



Ethos

ISSUE 20
NAVAL SPECIAL WARFARE

SWCC
EVOLVING
to Meet Operational Needs

Issue 20

Contents

FEATURES

- 6 Neil Roberts**
The story of the first SEAL killed in Afghanistan during Operation Anaconda.
- 8 From the Neck Up**
NSW's SEAL & SWCC selection process involves more than simply evaluating physical attributes. The new C-SORT test has helped narrow the field and close the attrition gap.
- 13 In Memorium**
TRADET named after fallen SEAL Marc Lee; three members of NSW killed in 2012 and 2013 remembered
- 14 One Last Ride**
After 16 years of service, the MK V special operations craft makes its final journey before decommissioning.
- 18 Q & A with Rear Adm. Moore**
NSW's new deputy commander says the force is as strong as it has ever been.
- 20 Global Force Management**
After nearly 12 years of sustained combat operations, the demand for special operations forces (SOF) continues to grow.
- 22 Looking for the Same Man**
SEAL and SWCC candidates now go through the same preparation course before heading to training.
- 26 Education and Learning**
In February, Commander, U.S. Special Operations Command (USSOCOM) Adm. William McRaven released a memo outlining higher education and training requirements for the service components through fiscal year 2018.
- 29 Facebook Privacy**
Many sites, especially Facebook, are now jeopardizing operational security and displaying personal information.



On Our Cover
A Special Warfare Combatant-craft Crewman (SWCC) mans his GAU-17 minigun during a live-fire patrol along the Salt River in northern Kentucky.
Photo by: MC2 Jayme Pastoric



11



6



13



22



14

DEPARTMENTS



- 2 News from Around the Force**
BUD/S student honored, pre-separation program takes effect, and more.



- 11 Meeting the Demand**
Logistics specialists keep the NSW community outfitted and prepared.



- 28 Teamwork**
Working together is a core part of being a SEAL.

Moving Forward



interview, Rear Adm. Moore shares his thoughts on his responsibilities, supporting the commander and preparing for the future.

Major budgetary deadlines were looming at press time for Ethos. There was the potential for sequestration March 1 and the March 27 expiration of the continuing resolution that has kept the Department of Defense funded, albeit at FY12 levels. Regardless of the budgetary decisions that our government leaders ultimately made and will make, we can expect one thing: There will be impacts to what we do. More important is how we are preparing to preserve and protect our force and families and the capabilities we provide amidst a dwindling defense budget and ever-increasing requirements.

On page 20, I encourage you to learn about one such effort -- the Global Force Management process and how NSW is collaborating with other SOF Components to better position and utilize our personnel. Greater coordination and synchronization will reap benefits for the Combatant Commanders and Theater SOCs.

There's a feature on page 11 highlighting the work of the Logistics Specialists in NSW. Managing our inventories to ensure that personnel have the parts, supplies and materials they need is critical to many of our operations. Just as critical is ensuring that the financial accounting, database systems and checks and balances are in place and functioning properly.

On page 8, you can read about efforts to improve the screening and selection process for potential SEAL and SWCC candidates. Navy Personnel Command has authorized the use of C-SORT, a one-time computerized personality test that measures an individual's ability to react, respond and carry out the daily tasks of a SEAL or SWCC. Changes to the preparatory course at Great Lakes reported on page 22 are aimed at improving the numbers of SEALs and SWCC who successfully complete the training to become NSW operators. The importance of these changes will impact us in the long-term with a better ability to sustain a robust Force.

For service members who are looking to retire or transition out of the service, there is updated training available known as Transition GPS. In addition to counseling, Transition GPS helps Sailors develop a personal action plan to ensure a smooth transition to a civilian career. Read up on the requirements on page 2.

Lastly, Ethos includes two stories highlighting a bit of our history -- the sacrifices made during Operation Anaconda (page 6), and the end of the line for the NSW MK V Special Operations Craft (page 14).

