

Ethos

ISSUE 26
NAVAL SPECIAL WARFARE

ADM. MCRAVEN RETIRES

**“We are in
the golden
age of special
operations.”**



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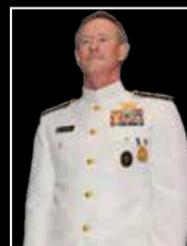
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On Our Cover
Adm. William McRaven concluded his 37-year Naval career at a ceremony at the Tampa Convention Center in Florida. Photo by MCC Peter D. Lawlor



The life of a Sailor is challenging, to say the least – we can all agree on that. From being the command senior enlisted advisor at Naval Special Warfare Support Activity 1, to becoming the command master chief here at Naval Special Warfare Command, I've seen what our Sailors and civilians are doing for the service of our nation throughout the diverse NSW military structure and throughout the total force. But

we don't make the journey alone.

NSW began an important program under now retired-Adm. McRaven, known as the Preservation of the Force and Family. With multiple and fast-paced deployments, sometimes we find that our families experience hardships or difficulties that they would not normally experience. With the help from our fellow shipmates, command ombudsman, family readiness group, Fleet and Family Support Center and the multiple other resources we have at our fingertips, I hope to be able to recommend assistance and counseling for any situation we run up against. It's the least we can do as a command and is an imperative for leaders whose mandate it is to take care of our Sailors.

Speaking of leadership, each NSW command fully expects its chief petty officers' mess to have the strongest and most dynamic mess in the Navy. With the multiple rates and diversity of the staff in the CPO messes within the Force, there is nothing we cannot accomplish as a team. We need to manage our Sailors, set high expectations and ensure we are carrying out the mission. Training

Master Chief Lee A. Davis | CNSWC

MEET THE CMC

our replacements is paramount, and we need to build leaders, carry on tradition and be flexible. Remember that whenever Sailors are confronted with "unsolvable" problems—be it trials and tribulations at home or pain that won't dry—they often throw up their hands and exclaim, "We'd better ask the chief." Let's always consider this an opportunity to serve with pride and dignity as Navy chief petty officers.

For the junior Sailors, I expect you to be professional and proud to wear your uniform every day. Study hard, continue to work for yourself and for your family and remember you represent the Navy 24/7. Look for innovative solutions to existing and future issues. Don't always accept that because it has been done a certain way before, there is no other way to move forward. Change is welcome in the right dose.

Finally, in hopes of re-enforcing the crucial importance of a healthy mind in a healthy body, I want to encourage active engagement with the Naval heritage and core values reading initiative. Sailors are encouraged to investigate the peerless traditions to which we are heir just as vigorously as you embrace the responsibility to set a personal example of top-notch physical fitness. There are a lot of great resources available to help you get started, including the MCPON's reading list:

<http://www.navy.mil/navydata/mcpon/readgide.html>

and the CNO's reading list:

<http://navyreading.dodlive.mil>

Alternatively, see what books are on your Chief's desk and ask if you can borrow one. You might be surprised what you will learn and the conversations the books can spark.

Finally, as I make my way around to meet everyone, feel free to ask me about anything related to your career or how we can make this the best command experience you've ever had. I look forward to serving with you! ☺

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FORCE PUBLIC AFFAIRS OFFICER > Cmdr. Jason Salata
DEPUTY PUBLIC AFFAIRS OFFICER > Ms. Patricia O'Connor
ASST. PUBLIC AFFAIRS OFFICER > Lt. Cmdr. Mark Walton
EDITOR > MCCS (SW) Joe Kane

ASSOCIATE EDITOR > MC2 Paul Coover
PRODUCTION MANAGER > MCC (SW/EXW) Geronimo Aquino
STAFF > MC1 (SW/AW) Dominique Canales, MC2 (SW/AW) Timothy Black,
MC2 Geneva G. Brier
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MCC Geronimo Aquino

STAFF



**NSW Force Incident Statistics
July - Sept. 2014**

13	DUIs
6	ARIs
0	SUICIDES

SA-1 Sailor Shares Anchor Upgrade with his Wife

CORONADO, Calif. - Michael and Diana Flowers are, in many ways, a typical Navy couple. They didn't meet until they were already in the Navy, but they each enlisted in 1997 and moved up the ranks in their respective career fields, Michael as a cryptologic technician (maintenance), Diane as an operations specialist. Both were promoted to chief petty officer in 2007 and served aboard USS Forrest Sherman (DDG 98), where they met in April 2008.

"When we met, we obviously had a lot in common," Michael said. "We hit it off from there." They married in October 2009.

However, the Flowers are anything but average Sailors. On June 30, both were frocked to senior chief petty officer

during a ceremony aboard Naval Base Coronado. Michael is stationed at Naval Special Warfare Support Activity 1, and Diana serves aboard USS Dewey (DDG 105), but the couple was able to pin on their new collar devices at the SA-1 compound with members of both commands present.

"This is the highlight of the job," said Cmdr. Mikael Rokstad, commanding officer, USS Dewey, who traveled to SA-1 for the occasion. "It's one of the privileges of being in command to see your Sailors succeed."

"Within our Navy there are special moments and unique people, and at times these two forces collide," said Lt. Cmdr. Dave Ducazau, executive officer, Naval Special Warfare Support Activity 1. "The fiscal year 2014 senior chief promotion board highlighted this."

Advancement to senior chief petty officer is the first promotion in the Navy's enlisted ranks based entirely on leadership performance. For this reason and others, adding a silver star above a fouled anchor is a significant milestone.

"Honestly, I'm still in shock that I made it," Diana said.

"We've both been waiting a while to put on senior chief," said Michael, "so it's been an amazing experience."

With 16 years in the Navy and multiple ship deployments under her belt, Diana said she looks forward to spending more time with the couple's three children after she leaves military service. Michael is planning stay in the Navy as long as he can. He said he still looks forward to

coming to work because of the quality people he meets and can mentor.

"I'm a lifer," he said. "It all boils down to the Sailors. I love the diversity. You meet someone new every day."

Both Michael and Diana said being in a dual-military marriage has its challenges, but that succeeding at home and at work is still possible.

"Always work hard and do your job, and good things will come," Diana said.

MC2 Paul Coover | CNSWC Public Affairs

SEALs Support Naval Academy Wrestling Camp

ANNAPOLIS, Md. - Members of the SEAL and SWCC Scout Team, along with Navy SEALs assigned to various East-coast based SEAL Teams, participated in the 2014 SEAL Wrestling Training Camp at the United States Naval Academy, July 6-13.

The week-long wrestling camp offered 130 high school students from across the country the opportunity to work closely with the SEALs and wrestling coaches from the Academy. The demanding program is designed to motivate as well as provide the wrestlers physical and mental training opportunities and introduce them to the career programs available in the NSW community.

"From a philosophical standpoint, the camp teaches the kids how to commit to something," said Daniel Song, the U.S. Naval Academy head assistant wrestling coach. "Here, you're all in, and having the SEALs participate brings legitimacy to the program. The kids draw a little more energy from their presence. It's intangible, but it's palpable. You can feel it, you can see it and the kids respond."

Commitment is one of the characteristic traits that the NSW community looks for in individuals interested in becoming one of the Navy's elite.

"It means a lot for me to volunteer and give back to the NSW community and kids," said a SEAL assigned to an East-coast based Team. "Wrestling is a team sport, but also a one-on-one sport. You're out there and if you quit, you lose. Wrestling has helped me while at BUD/S to never quit."

The SEAL Wrestling Training Camp is one of six wrestling camps offered at the Naval Academy over the summer. Unlike the other wrestling programs, the SEALs put the wrestlers through two grueling daily workout routines similar to the Navy's BUD/S training course in between technique sessions in the gym. The training sessions are intended to



A Navy SEAL demonstrates wrestling technique to students at the 2014 SEAL Wrestling Training Camp at the United States Naval Academy. The camp, held July 6-13, offered 130 high school students the opportunity to work closely with the SEALs and wrestling coaches from the Academy and to learn mental and physical skills to be successful on and off the mat.

reinforce a strong work ethic, teamwork, determination and the fortitude necessary to reach a wrestler's potential.

"This is really as good as it gets," said a three-time Eastern Intercollegiate Wrestling Association, three-time All American and National Collegiate Athletic Association champion who is now a Navy SEAL. "Aside from family, wrestling and the Navy are the two most important things to me, so having the opportunity to do them both together with a great group of guys who have been working hard all week long is excellent."

2014 was the sixth consecutive year the SEAL Wrestling Training Camp has been held at the Naval Academy.

LT David Lloyd | NSWG-2 Public Affairs

NSWG-11 Holds Change of Command Ceremony

CORONADO, Calif. - Naval Special Warfare Group 11 held a change of command ceremony at Naval Amphibious Base Coronado, July 18.

Capt. Roger L. Meek relieved Capt. William L. Bach as Commander, NSWG-11.

The event's guest speaker, Rear Adm. Kerry M. Metz, commander, Special Operations Command North, noted that Capt. Bach was "the first officer we groomed to be the commodore" of NSWG-11. Metz previously served as the commander of NSWG-11 from February to September 2011 before turning over to Bach.

During his three years in command, Bach saw his force grow to over 1,000 active and reserve SEALs, SWCCs, and combat service support personnel who represent 10 percent of the manpower in the special warfare community.

During a period of dynamic change

and an extremely high operational tempo, Bach saw his command and subordinate units consistently deliver combat capability in direct support of the nation's special operations requirements. One of his biggest accomplishments was improving the overall reserve NSW training process and the preparation of the Force for mobilization into a more predictable and streamlined approach that supports the combatant commanders.

