



Newsletter
31 October 2012

From the Director

The Army and Joint services are studying a number of related mission areas that will strongly impact how Soldiers and units train, plan, prepare, and execute operations on foreign soil. Specifically these studies are attempting to see how US forces communicate with local leaders and the populace, assesses the needs of a community or a security organization, and develops capacity-building programs using a combination of U.S. Army resources and the resources of other agencies and organizations.

AIWFC is centrally connected to each of these concepts and the organizations that are studying them. AIWFC is involved in working groups to develop concepts and action plans for Regionally Aligned Forces (RAF), Building Partner Capacity (BPC), the 7th Warfighting Function, and the IW Joint Operating Concept. Additionally, AIWFC is collaborating with the US Marine Corps on their IW Capability Based Assessment to determine takeaways for Army IW operations. AIWFC is linked with HQDA G3/5/7 to facilitate Army efforts that seek to institutionalize the lessons learned from the last 11 years of operations in irregular warfare and small unit combat, while achieving a balance to execute joint combined arms fire and maneuver.

Consider the below definitions for BPC and RAF:

Building Partner Capacity (BPC) is the outcome of comprehensive interorganizational activities, programs, and engagements that enhance the ability of partners for security, governance, economic development, essential services, rule of law, and critical government functions.

Regionally Aligned Forces (RAF) are those Army units assigned to combatant commands, apportioned for contingency planning, and forces likely to be allocated to a combatant command. Aligned forces maintain proficiency in wartime fundamentals, but also possess a regional mission and training focus that includes an understanding of the languages, cultures, geography, and militaries of the countries where they are most likely to be employed.

Current defense guidance reaffirms the requirement to reassure our friends and partners, engage multilaterally, and work with partners to develop the capabilities and capacities that will contribute to a more stable international security environment, and if necessary, assist us to prevail in armed conflict.

Thoughts? Please comment on our [blog](#) or email us your ideas: usarmy.leavenworth.cac.mbx.coin@mail.mil.

Thanks for your service.

COL Nestor Sadler, Director

IRREGULAR WARFARE INTEGRATION

- **4-10 MTN Irregular Warfare Seminar and key leader engagement, 15-20 Oct.** The AIWFC IW Seminar Team conducted an IW seminar for 4/10IBCT in conjunction with scheduled training with 162nd Infantry Brigade. 4/10's mission is SFAAT and the seminar was tailored to meet the unit's mission set. While at Fort Polk, the AIWFC Director also met with the Commander of the 162nd. Topics of discussion included: sharing, collaboration, and synchronization of training POI's, training schedules and resources. Staffs from AIWFC and 162nd compared instruction and curriculum with the intent to harmonize POIs and avoid duplication of effort. Leaders also considered the possibility for AIWFC to conduct all seminars at Fort Polk in coordination or conjunction with the 162nd. This will give the deploying units a one-stop shop for all FORSCOM directed pre-deployment training for SFAAT, and RAB/RAF's. Additionally, this concept would save the Army time, money and resources by tying these efforts together. Both organizations are studying courses of action to implement these ideas in the near term. For more information on how to schedule your unit for the Irregular Warfare Seminar, send your request to usarmy.leavenworth.cac.mbx.coin@mail.mil.
- **Adaptability Soldier/ Leader Training and Education (ASLTE).** TRADOC HAS directed the U.S. Army Asymmetric Warfare Group to assist in developing adaptability in TRADOC via Adaptability Soldier/ Leader Training and Education. As an emerging concept, ASLTE aids instructors, course managers and training developers in their analysis, design and development activities to prepare instructor material or unit training. ASLTE seeks to inform leaders and trainers that every training plan has an outcome. Designing the training plan to achieve the outcome and aligning the training plan with the 21st Century Soldier competencies are key to developing adaptability. ASLTE consists of two components: 1) Asymmetric Warfare Adaptive Leaders Program (AWALP), which is a field laboratory for assessing different techniques and procedures for incorporating adaptability into training and education, and 2) Seminar / Workshop - the Seminar discusses the importance of identifying and assessing competencies, and the Workshop assists personnel to identify and develop metrics. From an ASLTE perspective, tasks are taught within the context of explaining why tasks should be learned rather than simply practicing the task in isolation. ASLTE uses Army standards as the baseline performance measure in the design and execution of learning activities. Beginning in January, an ASLTE MTT will be visiting every TRADOC COE in order to assist the

COEs in their transition and implementation of ALM 2015 while reinforcing and integrating 21st Century Soldier Competencies.

