killed or wounded, with the occasional mega-tragedy, like the one that hit us in August. It impacts all of us, some certainly more than others.

And yet, men are still volunteering in great numbers. The costs have been high, the risks remain high, but the Teams are full of men ready and eager to go into the fray, and to train hard and intensely to be ready when called. Outside the Teams, we have multitudes of men doing all they can to get into our community, so that they, too, can have the opportunity to train hard to be ready to go with us into combat. There is something we are doing right that remains extremely attractive to America's toughest, smartest, most versatile, most resilient warriors. Tragedy hurts, but it can also bring us together, solidify our sense of purpose and help us to find strength and spiritual resolve when we know we must carry on and overcome.

As we try to come to terms with the loss of 22 of our own, we celebrate how they lived, and what they did. We celebrate their lives, the way we want our survivors to celebrate our own lives when we pass – to celebrate what we have done, and not focus on what we have left undone. All of us will leave this world with work undone; it is reassuring to know that our families and loved ones at home, and our teammates and the next generation of warriors at work, will pick up where we leave off and carry on.

The loss of these fine men brought home to me the costs and sacrifices our warriors and families have borne since 9/11 – and this recent painful loss is a stern reminder of the horror and tragedy of war. War is indeed about killing and dying – but it is also about heroism, patriotism, determination, brotherhood, and sacrifice. We must not forget to celebrate who these men were, and in so doing, celebrate who we are.

And then I heard the voice of the Lord saying, "Whom shall I send? And who will go for us?" And I said, "Here am I. Send me!" ... Isaiah 6:8-10. 8



Bob Schoultz retired after spending 30 years as a NSW officer. He is currently the Director of the Master of Science in Global Leadership School of Business Administration at the University of San Diego.

Schoultz can be reached at schoultz@sandiego.edu

Lessons from MOTHER RASHA

Rasha Roshdy educates SEALs and SWCCs on Arabic language and culture as a West-Coast academic and cultural coordinator for the foreign language program, Advanced Training Command in Coronado, Calif. Although her job title is quite a mouth-full there is so much more to her than that.

"I am a moderate Muslim and I am anti-extremist," she said. "I believe in the mission of NSW and the importance of its role in the fight against terrorists. I consider my job my personal Jihad. For once, there is a Jihad for the right cause and on the right side. I am very proud to be a very small part of their mission."

Rasha was born in Cairo, Egypt and grew up in a military family. Her father was a general in the Egyptian army. Toward the end of his career, he became a military attaché and Rasha and her family traveled with him all over the world.

Rasha went on to complete a Bachelor of Arts and earned a superior diploma from La Sorbonne, France at 21. Rasha landed her first job in journalism at the Egyptian newspaper, Al-Ahram Hebdo, and it was there that she met – and later married - an American service member.

They moved to the U.S. in 1996, and in 2000 she completed her master's degree in education and French at Kansas State University, in Manhattan, Kansas. Shortly after graduating, she began working at the University of Arizona. A month after the 9/11 terrorist attacks, she left behind her life in Arizona and moved to California to accept a position as an Arabic language teacher with NSW in Coronado.

She started teaching SEALs exclusively in October 2001. When she first arrived at NSW, they had volunteer students. Most of the students were injured and had down time to learn languages, said Rasha.

"I love my job," she said. The guys are hardworking and highly motivated. I know that learning Arabic is a difficult and quite challenging, but our students can handle challenges."

Rasha was first hired by NSW as an Arabic teacher. After nearly a decade with the community, she has earned the position of West Coast academic and cultural trainer and coordinator. But for Rasha, her official title holds little weight compared to the nickname that her peers and students have given her: "Mother Rasha."

"It has been the most honorable title to have," she said.

The nickname "Mother Rasha" initially began when Capt. William Wilson, commanding officer, Naval Special Warfare Center, awarded her a paddle from ATC saying "Welcome to the family 'Mother Rasha.'"

"The nickname fits her well because, although I have only known her since 2009, she treats me like a son, and all of her students like they are her family," said one East Coast-based Special Warfare Boat Operator 1st Class (SB1). "She takes a genuine interest in our lives; especially watching us grow and succeed."

Last year, NSW revamped its regional expertise, and cultural awareness (LREC) program, implementing the 12-week language course at ATC into the SEAL and SWCC training pipeline. Instead of operators having to return to ATC after training with their respective teams, the students receive regionalized training before being sent to their first unit.

"I currently teach a weekly culture orientation to approximately 20 students," Roshdy added. "In the class we discuss Islam, Arabic culture dos and don'ts and what to expect. I add personal stories to make the class more interesting."

She explained that earlier students that she taught did not have the same standardized experience and yet they came from deployments happy that they were able to utilize their language skills. She feels even more confident with the enhanced training recent students have enjoyed.

"I can only imagine the future of our students once they deploy," she said.