NSWG-11 once existed to serve as a manpower pool to augment NSW operational capabilities. The command can now provide a more robust combat support and combat service support role that did not previously exist.

In August, Bach assumed command of the newly-formed Reserve Component Command based in Dallas/Fort Worth, Texas. RCC's span of control includes 20 naval operational support centers based out of Texas, Oklahoma, Louisiana, Arkansas, Kansas and Missouri. The realignment of RCCs evened out the span of control for each region, enabling the RCC commanders to have more interaction with their respective NOSCs and Reserve Forces Command.

Meek, a native of Tacoma, Washington, immediately assumed his new role, promising to continue Bach's work.

"I'm looking forward to working with the top-quality professionals assigned to Naval Special Warfare Group 11 while supporting NSW requirements," Meek said.

Cmdr. C. Kang | NSWG-11 Public Affairs

Rear Adm. Green Heads to Belgium for NATO Job

CORONADO, Calif. - A Navy SEAL and native Marylander is the new executive

officer to NATO's supreme allied commander Europe in Mons, Belgium.

Rear Adm. Collin Green, who advanced to the flag officer ranks in his new position, reported to Belgium in August. Green works under U.S. Air Force Gen. Philip Breedlove, who serves as both the supreme allied commander Europe for NATO and the commander of the U.S. European Command.

In June, Green completed a 10-month deployment to Afghanistan, where he served as the director of operations for the NATO Special Operations Component Command and Special Operations Joint Task Force in Kabul. Prior to his work with NATO, Green commanded Naval Special Warfare Group 1, which is responsible for all West Coast-based U.S. Navy SEAL Teams.

Green's father, Leo, was the mayor of Bowie from 1968-1971, and served in the Maryland state senate from 1983-2007. Green has eight brothers and sisters, all of whom were raised in Bowie.

Green attended the U.S. Naval Academy, graduating in 1986, and reported to Coronado, California to attend the Navy's Basic Underwater Demolition/SEAL training. He graduated BUD/S in 1988, and has served in special operations assignments around the world.

Green is married to the former Alyssa Peake, also from Bowie. The couple has four children.

MC2 Paul Coover | CNSWC Public Affairs

SOCM Kirby Horrell, Last Vietnam-Era SEAL, Retires

CORONADO, Calif. - Naval Special Warfare Center hosted stuMaster Chief Special Warfare Operator (SEAL) Kirby D. Horrell, the last active duty SEAL to



Senior Chief Cryptologic Technician (Maintenance) Michael Flowers is frocked by his wife, Senior Chief Operations Specialist Diana Flowers, during a ceremony at Naval Special Warfare Support Activity 1, June 30.



Retired Master Chief (SEAL) Kirby Horrell receives an American flag during his retirement ceremony aboard Naval Amphibious Base Coronado, Aug. 14.

Horrell shied away from discussing his own accomplishments, instead focusing on the impact of Vietnam-era SEALs, as a whole, on NSW.

“This ceremony isn’t about me, this is really about all the SEALs who were in Vietnam,” said Horrell. “It’s about all of us who stood shoulder to shoulder fighting a very unpopular war. We built the foundation of NSW that everything today stands on.”

At the conclusion of the ceremony, after being piped over the side with his wife Terri in Navy tradition, Horrell asked the other present members of class 49 to join him in being piped over the side as a Team. One after another, more than a dozen SEALs filed across the red carpet to a standing ovation. With that final walk, Horrell concluded his Navy career surrounded by the very people with whom it had begun.

MCC Brandon Raile | NSWG-1 Public Affairs

NSWG-2 Holds Change of Command Ceremony

VIRGINIA BEACH, Va. – Commander, Naval Special Warfare Group 2 held a change of command ceremony on Joint Expeditionary Base Little Creek-Fort Story, Aug. 22. Capt. Peter G. Vasely relieved Capt. Robert E. Smith, who served at the helm of NSWG-2 since August 2012. Rear Adm. Brian Losey, commander, Naval Special Warfare Command, was the guest speaker for the ceremony.

“The change of command ceremony is a time-honored Naval tradition,” Losey said. Losey spoke to an audience of more than 350 NSW personnel, family and friends about the accomplishments of CNSWG-2 and the forward-deployed forces during Smith’s tenure, as well as

the shift in direction that Smith directly supported during his tour.

“He’s done a tremendous job in realizing the vision of the continent of Africa,” said Losey. “Capt. Smith not only postured there from a command and control standpoint, but coordinated with the State Department in each of the countries to remain postured to respond to U.S. unilateral interest if, and when necessary.”

“Capt. Smith has done a tremendous job helping evolve our force,” Losey said in closing.

Smith noted that NSWG-2’s focus was on Afghanistan when he took command in 2012.

“Within the first six months, Rear Adm. Sean Pybus and Losey both challenged us, as they challenged every major commander in NSW,” recalled Smith, referring to now-Vice Adm. Pybus, who commanded Naval Special Warfare prior to Losey. “The challenge was, what do we do after Afghanistan, how are we relevant and how does this force continue to serve the American public to ensure security across the globe? It wasn’t just the challenge but the empowerment, and they empowered us to reach out to the fleet and operational commanders to engage with them to find out what their needs were to shape our Force to their needs. And as we did that, we leveraged that empowerment to make Group 2 relevant.”

I couldn’t think of a better person to turn this command over to,” Smith said to Vasely. “From the Naval Academy to Coronado, the East Coast and to D.C., I think it made us both stronger people, and this mission is going to continue forward and you’re the right man to lead it.”

LT David Lloyd | NSWG-2 Public Affairs

Granting Liam’s Wish

Liam Myrick is a 5-year-old boy from Missouri who had a dream of seeing the ocean, visiting a Navy ship and seeing where Navy SEALs train. Liam has life-threatening cancer, and in order to fulfill his dream, Liam’s family set up an online donation page and was able to bring him to California. During his visit, Liam received a VIP tour of USS Essex (LHD 2), received a personalized award aboard the ship, met with Navy SEALs and attempted some obstacles on the Naval Special Warfare Center obstacle course.

Photos by Brad Houshour



CONGRATULATIONS!

After 28 years in the United States Navy,
 Capt. William Fenick retired Aug. 25.
 The Navy and Naval Special Warfare
 thank him for his service.



PASSING *of the* TORCH



USSOCOM Public Affairs

TAMPA, Fla. – Army Gen. Joseph L. Votel assumed command of U.S. Special Operations Command from Adm. William H. McRaven at a ceremony officiated by Secretary of Defense Chuck Hagel in the Tampa Convention Center, Aug. 28.

Votel is the tenth commander of USSOCOM and is now responsible for ensuring the readiness of Army, Navy, Air Force and Marine Corps special operations forces.

Votel, a native of Saint Paul, Minnesota, started his military career when he graduated from the U.S. Military Academy at West Point in 1980. Since then, he has served in a variety of infantry and special operations assignments, to include commanding the 75th Ranger Regiment, serving as the deputy commanding general for operations of the 82nd Airborne Division and, most recently, commanding Joint Special Operations Command at Fort Bragg, North Carolina. He is a veteran of Operations Just Cause, Enduring Freedom and Iraqi

Freedom. This will be Votel's second tour in Tampa, as he served as the chief of staff at USSOCOM from July 2010-June 2011.

McRaven has commanded USSOCOM since Aug. 2011 and retired after 37 years of active duty today in a ceremony hosted by Gen. Martin Dempsey, chairman of the Joint Chiefs of Staff. McRaven has been selected to be the next chancellor of the University of Texas System.

McRaven, who grew up in San Antonio, Texas, was commissioned as an ensign in the Navy through the Naval Reserve Officers Training Corps after graduating from the University of Texas in 1977. He completed BUD/S training in 1978 and has commanded at every level in special operations. McRaven served in Operations Desert Shield, Desert Storm, Iraqi Freedom and Enduring Freedom, amongst others. He also served as the director for strategic planning on the National Security Council staff. €

A Farewell Message From Adm. William McRaven

As I depart Naval Special Warfare after 37 years, I do so with a tremendous amount of pride in what the Teams have accomplished over the past five decades. When I arrived at BUD/S in 1977, we had no night vision goggles, no GPS and no frequency-hopping radios. BUD/S was only a training course at the Naval Amphibious School. There was no Naval Special Warfare Center, no Naval Special Warfare Command, no Theater Special Operations Commands, no Joint Special Operations Command and no SOCOM.

Today, we are unequivocally the best special operations force in the world, and I would argue the best fighting force the world has ever seen. Ever. We are the best because we select the finest men in the Navy to join our ranks. We train them hard, equip them with the very best tools and give them the opportunity to use their talents in the most challenging environment any warrior could hope for.

This is the golden age of special operations. All that we planned for, all that we worked for, all that we trained for and sacrificed for — all of it has resulted in this magnificent force that has done so very much for the nation. Each of you who wears a Trident, a SWCC pin, or who supports those who do wear those devices, has every right to be proud of what the community has accomplished.

However, as good as we are, I do believe we need to constantly take stock of our place in the special operations universe. Success can be fleeting. For proof of this, one has only to look at the history of great militaries or warrior clans that were at the apex of their prominence and suddenly spiraled into decline.

While I have little fear that will happen to us, we must still be watchful to ensure we don't lose the respect we have fought so hard to earn. To that end I offer, with great humility and tremendous respect for the community, five small pieces of advice that will help us continue to be the finest special operations force in the world.