COUNTERINSURGENCY

- **FM 3-24 Counterinsurgency Revision.** The AIWFC and USMC writing team concluded the development and review of all chapters in the revision of FM 3-24. Marine and Army representatives are in agreement on the content of the manual and two of the senior authors conducted a single-pen revision to prepare for the next round of edits. Current efforts include final review of content by AIWFC, the Marines, and Combined Arms Doctrine Directorate (CADD) to ensure consistency and nesting with current doctrine and policy. Next steps: CADD conducts formatting and final editing before release of initial draft for review no later than 30 November.

SECURITY FORCE ASSISTANCE

- **SFA roles and missions:** GAO is reviewing SFA roles and missions and is seeking points of contact for SFA training programs of instruction (POIs). Currently the Army is tracking the training at the 162nd Infantry Brigade, Fort Polk, LA. If any other Army SFA training is occurring please contact the Army SFA Proponent Office (usarmy.leavenworth.cac.mbx.coin@mail.mil) to ensure your organization's efforts are included in this comprehensive DoD review.
- **SFA Certification Program:** The Army SFA Proponent Office is considering the desirability of developing a tiered certification program for SFA. The program would incorporate training (to include self-developmental), experience and education. The Army would track certification by Professional Development Skill Identifier (PDSI), which is a searchable database already used to track Soldiers who were trained at Fort Riley, Fort Polk, or Phoenix Academy, T1B, T1D, and T1C respectively. Given the level of tracking achievable by a 3 digit PDSI, the capability exists to track by region, level of experience, etc.
 - The incorporation of a tiered system would allow a search to distinguish between tactical or ministerial level advising, or institutional verses operational advising as an example. As envisioned, the program would service the requirement of the Army to track SFA skills as well as recognize that selection of personnel assigned and SFA mission should consider more than military subject matter expertise.
 - The intent of the self-developmental piece would be to build on the Army Training Network's SFA website at this link: https://atn.army.mil/dsp_template.aspx?dpID=248 (NOTE: Requires CAC login). (If you need a sponsor, please contact the SFA Proponent Office at usarmy.leavenworth.cac.mbx.coin@mail.mil).

- The Army SFA Proponent Office would like to hear from anyone who has input to the value (advantage or disadvantage) of the proposed program. Contact usarmy.leavenworth.cac.mbx.coin@mail.mil
- **Department of Defense SFA Community of Interest.** The next meeting of the DoD SFA COI will be 8 Nov, 1000-1100 EST. Contact the Army SFA Proponent Office (usarmy.leavenworth.cac.mbx.coin@mail.mil) if you or your organization would like to attend. The meeting is conducted via teleconferencing.
- **Support to USARCENT Earnest Leader Saudi Arabia, 10-15 Nov.** AIWFC is providing an irregular warfare subject matter expert to support USARCENT Mid-Planning Conference (MPC) for Earnest Leader 2013, an exercise in partnership with the Royal Saudi Land Forces (RSLF). AIWFC personnel will provide classes to the RSLF on the foundations of counterinsurgency and irregular warfare, and unit operations in counterinsurgency and irregular environments. AIWFC provides subject matter expertise in support of TRADOC, FORSCOM, and Combatant Commander exercises and priorities. For more information, write to usarmy.leavenworth.cac.mbx.coin@mail.mil.

STABILITY OPERATIONS

- **Challenges 2012, 10-19 Oct.** PKSOI provided the US representatives to the annual Challenges Forum, an international network of 19 civilian, military and police Partner Organizations from all continents, including major troop and police contributing countries and the five Permanent Members of the United Nations Security Council. The overall aim of the Challenges Forum is to contribute to a better understanding of the complexities facing the international community of peacekeepers, to identify relevant and realistic priorities and solutions, and to promote their effective implementation. PKSOI is the co lead of the policy and doctrine working group with Pakistan and will present the results of the groups work over the past months. This supports DOD outreach and 2010 QDR on building international partnership. This forum allowed the US to engage with key research centers in India, S Africa, Berlin, Geneva, Sweden, Russia, Turkey, and Jordan, and police centers in Sweden, Canada, Australia, Norway. For more information, contact PKSOI at usarmy.carlisle.awc.list.pksoi-operations@mail.mil.