We have a rich history and a future that is guaranteed to provide meaningful work. You play an important part in that. I appreciate all you do to stay focused and keep us moving forward.

Rear Adm. Sean A. Pybus
Commander, NSW

STAFF

COMMANDER > Rear Adm. Sean A. Pybus
FORCE PUBLIC AFFAIRS OFFICER > Capt. William Fenick
DEPUTY PUBLIC AFFAIRS OFFICER > Ms. Patricia O'Connor
ASST. PUBLIC AFFAIRS OFFICER > Lt. Cmdr. David McKinney
EDITOR > MCCS (SW/AW) Michael Raney

ASSOCIATE EDITOR > MC1 (SW/AW) John Scorza
PRODUCTION MANAGER > MC1 (SW/EXW) Geronimo Aquino
STAFF > MC1 (SW/AW) Dominique Canales, MC2 Megan Anuci,
MC3 Geneva G. Brier, MCSN Paul Coover
ISSUE 20 > January - March 2013

Ethos is an official production of the Naval Special Warfare Command Public Affairs Office, 2000 Trident Way, San Diego, CA 92155-5599.
Send electronic submissions and correspondence to editor@navsoc.socom.mil or call (619) 522-2825.

2009 CHINFO Award Winner
U.S. Navy's Number One Magazine



City of Coronado Honors Local Sailor for Heroism

CORONADO, Calif. – Seaman William “Pepper” Lang, a second phase Basic Underwater Demolition/SEAL (BUD/S) student assigned to the Naval Special Warfare Center in Coronado, Calif., was awarded a Certificate of Commendation from the City of Coronado Jan. 15 at Coronado City Hall.

The award was presented to Lang and two other lifeguards, Jacob Bender and Blair Geiss, for meritorious service in the line of duty as a lifeguard, Lang’s job prior to joining the Navy. The mayor of Coronado, Casey Tanaka, congratulated the three lifeguards as he bestowed the commendations during a city council meeting.

“We have a beautiful beach and we’re very proud of it,” said Tanaka. “In the back of our minds, we don’t want to think about rip currents, high tides or other possible threats. On behalf of the entire city, we want to thank the three of you for the actions you’ve taken in saving a precious life. You and your brethren do this every day and you always put your lives on the line for us.”

On April 1, 2012, Bender was on duty in Tower 5 when he noticed a number of people pointing and yelling near the water at North Beach. After scanning the water, Bender saw a man in distress in the surf, face down. As he made his way toward the victim, the lifeguard called for backup. Upon reaching the victim, Bender suspected life-threatening

injuries had been sustained. He performed an inline stabilization, cradling the patient’s head and neck in his arms.

Then the lifeguard noticed a large hematoma on the victim’s lower back, causing a localized collection of blood about the size of two softballs side-by-side. Although the victim was conscious, he couldn’t feel or move his legs and was unable to reach the shore.

Once lifeguards Lang and Geiss arrived, the three worked as a team against the difficult environment of the surf line to reach shore and “log rolled” the patient onto a special rescue board to immobilize his spine. They continued treatment until Coronado firefighters arrived and transported the patient to Scripps Mercy Base Hospital for immediate surgery.

“I’m proud of the actions these men took,” said Mike Blood, Coronado fire chief. “I’m proud of the professionalism they demonstrated that made a positive impact in someone’s life.”

Because of the quick response and attentive care given by Lang and the other two lifeguards, the victim survived a significant injury to the spine and greatly limited damage from the trauma.

“It’s humbling and I’m accepting this award on behalf of all the lifeguards,” said Lang. “There were those people that were sitting in the dispatch tower and driving the ambulance and I was a very small player in this. I was simply doing what I was trained to do. I feel honored to be awarded this today. I feel like I accept this for those other lifeguards that were on duty that day and the 30 lifeguards who work those beaches year-round on Christmas Day and Fourth of July when everyone else is having fun. I’m honored to say I was part of this rescue.”