First, our reputation, not just as warriors but also as men of honor and integrity, remains the single most important factor for the future of NSW. The moment the nation loses confidence in us as men of character is the beginning of our end. We will inevitably have missions that fail. But if we fail in a valiant attempt, trying our best, without excuses for our failure, the nation will stand by us. The American people will understand and appreciate our valor. However, if our behavior, either during an operation or off duty, fails to uphold the high moral standards that are expected of us, then the public will begin to doubt every aspect of our professionalism. Is it fair? No. Are other units held to these high standards? Not many. But we each signed up to be someone special, and that means much more than just how well we fight. It means that we are the good guys. That we have an obligation to play by the rules: the rule of law, the law of armed conflict, the policies of the commander in chief, the orders of those appointed over us. We are the good guys who take care of the weak and downtrodden. We are the good guys who are kind to women and children. We are the good guys! In this fight against those who have no moral compass, no purposeful conviction, who only seek to destroy and not to build up, it will be easy to want to fight on their terms. We must never become the barbarians we came to fight. With our character intact, we will continue to be the finest force in the world. Without it, we risk being viewed as ruffians who serve our own interests over those of this great nation. We have a moral obligation to ensure that never happens.

Second, we must maintain our humility in the face of great public adoration and acclaim. Today, we are inundated by stories in the media telling us how great we are. We are great, but success and praise can be fleeting, and the quickest way to lose the respect of the American people is to become too enthralled with ourselves. Being humble doesn't mean we should lose our swagger. Our confidence is critical to our success. But we must strike the proper balance between being professionally competent and being too arrogant.

Third, we must maintain the good order and discipline that is so very critical to successful military organizations. In my 37 years, I have been with SEAL Teams that had great respect for discipline and those that believed discipline stifled the creative and innovative talents of the officers and enlisted men. I can tell you without hesitation that an organization that lacks discipline will fail, and fail mightily at exactly the wrong time. I have seen it many times over. Do not fall prey to the belief that your tactical talents and your bravery alone will overcome a shortfall in organizational discipline. They will not. Learn to respect and reinforce the chain of command.

Fourth, our operational success is based on attention to detail, painstaking planning, excruciating rehearsals, exacting execution and critical after-action reviews. History can be a dangerous thing if misinterpreted. Growing up in the Teams I constantly heard about missions in World War II, Korea and Vietnam whose success seemed based only on the boldness of the concept, the bravery of the men and the daring of the execution. In fact, when I finally studied these missions, it was clear the ones that succeeded were well planned, well rehearsed and incredibly well executed. Boldness, bravery and daring are vitally important elements to mission success, but make no mistake about it, my experience at all levels in combat have convinced me that we succeed exactly because we are professional enough to understand the importance of the details. For those of you with extensive combat experience, make sure the stories you tell young frogmen don't focus solely on the acts of uncommonly brave men, but also

emphasize the hard, detailed work that went into preparation and execution of the mission.

Fifth, never forget that your allegiance is always, always to the nation and to those civilian leaders who are elected by and represent the American people. The oath you took is clear: to support and defend the Constitution. Not the institution, not the squad, not the platoon, not the task unit, not the squadron, not the Team — the nation. All your actions should be moral, legal and ethical. Never lose sight of why we came to fight, who we fight for and why so many paid the ultimate price.

Finally, we are in perilous times and the nation will need NSW now more than ever. You will be called upon again and again to take the fight to the enemy. It will test your stamina, try your loyalty and strain your family. You are tough men who have shown you have the inner strength and the resiliency to handle the challenge. However, it will be incredibly important that you take care of your Teammates and their families. Everyone who has served since 9/11 has been changed by the war. If your swim buddy needs help, if his family is hurting, step up and make a difference in those lives.

Thank you again for your service to the Teams, the Navy and the nation. It has been the greatest privilege of my life to have worn the Trident and been your Teammate. May God bless you all and may God bless America. €



A New Bullfrog



Bullfrog title holder Adm. William H. McRaven passes on the Bullfrog title and trophy to the next longest-serving, active-duty Navy SEAL, Capt. Rico Lenway, during McRaven's retirement ceremony. McRaven retired from the Navy after 37 years of service in the presence of family, friends and former Teammates at the Tampa Convention Center. Army Gen. Joseph Votel will relieve McRaven as the SOCOM commander.



Fundraising Ethics

The Do's and the Don'ts of Fundraising

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



Donating funds for a good cause is a great way to be part of the community and support humanity, but in this good deed, ethical concerns could be mistakenly overlooked. Before participating in or heading up a fundraiser, a Sailor should always check in with their local command legal authority for guidance.

“There are a number of rules that apply to participation in certain events and not all of the rules are intuitive,” said Lt. Cmdr. Matthew Tucker, Naval Special Warfare Command assistant legal officer. “Legal’s goal is to provide the member with sufficient information to attend the event confident that they are doing so within the rules.”

What is fundraising?

- Solicitation of funds or sale of items, or:

Participation in the conduct of an event in which any portion of the cost of attendance or participation may be taken as a charitable tax deduction by the person incurring that cost.

When I participate in a fundraising event, is it okay if I wear my uniform?

- Maybe. An officer or employee may not use his or her government position or title or any authority associated with his or her public office in a manner that could reasonably be construed to imply that the government sanctions or endorses the employee’s personal activities or those of another.

When should I participate in a fundraising event?

- Fundraising done by government employees in their personal capacities should not use official time, resources or personnel in connection with the activity, nor should the individual’s official title, authority or command be invoked in connection with the personal fundraising efforts. In addition, employees engaged in personal fundraising may not personally solicit funds from subordinate or from any other person known to the employee to be a prohibited source.

If I were to receive a gift from a charity during a fundraising event, can I keep it?

- “Generally, personnel should not accept a gift offered to them from a prohibited source or because of their official position,” Tucker said. “There are many exceptions to this basic rule. If you anticipate being offered anything of value in connection with your attendance at an event to include the value of the attendance itself, check with your JAG to be sure that you can accept. By policy, all gifts from benevolent

organizations to servicemembers are to receive an ethics review.”

I’ve accepted an offer to attend a benevolent organization gala event. How should I act?

- “You represent the Navy and NSW at all times and should conduct yourself accordingly,” said Tucker. “Review the ethics [rules of engagement] card so that you are comfortable with the rules. Ask a JAG if you have questions. It is acceptable to convey appreciation for what the organization does without endorsing their fundraising efforts. Remember the SEAL Ethos and understand that conveying appreciation is ok, but absorbing appreciation may not be. For OPSEC and Ethos reasons, know your audience when you are discussing what you do, where you have been, and where you might be going next.”

Key principles to remember are:

- We will not use our NSW status for private gain.
- We will not give preferential treatment to any non-DoD organization
- We will not imply official NSW endorsement of any non-DoD organization
- We will always avoid even the appearance of impropriety.



Chief Religious Programs Specialist Lanae Galang serves lunch to Yeoman 2nd Class Ming Lu at Naval Special Warfare Command during a recreational committee fundraising event Sept. 11, 2014.

SWCC 50th Anniversary

Story by MC2 Timothy M. Black | CNSWC Public Affairs

50 Years of Service, Dedication and Adaptation



SBC Christopher Kuhns

Forged from the salt, blood and sweat of unconventional warfare, and dominating the world's rivers and oceans for 50 years, the special warfare combatant-craft crewman's history is a story of continuous development and overcoming obstacles.

World War II, a war that tested a generation of American service members, also tested the predecessors of SWCC. Using craft known as PT boats, small boat operators played a part in military operations in both the Pacific and Europe by providing support for reconnaissance, blockades and sabotage and raiding missions. Those operators established a legacy that would ensure that the skills of American Sailors manning small, fast attack boats were honed through Korea and into Vietnam.

On Feb. 1, 1964, Boat Support Unit 1 was established, kicking off 50 years of Naval Special Warfare SEALs and SWCC working together. Though SWCC operators were not known as such until much later, Vietnam is often considered the genesis of the modern NSW boat teams. Yet as the conflict was ending for American forces, there was also talk of decommissioning the boat units.

"There were obstacles that made the early decades in the

The U.S. Navy aircraft carrier USS Hornet (CV-8) off Pearl Harbor after the Doolittle Raid on Japan, 30 April 1942. PT-28 and PT-29 are speeding by in the foreground.



U.S. Naval History & Heritage Command

community hard, and foremost was after the Vietnam War was over," said retired Master Chief Gunner's Mate Jim Gray, who served in the early boat units. "Congress and the Navy wanted all the boat [units] to be disestablished. It was the SEALs that saved the boat community, by saying, 'We have to have boats to do our mission.'"

With the capabilities of the Force preserved, another problem emerged: small boat operators were effective parts of special operations missions, but would rotate back to other commands in the Navy after tours with NSW.

One man in particular played a pivotal role in keeping experienced operators in the boat community while also creating a tough training regimen for future crewmen.

Retired Master Chief Boatswain's Mate Kelly Webb got started with the boat teams in 1984, part of the Harbor Patrol Unit at Rodman Naval Station Panama. At first he was providing escort services for submarines coming in and out of the port, but then moved on to counter-insurgency and drug operations.

"We were led by some unique brown-water Vietnam veterans who honed our skills in patrol tactics and setting up waterborne guard posts, ambushes, board and search and jungle survival," Webb wrote in "Journal of Frogmen." "We started deploying with the third of the Seventh Special Forces Group all over Central and South America. We were far removed from any flag pole, and we were our own band of waterborne cowboys."