The respect she holds for her students and their mission is reflected in their attitudes toward her. "Rasha is a very upbeat, knowledgeable and well educated instructor, who interacts and relates well to the team guys" said SB1. "I think she is more effective in teaching us [operators] culture and the language because she always finds a way to relate the material by telling stories and bringing her experiences to life."

"I take online classes with her; she's taken her own personal time to help me. She goes above and beyond her job," he added.

SB1 went onto say that without her teaching him the Arabic culture and language he would not be as successful.

"She teaches through telling childhood stories. It helps the class put things that we learn on a computer screen or paper to reality."

And that's her goal – Make her life the training so when they deploy, they will remember her and the lessons she gave.

Rasha feels confident that the classes provided in the revamped LREC in their future mission success.

"I know that our students have not deployed yet, but their training will pay dividends in the field."

Rasha is writing a book which is scheduled to be released February, 2012. It is titled "My Life as Culture Lesson." She said "It is written with my students as the intended audience. It will be a memoir with integrated lessons and tips applicable in the field."

MC2 Sarah Bitter

RASHA RECOMMENDS

The students' reading list includes books on both current issues in the Middle East, and the threat of violent extremism.

Dreams and Shadows: The Future of the Middle East

Hardcover | 9.4x6.3 | 450 pages | ISBN 1574885553 | 2008 | Penguin Press



America Alone: The End of the World as We Know It

Hardcover | 9x6.1 | 214 pages | ISBN 0895260786 | 2006 | Regnery

While Europe Slept: How Radical Islam is Destroying the West from Within

Hardcover | 9.3x6.5 | 256 pages | ISBN 0385514727 | 2006 | Doubleday



Living by The Creeds



In our nation's time of need, an elite brotherhood of Sailors stands ready off distant shores and on shallow rivers. Defending freedom, they serve with honor and distinction. I am proud to be one of these Sailors.

I am a Special Warfare Combatant-Craft Crewman: a quiet professional; tried, tested and dedicated to achieving excellence in maritime special operations. I am a disciplined, confident and highly motivated warrior.

My honor and integrity are beyond reproach, my commitment unquestioned and my word trusted. The American people depend on me to carry out my mission in a professional manner.

I maintain my craft, equipment and myself at the highest level of combat readiness. I set the standard and lead by example. I am responsible for my actions and accountable to my teammates.

I challenge my brothers to perform, as I expect them to challenge me.

I am ready for war. I will close and engage the enemy with the full combat power of my craft. My actions will be decisive yet measured. I will always complete the mission. I will never quit and I will leave no one behind.

My heritage comes from the Sailors who operated the PT boats of WWII and the combatant craft of Vietnam. The legacy of these warriors guides my actions. I will always remember the courage, perseverance and sacrifices made to guarantee our nation's freedom. I uphold the honor of those who have fought before me and will do nothing to disgrace my proud heritage.

On Time, On Target, Never Quit!

In times of war or uncertainty there is a special breed of warrior ready to answer our Nation's call. A common man with uncommon desire to succeed. Forged by adversity, he stands alongside America's finest special operations forces to serve his country, the American people, and protect their way of life. I am that man.

My Trident is a symbol of honor and heritage. Bestowed upon me by the heroes that have gone before, it embodies the trust of those I have sworn to protect. By wearing the Trident I accept the responsibility of my chosen profession and way of life. It is a privilege that I must earn every day.

My loyalty to Country and Team is beyond reproach. I humbly serve as a guardian to my fellow Americans always ready to defend those who are unable to defend themselves. I do not advertise the nature of my work, nor seek recognition for my actions. I voluntarily accept the inherent hazards of my profession, placing the welfare and security of others before my own.

I serve with honor on and off the battlefield. The ability to control my emotions and my actions, regardless of circumstance, sets me apart from other men. Uncompromising integrity is my standard. My character and honor are steadfast. My word is my bond.

We expect to lead and be led. In the absence of orders I will take charge, lead my teammates and accomplish the mission. I lead by example in all situations.

I will never quit. I persevere and thrive on adversity. My Nation expects me to be physically harder and mentally stronger than my enemies. If knocked down, I will get back up, every time. I will draw on every remaining ounce of strength to protect my teammates and to accomplish our mission. I am never out of the fight.

We demand discipline. We expect innovation. The lives of my teammates and the success of our mission depend on me - my technical skill, tactical proficiency, and attention to detail. My training is never complete.

We train for war and fight to win. I stand ready to bring the full spectrum of combat power to bear in order to achieve my mission and the goals established by my country. The execution of my duties will be swift and violent when required yet guided by the very principles that I serve to defend.

Brave men have fought and died building the proud tradition and feared reputation that I am bound to uphold. In the worst of conditions, the legacy of my teammates steadies my resolve and silently guides my every deed. I will not fail.