MC2 Megan Anuci

New Pre-Separation Program Takes Effect

Recently the U.S. Navy released a new program for all Navy officers and enlisted who are transitioning to the civilian sector called Transition Goals, Plans, Succeed (Transition GPS). Transition GPS replaces the Transition Assistance Program (TAP). Unlike TAP, Transition GPS is mandatory and tracked by a service member’s chain of command.

The new program is part of the Veterans Opportunity to Work (VOW) to Hire Heroes Act of 2011, which provides transition tools, education and training opportunities to the transitioning service members. The act also provides tax breaks to employers who hire Veterans with service-related injuries.

According to Naval Special Warfare Group 2 career counselor, Chief Navy Counselor Michael Zapatka, Transition GPS is a five-day course that includes pre-separation counseling, individual transition plan (ITP) preparation, VA benefits briefing, financial planning support and a job skills building workshop.

Optional two-day courses are available for Sailors needing information on education, technical training and entrepreneurship.

“Day one is an overview of the course and an opportunity for service members to complete block one of their ITP. The remaining days cover transition assistance topics, a class facilitated by the Department of Labor and a VA benefits brief,” said Zapatka.

Zapatka said service members who are retiring should start the program 24 months before their retirement date. Sailors who are separating at the end of an enlistment should start the process 12 months prior to their separation date.



Coronado Mayor Casey Tanaka presents a Certificate of Commendation to Seaman William “Pepper” Lang, a 2nd phase Basic Underwater Demolition/SEAL student assigned to the Naval Special Warfare Center, Jan. 15, 2013.

“During this time they will receive pre-separation counseling, attend Transition GPS and finalize their ITP. Completion of the ITP is tracked by a service member’s chain of command and by Navy Personnel Command,” said Zapatka.

The ITP is required by law. Completion involves a six-part plan that provides service members with a roadmap to help them set and achieve realistic career goals. The main goal of ITP is for service members to assess their skills, knowledge, experience, interests and abilities to ensure a smooth transition to a civilian career, added Zapatka.

The ITP covers post-transition personal and family requirements, post-transition career paths and evaluation of military and civilian experience. The final goal of the ITP is the creation of a transition timeline.

Beginning Jan. 14, 2014, all attendees will be required to complete a capstone event, added Zapatka. This event will ensure that Sailors have completed the Transition GPS program and are put in touch with outside agencies that can provide additional assistance if needed.

MC1 Les Long
NSWG-2 Public Affairs

NSW Operators Assist Honduran Military to Establish Elite Maritime Unit

HONDURAS - With a rate of 86 people killed for every 100,000 inhabitants, Honduras is considered one of the most dangerous countries in the world according to statistics from the United Nations Office on Drugs and Crime report in 2011.

Many of these casualties are linked to narcotics trafficking, where Honduras and other Central American nations are used as a transit point from South America into Mexico and the U.S., mostly by sea.

During a recent six-month deployment, members of Naval Special Warfare Task Element-Alpha (NSWTE-A), a deployed

maneuver element attached to Naval Special Warfare Unit 4 (NSWU-4) in support of Special Operations Command South (SOCSOUTH), partnered with their Honduran counterparts to train and increase the military capacity of the newly established Honduran Fuerza Especiales Naval, or FEN. FEN is a maritime unit of Special Operators capable of combating transnational organized crime in and around their waterways.

NSWU-4, stationed in Joint Expeditionary Base, Little Creek, Va., designed and implemented a comprehensive training and maintenance plan to build the FEN into a strong counter-narcotics force. This same training plan has been used before during the creation of the FEN in Guatemala.

Ten operators from SEAL Team 18, attached to NSWU-4, spent six months training and observing the FEN in a multi-disciplinary approach, resulting in 45 highly qualified Honduran Special Operators by the end of the training.