In 1987, the U.S. military realigned Naval Special Warfare, giving its components a more professional and unified leadership structure.

"Among those initiatives, Special Operations Command and Naval Special Warfare Command were created," said Webb. "Special Boat Unit 26 was also established out of Panama harbor patrol unit, and what that meant for us, and all the boat units, was a shift from a focus on coastal, riverine patrol and harbor security operations to specialized missions in unconventional warfare."

The crafts, after Vietnam and during Webb's period of service, were also being modified and upgraded. Webb had a major role in acquiring and validating new equipment.

"We were far removed from any flag pole, and we were our own band of waterborne cowboys."

- BMCM Kelly Webb



U.S. Naval Historical Center

Left: NH94493 USS PTF-4 Operating off Norfolk, Virginia, 1963. Courtesy of retired Capt. M.L. Mulford. Right: Special warfare combatant-craft crewmen from Special Boat Team 22 conduct live-fire immediate action drills Aug. 11, 2008 on the riverine training range at Ft. Knox, Kentucky.



MCC Kathryn Whittenberger

On the coastal operations side, the boat units shifted from the Seaspecter Patrol Boat Mark III and Mark IV, which were designed for on-station and long-range transit operations, to the special operations craft Mark V, a high speed insertion and interception craft.

"Then we get to my baby, the indomitable and iconic Patrol Boat Riverine, which was aptly named for its mission, and set the standard for many years," said Webb. "It was replaced with the Special Operations Craft-Riverine, a high speed, low-profile and air deliverable gun boat that was, like the rest of our new craft, designed from the keel up for comparative stealth, direct action and hot extraction when called upon."

NSW also created a closed-loop career path for boat operators, meaning crewmen could stay within the Force for the duration of their time in the Navy. However, obstacles in structure and manning still plagued the boat community following the closed-looping of the

community.

"Then there were times I left good guys at base camp," Webb said, "because even though they could keep the engines running or the weapons up, they weren't physically fit enough to operate in a small boat in extreme sea states or jungle environment. At the time, we had no control over who got orders to a boat unit and, simply put, with the change in mission focus, we needed a pipeline for screening and pre-training."

Webb was chosen to be part of the development of a SWCC school. He was part of a group of senior boat operators who went to Curriculum Development and Instructor Training School, as well as High Risk Instructor Training. Ultimately, he was part of the team that wrote the 9533 course of instruction, which trains the modern SWCC operator.

"Voila!" Webb said. "Just like that, we had our six-week, basic boat guy class. We focused the curriculum around what we wanted to fall out of a graduate's pocket if we turned them upside down. Radio operation, navigation, weapon skills, first aid, engineering, and of course, boat handling and mission planning were our priorities."

Webb and his fellow instructors wanted the students to have the knowledge of basic small unit boat operations. They made a course that would test the individual operator on his ability to meet the demands placed upon him.

"It means nothing if you can bench press a diesel engine, unless you know what the white smoke coming out of it means," says Webb. "We only wanted better than what we had. None of us could have envisioned that our effort would culminate into the community we have today."

Webb doesn't take all the credit for close-looping the community, but he is known as one of the fathers, and even grandfathers, of SWCC.

"It's a test-tube baby with many men's DNA in its history," said Webb. "Some of those donors are still on active duty today, and some served and sacrificed long before I was born."

Looking at the past history of the SWCC community, there is a consensus that the community will improve the technology, crafts and training like it has in the past five decades to stay ahead of adversaries. Threats to American assets and interests will always remain, but SWCC operators keep their tools sharp and ready.

One of the men taking the helm is Chief Warrant Officer Michael Andre, assigned to Naval Special Warfare Command.

"One of the best ways to maintain superiority on the battlefield is to stay ahead of the competition when it comes to technology," said Andre. "Fortunately for our community, we have been very successful in conducting NSW operations with very sophisticated equipment. The NSW community has very intelligent people, both active duty and



A Basic Crewman Training student demonstrates underwater knot tying skills during water proficiency training at Naval Amphibious Base Coronado, Aug. 5, 2008. BCT is the first phase of the special warfare combatant-craft crewman training pipeline.

NEW CRAFT, NEW CAPABILITIES

General Characteristics:

Length Overall: 60' 7"

Fuel Capacity: Over 1300 Gallons

Engines: 2, MTU 8V2000 M94

Performance:

Top Speed: Over 50 knots

Cruise Speed: Over 35 knots

Range: Approximately 600 nautical miles at cruise speed.

Armament: Weapon stations port and starboard, remote operated stabilized arms mount forward.

Weight Data

Payload: Approximately 5 tons

Full Load: Over 55,000 lbs

Manufacturer: Oregon Iron Works, Clackamas, OR.

Combatant Craft Medium Mk1 (CCM Mk 1)



SWCCs from Special Boat Team 12 prepare to patrol the beach during a casualty assistance and evacuation scenario at Naval Special Warfare Center, Dec. 10, 2008.

future.

"We have detachments in Africa, South America, Asia, and Europe training other countries how to drive boats and take care of their equipment," said Webb. "If we can teach them to protect their coastlines and rivers from terrorists and extremists, we can help deter terrorists from entering their country and bordering countries as well."

This fiftieth anniversary celebrates the brotherhood of the SWCC past and present. Gray, the president of the Combatant-Craft Crewman Association, wants all past and present boat operators to remember sacrifices paid in full. Webb agrees.

"When asked, most people will tell you the history of today's Special Boat Teams traced back to World War II PT boats and Vietnam-era coastal and river patrol boats," Webb said. "No doubt, they are a large part of our recent history and our ties to NSW. But I have always been taught, and prefer to believe, our lineage goes all the way back to the birth of our nation." 

DOD employees, who are constantly developing and researching new gear and equipment. This equipment has been an essential element towards fighting the Global War on Terror."

Webb emphasized that with a tough screening process for manpower and increasing demands for operators, NSW strategically works to solve this issue through a rack-and-stack priority system. This maintains and sustains SWCC operational requirements and deployments all over the world.

"Over the past few years, SWCCs have been working with all sorts of other forces," said Andre. "This has always been the case, but more so during the Iraq War than in previous years. I see this becoming a trend in the future, as it is part of the SWCC mission set. We don't just support SEALs, contrary to popular belief; we support all of SOF within the U.S. military. Although we don't advertise the nature of our operations, theater commanders throughout the globe have taken notice of our efforts downrange."

In another evolution, SWCC has been transitioning from foreign internal defense to conducting more security force assistance operations. Andre added that SWCCs' ability to conduct intelligence surveillance and reconnaissance has grown exponentially compared to the past and believes it will continue to grow in the same direction.

"Our new NSW future craft will be harder to detect by the enemy, faster and more technologically advanced than ever before," said Andre.

SWCC also plays a critical role in international SOF operations and diplomacy.

"SWCCs continue to deploy and train partner nations downrange," said Webb. "We conduct [joint combined exchange training] all over the globe, and teach other countries how to shoot, move and communicate. We do this by conducting [security force assistance], which is one of our primary missions. This mission has never gone away and is really the bread and butter of our community."

According to a study done by the Council on Foreign Relations, SFA provides SOF capabilities for more surgical strikes, which could significantly lessen the need for large-scale military action in the

"Our new NSW future craft will be harder to detect by the enemy, faster and more technologically advanced than ever before." - CWO Michael Andre

Rigid Hulls, Flexible Minds

STORY AND PHOTOS BY MC2 PAUL COOVER | CNSWC PUBLIC AFFAIRS

Construction Mechanic Constructionman Recruit Keegan Kilgore drives a rigid-hull inflatable boat during the LOGSU-1 coxswain course.



The Naval Special Warfare Logistics and Support Unit 1 coxswain course takes Sailors assigned to NSW commands and turns them into qualified boat drivers. Over six days in June, one diverse group of students proved just how well the course really works.

Construction Mechanic Constructionman Recruit Keegan Kilgore hadn't driven a boat in years, and even then it was just a small fishing dinghy. But by the way he was driving a Navy rigid-hull inflatable boat on a windy afternoon on San Diego

Bay, he could pass as a near-expert coxswain. Kilgore sat behind the helm on the boat's starboard side, his right hand resting lightly on two throttles, his left on the wheel. The adjustments he made were subtle: Kilgore was aiming straight at the open ocean, and deviated from this heading only to avoid major wakes or other crafts. Then it was back to full speed and a direct southwesterly course.

Recreational sail boaters waved as Kilgore flew past; the downtown skyline fell off into the distance; aircraft launched off nearby Naval Base Coronado buzzed overhead. Kilgore leaned into light turns,

scanning the horizon for potential dangers in the way of swimmers or other hard-to-see obstacles. The RHIB gently swayed side-to-side, hull slicing easily through blue saltwater. Soon Kilgore would be through the calm of the bay and into sea swells.

As the tip of Point Loma passes to his north, Kilgore tightened his grip on the wheel just slightly. The swells were new to him, and he throttled back to handle them. It's a move he learned through observation and classroom study, but he'd never practiced it himself. In fact, after growing up in Alaska and going through military training in Great Lakes, Illinois, and Port Hueneme, California, before being stationed at Naval Special Warfare Logistics and Support Unit 1 in Coronado, this was Kilgore's first time on the water in San Diego.