PUBLICATIONS OF INTEREST

- **Peace & Stability Operations Journal Online Vol 3, Issue 1, 24 Oct.** This edition of the Peacekeeping and Stability Operations Journal Online takes a look at gender and child concerns related to peace and stability operations. While some of the content is disturbing to civilized sensibilities, the authors seek to raise awareness and offer solutions to some extraordinarily complex challenges through gender-centric strategies. Download a copy [here](#).

- **PRISM 3, no. 4, Sep 12.** PRISM is published by the National Defense University Press for the Center for Complex Operations. PRISM is a security studies journal chartered to inform members of U.S. Federal Agencies, allies, and other partners on complex and integrated national security operations; reconstruction and nationbuilding; relevant policy and strategy; lessons learned; and developments in training and education. The latest edition includes an essay by Michael T. Flynn, James Sisco, and David C. Ellis entitled “Left of Bang”: The Value of Sociocultural Analysis in Today’s Environment. Read the article and others at [this link](#).
- **Pakistan's almost-suicide-bombers**, article, by Hussain Nadim, 9 Oct. “In recent personal interviews with three would-be suicide bombers aged 15-19, who were caught in April 2010 by security forces in Pakistan, I was told a strikingly different story than one might expect of a Pakistani youth's journey towards militancy. These young men from North Waziristan were not religious, nor motivated by supposedly Islamic ideas, and had no substantial animosity toward the United States or the Pakistan Army - in fact they knew very little about the world outside their small tribe. How, then, were they recruited to carry out something as violent and psychologically traumatic as suicide bombing?” See the full article [here in ForeignPolicy.com](#).

STRATCOM & OUTREACH

- **Army Irregular Warfare Fusion Center Webcast, 4 Oct.** "Enabling Afghans to take the Lead: Transitions at the Tactical Level." AIWFC hosted LTC Mike Simmering who served as Commander of 1-67Armor Battalion, 2nd Brigade Combat Team, 4th ID in Arghandab District, Kandahar Afghanistan. Having just returned from a one year deployment in May of this year, Simmering wrote and published a highly informative essay on the critical importance of Afghan-led counterinsurgency operations. LTC Simmering began by iterating that he did not intend to provide a brief on how his unit conducted operations, but instead to describe the problem set they faced and the overall approach they used that might shape operations with NATO and ISAF in the coming years. He noted that there are gaps in governance and security in Kandahar and Helmand Provinces that are not being covered with the current operational and strategic framework employed by ISAF. Arghandab District is one of the first areas where there was a full-blown insurgency that was overcome, and enough progress made in security and governance to start the transition of control to Afghan security forces and GIROA authorities. AIWFC has uploaded the entire webcast and summary on its website at: <http://usacac.army.mil/cac2/coin/COINCenterEvents.asp>
- **Army Irregular Warfare Fusion Center Webcast, Conventional Force and Special Operations Forces Training Integration, 7 Nov.** The Joint Center for Operational Analysis identified partnering and SFA as key enablers and force multipliers in aiding host nation capacity building. Host nation forces have certain strengths such as increased awareness of cultural cues that help them discriminate

between threats and non-combatants. Conversely, host nation forces are often challenged with lack of proficiency and experience, corruption, infiltration, and lack of accountability. ([see report here](#)). How do US forces best deal with these strengths and challenges? **LTC Matt Knorr** will lead a highly relevant discussion on how 4th Airborne Brigade Combat Team, 82nd ABN DIV conducted partnering and SFA in Zharay District, Kandahar Province, Afghanistan from Feb-Sep 2012. AIWFC invites you to join in, provide questions, and share information during the webcast. This brief is Thursday, 8 November 2012 at 1000 CDT (1100 EDT, 15:00 ZULU). Those interested in attending may view and participate in the meeting via Defense Connect Online (DCO) at this link: <https://Connect.dco.dod.mil/coinweb>.

Irregular Warfare Community Events

- 7 Nov** IW Fusion Center Webcast, 4/82 BCT SFA Operations in Zharay, 1000CDT
- 26 Nov** IW Fusion Center Webcast, SFA Lessons from RC-South, Kandahar Province, 1130CST
- 4 Dec** [Turkey: Friend or Foe?](#) Michael A. Reynolds (lecture), Foreign Policy Research Institute, Philadelphia
- 13 Jan** [AWfF Senior Mentor Symposium](#), III Corps Commander, 1330CST

Questions or Comments - contact us at:
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