It was also one of Kilgore's first real-world tests as a coxswain. It



LOGSU-1 coxswain course instructors must be competent in both classroom and real-world instruction. Construction Mechanic 2nd Class Kristy Donoghue instructs students on basic navigation skills, left. At right, she helps a student learn boat handling in San Diego Bay.

takes minimal skill to maneuver in glassy bay waters, but just off the coast of Point Loma, breaking waves, unpredictable winds, kelp beds and shoal areas have the potential to expose even experienced drivers to serious dangers. Kilgore's transition from bay to ocean, however, was a smooth one. He accelerated down swells, eased off at their crests to avoid jumping his boat and quickly gained "the feel of the water," as he called it. He'd been trained well.

Kilgore was part of the LOGSU-1 coxswain course, one of six students in June who would spend six days going over the fundamentals of small-craft boat handling. The course was developed in response to a growing need for qualified coxswains to support NSW operations by driving RHIBs during training, and is offered about once a month. Combat swimmer evolutions; visit, board, search and seizure simulations; parachute jumps into water -- all require a safety boat on station.

"This needed to happen," said Chief Warrant Officer 3 Keith Pritchett, the LOGSU-1 officer in charge of the course. "There are just not enough SEALs to sit in that seat [at the helm]. When they're out there doing an op, they don't have another SEAL to drive a safety boat. So we had to look at the competent and professional support staff that wants

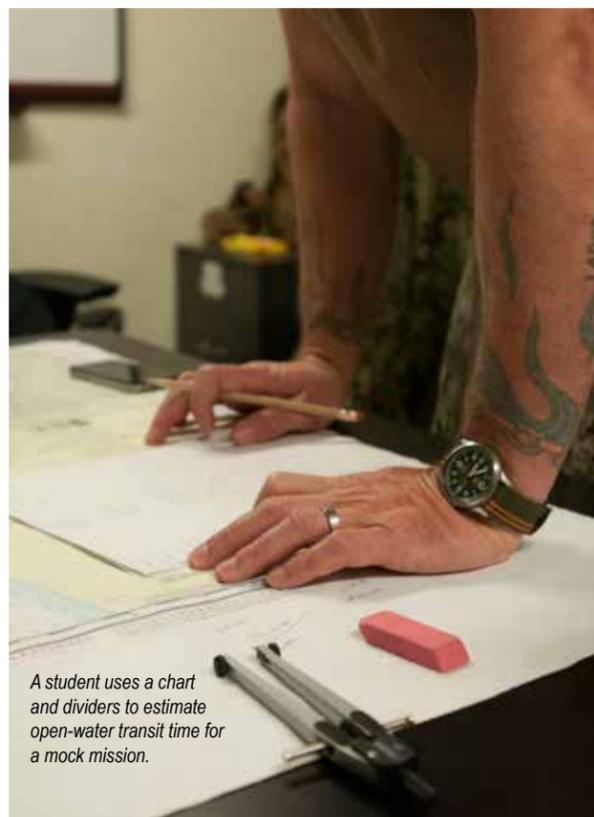
to get out there and help out. It really frees up the operators from having to fulfill that duty, and it gets other rates out there to see what the SEALs are doing."

Kilgore is a good example of the kind of Force-enabler who can become a valued

asset to a SEAL Team: comfortable with powerful equipment underneath him but mature enough to understand his own limitations; motivated enough to seek training outside his rating but humble enough to take direction.

Kilgore enlisted in the Navy as a way of making something of himself after a few unproductive years of working odd jobs after high school, and his work ethic showed.

"I wanted something different for my life," he said. As a Seabee, and now at the helm of a RHIB, he's getting it. He quickly became one of the class' best coxswain even though he was the junior member of the group. After his initial foray into ocean navigation during the daytime training, he was tested again at night.



A student uses a chart and dividers to estimate open-water transit time for a mock mission.

"We're going to show you how to do the dangerous stuff and pull it off safely and effectively." -MMC JUSTIN BEAULIEU

coxswain. SWCCs undergo more extensive training and a much more demanding selection process, and their missions are often dangerous and high-speed. Coxswains play a support role, while SWCCs are capable of carrying out entire operations themselves. A SWCC works full-time as part of a special operations crew, while a coxswain might work in his or her rating for much of deployment and drive a boat only when needed. But both types of boat drivers are ultimately important.

"The standout coxswains really can assess a situation in various sea states and circumstances, stay safe and still get the boat where it needs to be to provide the best support possible," Pritchett said. "I think it's a good skill set for anybody in the Navy to have."

During the LOGSU-1 course, prospective

coxswains learn the fundamentals of navigation, rules for driving in congested waterways, emergency procedures and communication protocol. But the majority of the class is spent on the water, practicing safe and effective boat handling.

Chief Equipment Operator John Hamilton, assigned to SEAL Team 17, was part of Kilgore's class and says the amount of time the class spent on the water was key to creating competent coxswains.

"It didn't waste your time at all," he said of the curriculum. "We worked from 7 to 5 every day."

One afternoon saw Hamilton sitting behind the helm doing circles in the small bay near the pier where the LOGSU-1 RHIBs are moored. It was 3 p.m., and the class instructors were on the pier watching students perform relatively simple parking

maneuvers. By mid-week, most could pull the boats alongside the pier and stop close enough to a cleat to secure the boat without the assistance of passengers manning mooring lines. The instructors were tired from long days under the sun, and watching attempt after attempt end with near-perfect results could have convinced them that they would be justified in cutting the day short. It didn't. The three instructors, all qualified coxswains themselves, understood that while the students seemed capable now, an hour or two of extra practice would make them even better.

"A couple more," Chief Machinist's Mate Justin Beaulieu called out from shore.

Hamilton and his two passengers complied, working on parking on both the port and starboard sides. Some attempts were better than others, but all were passable. All would have allowed a SEAL Team to quickly disembark during a training operation.

"I think any skill we can gain that can support the Teams is totally valuable," Hamilton says. "It's another tool in our belt to say, 'Hey, we can drive the boats.'"

Beaulieu, the lead instructor for the class, has been working with small craft in one manner or another for more than a decade. He has done it as part of the crew of an aircraft carrier -- he was aboard USS Carl Vinson (CVN 70) after 9/11 -- and he's doing it with NSW now. After the class, he will get back behind the helm himself, helping operators and enablers conduct training during long days off the California

coast. He explains his role as a teacher in simple terms.

"We're going to show you how to do the dangerous stuff," he says, "and pull it off safely and effectively."

Beaulieu isn't encouraging dangerous maneuvers from his students, of course, as much as simply stating a fact. Being on the water in small craft operations is inherently hazardous, as even the safest crew must deal with unpredictable sea states and, worse, other boat drivers whose inexperience or lapses in attention could cause injuries or death. For these reasons, Beaulieu and his team begin each day with a risk-management brief, constantly monitor safety on the water and discuss contingencies should anything go wrong. The strategy is overwhelmingly successful: by the end of the training, the only injuries to speak of are minor sunburns courtesy of the San Diego summer.

On the final day, each student climbed into a RHIB, solo, to be evaluated on his or her skills. Beaulieu floated underneath the Coronado Bridge, directing students via radio as to which maneuvers he wanted them to demonstrate. His feedback was firm but

instructive. All students passed the final.

As the class finished, students cleaned up, shook hands and began to make their way home. Most got into cars and drove off with a wave. Kilgore lives on base, and chose to walk back to his barracks rather than take one of the rides he was offered. The sun was high overhead and Kilgore took

Chief Equipment Operator John Hamilton noses his RHIB against a pier.



Construction Mechanic 1st Class Jesse Murray practices maneuvering a RHIB close to shore.

his time walking the warm sidewalk home. It had been a long week, full of mentally taxing exercises and scenarios. Instructors and students alike were ready for a Sunday off before returning to work. Kilgore was, too. At the same time, he said he is eager to put his new skills to use. Even though he will spend much of his Naval career working on construction projects ashore, after the week on the water, his mindset is that of a Sailor: he is at once happy to be back on land, yet eager to return to the sea. ☪

IN MEMORIAM

Chief Special Warfare Operator Bradley S. Cavner



Chief Special Warfare Operator Bradley S. Cavner, 31, of Coronado, California, died from injuries sustained during an accident while conducting parachute jump training operations in El Centro, California, June 23. Cavner enlisted in the Navy Feb. 3, 2003 and graduated from boot camp at Recruit Training Command in Great Lakes, Illinois, April 2003. In July 2004, Cavner completed BUD/S and SEAL Qualification Training in Coronado with class 247. He served with West Coast-based SEAL units since August 2004.

Retired Senior Chief Special Warfare Operator Ron Rhodes

Retired Senior Chief Special Warfare Operator Ron Rhodes, 58, passed away the evening of Sept. 19, after a brief but valiant battle with cancer. Rhodes graduated with BUD/S class 121 in 1983 and served at SEAL Teams 1 and 3, Training Detachment 1, worked from 1993-1997 as a BUD/S instructor and served as dive motivator at Recruit Training Command Great Lakes. After retirement from active duty, he continued to serve the NSW community at the Center for SEAL and SWCC as a civil servant.



THE WHOLE MAN CONCEPT

Story by retired SEAL Master Chief Lu Lastra | Naval Special Warfare director of mentorship

Most people already know that a Navy SEAL's combat skills are among the best in the world, but many fail to see an even more important trait of a SEAL warrior. In the SEAL Teams, we call it our "Whole Man Concept." In simple terms, this is the building of a warrior who can take the fight to the enemy one day, and put on a suit to conduct professional business the next. It is the building of a warrior who can return home from battle and coach a youth sports team. The process is defined by fundamentals, and it all starts with the six SEAL attributes on which our SEAL Ethos was built. The goal is to apply these on a daily basis. The words may seem simple, but if they are applied consistently, they will produce a human of upstanding character.

1. Physical courage: The willingness to risk your life in order to serve and protect others.

Physical courage is doing what scares you, and conquering your greatest fears. It can also be what is too often overlooked: the strength to tactfully confront a stranger, close friend or family member when he or she is doing something wrong. This may lead to that person becoming upset or disliking you, but as the saying goes in the Teams, "They may have to hate you before they can love you."

2. Moral courage/integrity: The ability to do the right thing when no one is looking.

You must always make the moral choice, even when you might get away with doing wrong. In the Teams we find this attribute even more important than physical courage, at which SEALs often excel.

3. Humility: Being a quiet professional who leads by example.

You must be a person who lets performance speak for itself rather than allowing accomplishments, public recognition or media hype lead to arrogance. Though the American public and our friends and family are very proud of what we do, and have the right to know what we do (up to a point), we must not advertise the nature of our work nor seek recognition for our actions.

4. Creativity: The desire to learn, seek improvement and better oneself constantly.

Work smarter, not harder. Practice planning in all aspects of your life, and have a solid grasp of the basics on all subjects. Be able to apply them. Though we are always seeking ways to expand our abilities, many times if we make things too complicated, we find that success can be achieved by returning to the basics.

5. Teamability: Working well with others and supporting one another.

Understanding that you will accomplish much more as a team than by yourself. That being said, 'Team' really does have an "I", or individual component. Teamwork starts with you doing your part and your share of the work. If you don't, someone will have to pick up your slack, resulting in a less effective team. We must also be aware of our personal physical and aptitude differences in order to place people in the most conducive position for the benefit of the team.

6. Resiliency: The ability to always bounce back and never quit.

Though there are going to be challenges in life, we must always find a silver lining no matter how dire the situation. As a SEAL, it is normal to experience emotions and hurt inside; however, understanding how to control emotions is a must. You must never let emotions prevent you from doing what needs to be done, no matter how overwhelming or impossible the odds.

NSW Civilians Recognized For Superior Performance



Navy Superior Civilian Service Award

Charmaine Savage

For superior service while serving as the Force personnel officer for Commander, Naval Special Warfare Command, from Jan. 2011 to Sept. 2014. Savage skillfully and effectively advocated Naval Special Warfare manning interests in support of SOCOM.



Exemplary Achievement Award

Mandy McCammon

For outstanding professional achievement while serving as the Naval Special Warfare family support gold star and surviving family liaison and website/database administrator for Commander, Naval Special Warfare Command from Oct. 2012 to July 2014. McCammon's warm and caring demeanor, coupled with her professional expertise, allowed her to help shape the face of NSW.



Civilian of the Quarter

Arthur Clark

As the global Force manager for Naval Special Warfare, Clark worked tirelessly with five theater special operations commands to refine more than 363 Force requirements. Clark's subject matter expertise in Force generation, explosive ordnance disposal support and command and control has helped shape the future of the NSW Force.

46 YEARS

OF

DEDICATION AND SUPERIOR SERVICE

Mrs. Margarethe Fuller



Margarethe Fuller poses with her husband Terry Fuller (left) and retired Capt. (SEAL) Gary Stubblefield, Class 54 (center).

responsiveness to community members were immediately recognized through a series of rapid promotions and awards. Mrs. Fuller made an impact while serving as the deputy NSW detailee, unequalled and long remembered by the thousands of officers that she mentored throughout their Naval service.

Mrs. Margaret Fuller was hired as a clerk-typist on June 4, 1968, by the Bureau of Naval Personnel, Enlisted Services and Records Branch, Washington D.C. The government's General Schedule pay scale is divided into 15 grades, and Fuller entered government service as a GS-2. However, she quickly rose through government services with a dedication to duty. In 1997, Fuller was assigned to Naval Special Warfare Command in Arlington, Virginia, as a military personnel management specialist GS-9. Her competence, innovative approach to work and



"Her loyalty to the community has always been uncompromising, her discretion uncanny and her battles for NSW pay, graduate education opportunities and choice Navy and joint billets within the Bureau of Naval Personnel -- in the best interest of NSW officer careers -- was singularly epic and virtually always successful."

"If information [is] truly power, her knowledge of NSW officers over the last half century could be termed as omniscient. She is the information repository for what she needs to know to fairly and appropriately detail, but as well, from a vast network of informal sources, a data bank of what an officer may not want known about their professional and personal lives."

"She has never worked a 40-hour week, but rather typically works a 60-hour week, taking a computer home to write orders on weekends."

"On behalf of your friends and co-workers at NSW and throughout the Navy, I extend my sincere appreciation for your outstanding performance and devoted service. You are truly legendary throughout NSW and I wish you health and happiness as you embark upon your next life chapter. Congratulations on your retirement and a job exceptionally "well done!"

Rear Adm. Brian L. Losey
Commander, Naval Special Warfare Command

TRANSITION GPS



Getting out of the Navy? Here's what you need to know about Transition Goals, Plan, Success

By MC1 Dominique Canales | CNSWC Public Affairs

For many Sailors, joining the Navy is a simple, logical choice. It provides structure, stability, benefits and adventure, along with the pride of serving the United States. But all good things must come to an end, whether that means completing one enlistment or 30 years of service. The transition from active service to civilian life isn't always easy, and many veterans find themselves without a plan.

Until recently, the Department of Defense offered a three-day class to Sailors leaving the service as part of its Transition Assistance Program. The choice of whether to participate was left up to individuals. However, the program has been re-launched as Transition GPS (Goals, Plans, Success) and is mandatory for all service members, regardless of rank or time in service, who are leaving the military. It includes improved tools and counseling to prepare service members for the transition from military to civilian life.

Senior Chief Navy Counselor Michael Hill, region career counselor at Navy Region Southwest, explains some key changes made to the program.

"The course was redesigned to allow for a five-day curriculum as opposed to just a three-day curriculum," said Hill. "That five day curriculum includes personal financial management, cross-walk skills to allow personnel to see what they currently qualify for, what they are eligible for [in terms of]

a new career path, and also to get some basic information on stress management, resume writing and a [Veteran's Affairs] brief."

The timeline for the program has also changed. Sailors planning to retire can start the program up to two years prior to their retirement date. For Sailors separating, the program can be started up to a year from their separation date.

Hill explains that this extended timeline allows the Sailor time to evaluate and plan for their transition.

"For example," said Hill, "a Sailor retiring after 20 years in the military – a first-class petty officer – went to TGPS class a year out from their retirement, which is ideal for the retiree. That Sailor is going to go through the transition process early enough so that you as a counselor can identify where their strengths and weaknesses are."

Another change to the program is the required research and counseling Sailors need before attending the class. Hill explains that these requirements better prepare Sailors for the information presented in the class.

"So the process on how to get the most out of TGPS is more thorough," said Hill. "It is more outlined, so when you go to class you have a foundation, and that is the most important thing. If you don't have a foundation going into class, you are going to fail because you have no idea what you are getting yourself into."

This foundation consists of a variety of personal documents that Sailors need to complete and bring to the class. These include a Sailor's joint service transcript, a verification



GOALS, PLAN, SUCCESS

of military experience and training document, a sample 12-month post-service budget and an interest profile. These are important because many qualifications and experiences that help Sailors in their Navy careers do not necessarily translate well to the civilian sector. TGPS prepares Sailors for that reality.

According to Hill, one of the most important requirements of the class is the individual transition plan, an official DoD document that serves as a checklist for Sailors and allows for DoD to document what training and information the sailor is receiving during their transition process.

"It's a structured, blocked, guided tool for Sailors to have to enter the process," said Hill. "The ITP capitalizes on all of the things talked about over those five days and assists the Sailor's ability to make decisions."

The Sailor's command career counselor will also review the ITP with the Sailor to verify that the transitioning service member has no further questions and has a plan for civilian life.

Once that is complete, a Sailor moves on to the final stage, or capstone, of the transition process.

The capstone consists of another DoD form, not to be confused with the ITP, that verifies the Sailor has completed all requirements for separation as outlined by the DoD.

Command leadership involvement is key at this stage. According to the instruction, both DoD forms are entered into a database and tracked. If a Sailor does not have this process documented, the chain of command for that Sailor is held accountable.

"We as counselors can ensure that the chain of command is held accountable, and it is informed of the process from the very beginning, because the commanding officer is the only person [who] is authorized, or who delegates the authority, to verify a successful or unsuccessful transition preparation for service members," said Hill. "That is why it is so important for a commanding officer and leadership to know from the very beginning how many of their Sailors are going through this process and also how important the process is." €

Transition GPS includes improved tools and counseling to prepare service members for the transition from military to civilian life.



Don Kessler

BUD/S Medical Athletic Trainer Naval Special Warfare Center

Don Kessler grew up in New Jersey and enlisted as a hospital corpsman directly after receiving a Master of Education at the University of Arkansas. He served as a corpsman during the Vietnam War and ended his career at the United States Naval Academy, working as an athletic trainer. He is currently the BUD/S medical athletic trainer at Naval Special Warfare Center, a position he has held for the last four years.

How do you qualify for your position at Naval Special Warfare?

I was a college athletic trainer for 40 years and had vast experience in diagnosis, rehab and functional return to play, working with football, track, soccer, swimming, etc. With a background as a Navy corpsman, I had the ability to use that experience and blend it in with the mission of the SEAL/SWCC Medical Center.

How would you describe what you do?

I get all SEAL/SWCC injured students back into conditioning after they have been diagnosed with an injury or medically rolled from class. I also start preventative exercises in preparation for their training, and functional exercises for their injuries so that they will not get reinjured and will pass all of their fitness tests.

What is your average day like?

First thing in the morning, I work with the Physical Training Rehabilitation and Remediation white shirts (first-phase BUD/S students) who have been medically rolled and put them through conditioning exercises. Then I supervise them in preventative exercises and functional exercises. I will do observation of their gait for training on the anti-gravity treadmill or the regular treadmill and I will help with diagnosis of some difficult injuries. The same occurs with the brown shirts (second- and third-phase BUD/S students) later. I will help with functional training of SEAL Qualification Training students and staff in the afternoon. Additionally, work is done with Human Performance where I will work with incoming Basic Orientation classes or Walk Week students to help diagnosis and prevent future injuries.

Are there common injuries that you work with?

The most common injuries are stress fractures of the lower legs. Ankle sprains, hip strains and shoulder rotator cuff problems are also common. Hell Week rollbacks with swimming induced pulmonary edema or pulmonary problems, and heat illness problems will also go through my conditioning drills.

What have been some changes in the physical therapy since you started the job?

When I first started at BUD/S we had the standard physical training equipment, but little equipment for aerobic exercise. We have added many stationary bikes, upper body exercisers, elliptical machines and added an additional AlterG, anti-gravity treadmill. This, along with an increased amount of small weights and medicine balls, has allowed us to develop more stations for circuit training and conditioning and allow more patients to keep working.

What aspects of physical therapy are most important to NSW and the SEAL community?

For the students, it is the ability to get stronger and keep their conditioning up so they can attempt to go back through BUD/S successfully. For the SQT people and staff, it is usually to recover from surgery, get stronger, more functional and learn some preventative exercises to lengthen their careers.



What do people not understand about physical therapy within the military and NSW?

Many seem to just want to relieve pain or just get a quick fix. There are so many things that the athletic trainers and physical therapists can do to show safe methods of exercise and preventative routines so that the operators will have less physical problems in the future. The military has these expert people on board, so that you don't have to go outside to look for that expert professional.

What role do you play throughout Hell Week?

My major role during Hell Week has been to supervise the wound care. It was slow and not effective when I first started. I found the right materials and made it much more efficient. I also help in the diagnosis of some of the traumatic and stress-related musculoskeletal injuries. I observe many of the training evolutions to see if there are any adjustments I need to make in my functional rehab for the students of the future.

What is your favorite part about your job?

My favorite part is putting the students through their early morning conditioning exercises and seeing them get stronger, fit and more confident as they prepare to go back into BUD/S [and] following them through phase, Hell Week and SQT and seeing they are doing well.

What has been the most meaningful part of your job?

Going to the class graduations and seeing students who have been past patients pin on their Tridents. I have seen 24 classes graduate and have had close to 1/3 of recent classes and eight Honor Men that were former patients. Knowing that I may have played a part in these men succeeding, and then [watching them] going on and serving our country, fills me with a sense of pride each time. Now that I have been here four years, I see quite a few former patients who are in the Teams and coming back from deployment. Talking to them and seeing they are performing well makes me feel some part of their accomplishment.

What are your goals for physical therapy in the future?

To continue to help students succeed in the future and to try to push the command to use the in-house, local experts to teach more preventative exercise to the SQT students so they will carry that forward to the Teams. 🇺🇸

A SPECIAL OPERATION

At the conclusion of World War II, one American Naval officer played a role in an operation that is rarely discussed or publicized. That man would go on to become an important leader in the special warfare community.

By Bob Schoultz

It was 1945, and he was a 22-year-old ensign in the Navy, swimming alone in a small bay off the coast of Japan, looking at the shoreline through his face mask. He had been trained as a member of one of the U.S. Navy's very special units – the Scouts and Raiders – and had been recently deployed to the Pacific theater to do amphibious advance force operations against imperial Japan in World War II.

Just two weeks earlier, he had been doing reconnaissance missions to prepare for an amphibious landing in Mindanao, in the Philippines, expecting fanatic resistance from entrenched Japanese forces, when his superiors were told of the bombings of Hiroshima and Nagasaki and the subsequent surrender of Japan. His task force was directed to cease all operations, pick up Army troops in Luzon, and make haste for Japan. After nearly 4 years of brutal and vicious combat, the war was finally over.

And now here he was, in the water not far from Osaka, off the coast of one of the planned sites for putting U.S. forces



Attack transport ship USS George Clymer (APA 27), seen here off the coast of Coronado, California, launched the operation.

ashore to begin the occupation of Japan.

It was early in the morning and the sun was out. The water was clear and calm, the bottom of the bay sandy and the beach he was observing was fairly narrow, at only about 150 yards wide. There was a small Japanese fishing village called Wakayama right next to the water's edge, and though he saw some fishing boats on the beach, the village appeared deserted – no signs of activity or life.

On a one-man hydrographic reconnaissance mission he was outfitted in the equipment that was standard for frogmen of World War II and many decades thereafter: fins, face-mask, web belt with swimmer knife, lead-line and slate. His mission was to determine whether there were any natural or man-made obstacles, or any other impediments to an

amphibious landing to put troops ashore. He had been dropped off by an LCVP – a small motorized launch – which was waiting just a few hundred yards away. His ship, the attack transport USS George Clymer (APA 27), was at anchor approximately a mile off shore, clearly visible.

The water was warm, for it was late August. The beach was perfect for a landing: no surf, white sand, a perfect gradient. But as the officer was looking for potential obstacles and recording the gradient, he looked up and was startled to see three men approaching the beach from the otherwise deserted main street of the village. They had clearly seen him and were heading in his direction.

This could be trouble. He had heard reports that fanatics in Japan would never surrender, would never tolerate an

American occupation and would fight to the death. As a frogman, the officer felt very much at home and safe in the water, and had the LCVP close by, but he was still concerned. As he looked hard at the three men approaching the water's edge, he noticed that they all appeared to be elderly, dressed in coats and ties, and he saw no weapons. But he was still on his guard.

The men came to the water's edge and stopped. The young American officer carefully swam in to get a little closer, to see what they were up to. He slowly approached to within about 25 yards of them, staying in shoulder-deep water. Then he stopped. For several seconds, the Japanese men stood on the beach and looked at him, and he looked back at them.

One of these elderly Japanese men stepped forward and spoke.

"We can see the ships off shore, and we can see what you are doing," he said. "We want to assure you that your occupation will be unopposed, and that we will cooperate peacefully. We are glad the war is over."

From the water, the officer responded:

"I want to assure you that we too are glad the war is over. We also hope to have a peaceful occupation."

He did not sense a threat, and trusted his instincts. He came out of the water and approached the three men. It was indeed a bizarre scene: Three elderly Japanese gentlemen in coats and ties, standing on the beach in front of their village, facing a young American Naval officer who was representing the country that had just defeated them in war and was dressed in nothing but a swim suit. The Japanese man went on:

"Whatever we can do to cooperate please let me know. Feel free to contact me if I can help."

"Thank you," the American officer said. "I will report your offer to my superiors." And then there was an awkward pause. The officer asked, "How is it that you speak such excellent English?"

The Japanese man replied: "As a young man many years ago, my education included getting my baccalaureate degree from Harvard University."

The American officer chuckled. "Well, I went to Yale," he said, "and we used to kick your butt in football every year!"

At that, both men laughed. That seemed to break the ice.

The Japanese gentleman from Harvard then asked if the American officer might be able to join him and his wife for dinner. The American replied that he didn't know what his schedule would be – that he and the U.S. Navy were going to be very busy putting troops ashore over the next days,

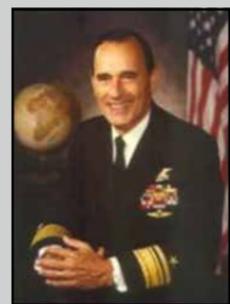
and he'd have to check with his superiors. The Japanese gentleman suggested that the American try to meet him at that spot at 5 p.m. a few days later to accompany him to his home for dinner. The American responded that he would try, and then returned to the water, finished his reconnaissance and swam back to his ship.

Back aboard Clymer, the American officer reported this encounter to the commodore of the squadron, who encouraged him to go to dinner with the Japanese gentleman, saying it would be a great experience. Over the next several days, the task force was indeed busy putting troops and equipment across the beach in Wakayama, but on Thursday afternoon, the American officer was at the appointed place and time, and the Japanese gentleman met him and took him to his home, where his wife had prepared a lovely meal.

As was and still is the custom, the American officer arrived with a gift. He was not a smoker, but had saved his ration coupons, and was able to purchase two cartons of Lucky Strike cigarettes, which he presented upon arrival. Japan was a nation of smokers, as was the U.S. at that time, but in Japan cigarettes had become extremely hard to come by. The Japanese gentleman was very pleased.

That evening, the men didn't talk about the war, or about politics, or about anything controversial or unpleasant. They mostly talked about Yale and Harvard, the Japanese gentleman sharing his experiences in America from many years ago.

When it was time for the American officer to take his leave, the Japanese gentleman offered him a parting gift, a folder with 23 appliques of Samurai Warriors with ancient Japanese writing on them. They were exquisitely done on rice paper, appeared to be



Clockwise from top: "Stars and Stripes" on V-Day; Japanese appliques on Lyon's wall; Rear Adm. Lyon's official Navy photo

quite old, and in excellent condition. The American officer was stunned, and replied that he just couldn't accept such a gift. But his host insisted, saying that he would be insulted if they weren't accepted. Honored, the American officer accepted the appliques.

The two never met or communicated again. The American officer was transferred shortly afterward to Shanghai, where for nearly a year he worked as an intelligence scout attached to Commander 7th Fleet, tracking the progress of an insurgency in the countryside of northern China, led by Mao Tse Tung.

In 1946, the American officer was released from active duty, and like most American service men, returned to the States to

begin a new, post-war civilian life.

The American Scouts and Raiders officer was Dick Lyon, now a legend in the Naval Special Warfare community. Upon returning to the States and Southern California, he eventually entered and graduated from the Stanford Graduate School of Business.

When in 1951 war broke out in Korea, like many men in his generation who had fought in WWII, he was recalled to active duty. Lyon was one of many former Scouts and Raiders, Underwater Demolition Team men, and Naval Combat Demolition Unit swimmers who volunteered to join the UDTs to fight in Korea, and Lyon became an officer in the newly-commissioned UDT 5. He and his

teammates deployed to Korea in late 1951, where they found themselves swimming in the cold waters off Korea, again doing amphibious advanced force operations and other new missions that were being devised for the UDT frogmen.

At the conclusion of that war, Lyon returned to the U.S. and was again released from active duty to continue his career in business. He remained active in the U.S. Navy Reserve, and over the next 26 years, commanded seven reserve units. In 1974, he became the first officer to be promoted to admiral from the Naval Special Warfare community, and was recognized as BullFrog 1 – the longest serving UDT or SEAL on active duty.

Now, an old warrior at 91, he enjoys thinking back on a full and rewarding life. He frequently looks at those appliques of Samurai warriors that he received from the old Japanese gentleman of Wakayama, which he has prominently displayed in his living room. He recalls how nearly 70 years ago, as a very young man, he had the opportunity to serve on one of the great stages of world history, and to be one of the first American servicemen to set foot on the mainland of Japan after the dropping of the atomic bombs. In his meeting with the Japanese gentleman from Harvard, he also had the opportunity to do his own small part to begin healing the wounds from that very nasty war and begin building the friendship that connects two great nations today.

He still regrets that he didn't stay in touch with the Japanese gentleman from Harvard. Though that friend has certainly long passed, as Lyon looks fondly at the appliques, he often thinks to himself, "Were the old gentleman alive today, what a great conversation the two of us could have now!"



RETIRED NAVY SEAL ON LEADERSHIP

Story by retired Capt. Bob Schoultz

Leading from behind? Isn't that an oxymoron, like organized chaos, or a genuine fake? Leading from behind normally connotes a leader reacting to and being led by events rather than getting out in front of problems, setting objectives and inspiring his or her organization to achieve great things.

However, the best leaders of the best organizations know they are often more effective leading from behind, 'letting the dogs run.' They can, and do, lead from the front when that is what the circumstances and the team demand, but they often prefer to plant themselves back in the crowd, watching others lead and employing more subtle approaches to influencing events rather than controlling every aspect of them.

If a team is new and still defining itself, if it has an urgent task ahead of it or if it is confused or struggling with internal conflict, there is clearly a need for strong lead-from-the-front leadership to develop positive forward momentum. But once the team is on track and performing well, when everyone knows his job, is committed to a common vision and holds each other accountable to the mission, that's when the best leaders exercise lead-from-behind leadership. That doesn't mean they disengage. They remain extremely engaged by watching carefully, providing support and insight as necessary and making command decisions when those decisions are required. But they understand it is easier to assess whether the team is moving on the right azimuth when they can view the entire field.

Letting a well-oiled team run frees up the leader to serve the team beyond the boundaries of the team, to build credibility with other teams and higher headquarters and to spend more time and energy looking at the broader context of the team's mission. Management is left to the well-functioning internal mechanisms of the team. When the team is successful, a good leader knows it's probably time to get out front again, to help the team create a new direction, a new vision, new commitment and establish a new momentum before once again stepping to the side.

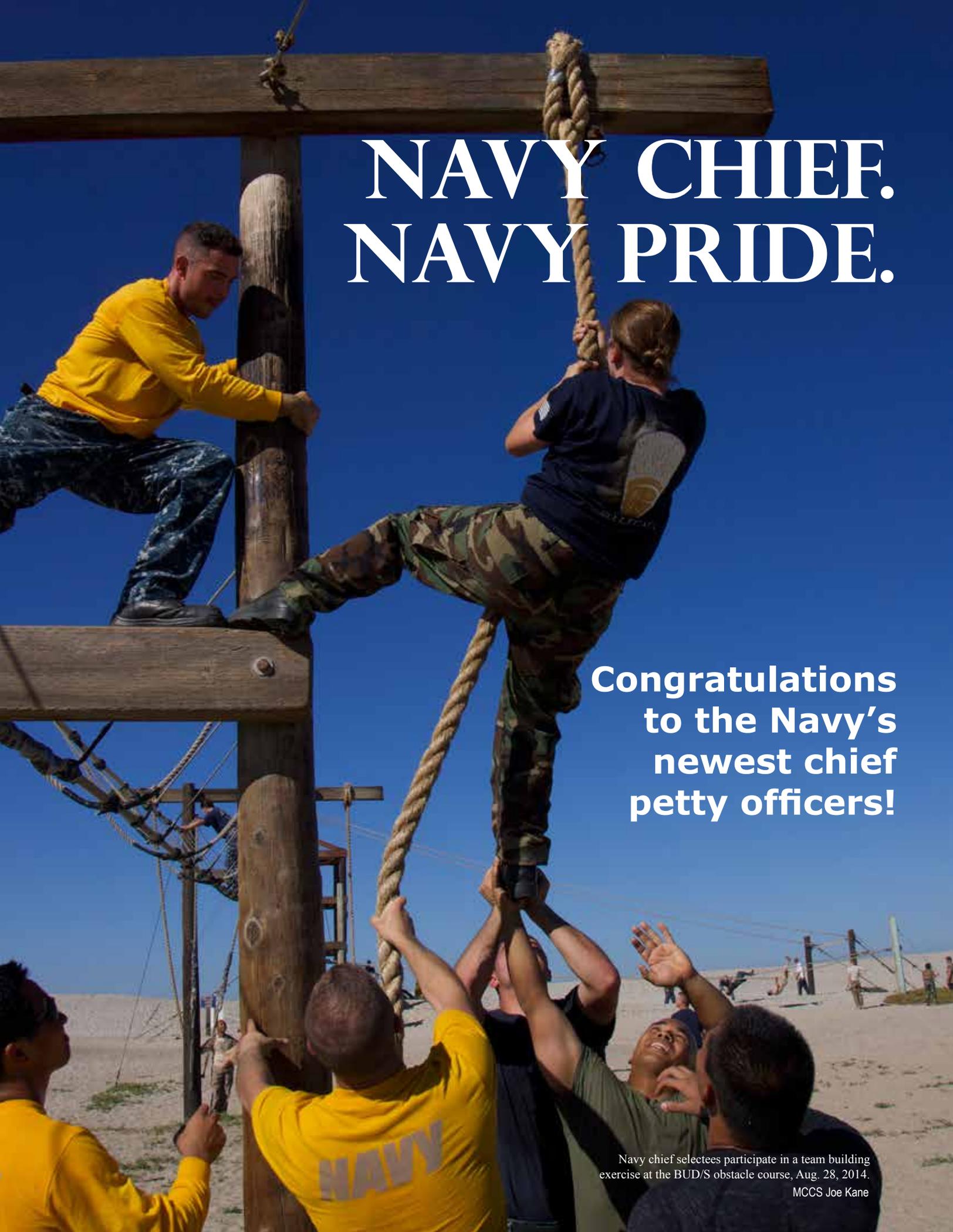
Furthermore, great leaders train and prepare future leaders. Lead-from-behind leadership allows the senior leader to look up and out while giving junior leaders opportunities to lead, learn and grow. One of the best ways to build other leaders is to let them lead, and when designated leaders step out of the way, others can spread their wings, use their judgment, make decisions and make mistakes. The lead-from-behind leader remains available to coach, to make sure mistakes don't take things too far off track, and to provide constructive feedback afterward.

When I was younger, I made the mistake that many young leaders make: I believed my role was to always be out front. And like many young leaders, I enjoyed the spotlight, the authority and the ego satisfaction of being 'in charge,' and 'making stuff happen.' This may be a necessary phase in their development as leaders, but I've seen far too many leaders never get beyond this phase. The team becomes completely dependent on the leader's energy, drive and ambition. That is not good for the long term development of the team and its people.

Later in my career, I backed off my tendency to always jump out front and tried to step back more and let the organization evolve. I realized that if my team expected me to always take charge as problems arose, they would simply sit back and wait to see what I decided. That was not what I wanted. I was their leader; they were not my troops. There is a big difference. To outsiders, it is not always clear how great leader's influence from behind with subtlety, insight and example. Yet powerful leaders in all areas recognize it. In his seminal work Good to Great, Jim Collins describes these leaders as "Level 5 Leaders." Harvard's Joe Badaracco praises such selfless leaders as "non-heroic" leaders. One key NSW leader speaks of leading with "humility, integrity and transparency."

Great leaders know how to balance leading from the front and leading from behind. While they certainly know when and how to get out front and push, they also know when it is best to step to the side, let things evolve naturally, let other leaders emerge, influence subtly and lead quietly from behind.





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Navy chief selectees participate in a team building exercise at the BUD/S obstacle course, Aug. 28, 2014.

MCCS Joe Kane