More than 110 Honduran sailors attended the two, eight-week Basic Underwater Demolition/SEAL (BUD/S)-style selection courses, designed by the members of NSWU-4 to challenge the mental and physical capabilities of each individual. The training was modeled after the BUD/S selection course done by the U.S. Navy SEALs in Coronado, Calif.

The selection course in Honduras included rigorous physical conditioning assessments, team-building evolutions and basic special operations skill sets.

Some of the conditioning assessments included an eight-mile log physical training event and a six-nautical-mile ocean swim across the Bahia de Trujillo that was completed by both NSW personnel and the Honduran FEN. After completing these physical and mental hardships to become a member of the FEN, the 45 qualified individuals continued through more rigorous and operationally-focused skills training, which completed their transformation into

a disciplined and dedicated team capable of providing the Honduran military with a capable maritime branch of special operations.

To compliment the efforts of the Navy SEALs, members from Naval Special Warfare Special Boat Team 22 also spent a month with counterparts from NSWTE-A training the FEN in basic watercraft maintenance skills and procedures, nautical chart familiarization, boat vectoring and intercepting techniques, small boat handling tactics and long-range navigation exercises.

“The combination of SEALs and Special Boat Operators provided the FEN with arguably the best maritime training available within USSOF,” said the NSWTE-A officer in charge.

Outside of the physical and technical training that is associated with a special operator, NSWTE-A focused on creating a team of communication specialists within the FEN to become experts in Harris radio technologies, a skill set that is lacking in most Central American units due to the lack of expertise.

“In my whole military career, I can only remember three times when radios were used successfully on a mission,” said the FEN commanding officer.

NSWTE-A also focused its efforts on partner nation self-sustainment strategies when seven FEN members were selected as future instructors, shadowing NSW counterparts during all training evolutions. This mentorship was aimed at providing each Honduran instructor with the competence and confidence to conduct future selection courses.

Organizational departments were also created to include a senior officer and enlisted advisor assigned to each department.

“With the task organization of the FEN currently in place, they are now able to organize operations, training, and maintenance far more effectively, which in turn has created a streamlined and capable maritime unit,” said the NSWTE-A




Sailors attached to Naval Special Warfare Logistics and Support Unit 2 sort food donated to the Foodbank of Southeastern Virginia and the Eastern Shore. The food bank relies heavily on volunteer support to maintain the services it provides to the Hampton Roads community.



Secretary of the Navy (SECNAV) Ray Mabus speaks with a Sailor while observing training at Naval Special Warfare Center Detachment Kodiak in Kodiak, Alaska. Mabus observed training, officiated a promotion and awards ceremony and held an all-hands call in which he thanked the Sailors for their service and sacrifice. Mabus discussed issues currently affecting the fleet including operational and personnel issues and the potential impacts of sequestration and the continuing resolution on the Navy.

noncommissioned officer in charge.

This training conducted by NSWTE-A established the framework going forward for the Honduran FEN. The FEN is now task-organized into assault, boat, communications, maintenance and training departments.

“The unique task organization, presentation of functional skill sets, and development of unit pride and esprit de corps has effectively paved the way for continued Honduran-led training and operations in the future in order to keep their borders secure against transnational organized crime and illicit trafficking,” said the NSWTE-A officer in charge. 

*Ensign Brian Bird and ITC Gino Rullo
NSWU-4 Public Affairs*

Naval Special Warfare Hosts Quarterly Blood Drive

CORONADO, Calif. – Naval Special Warfare Command (NSW) hosted a Naval Medical Center San Diego (NMCSD) blood donor drive Feb. 5 to support service members around the globe.

NSW donors answered the call for potentially lifesaving blood, as Sailors and civilians joined in the effort and contributed more than 30 pints that will benefit military members and their families around the world.


“We are a military blood donor center and our mission is to help the military,” said Doreen Rekoski, NMCSD blood donor recruiter. “We do that in a few ways: Our blood goes to military treatment facilities, deployed Navy ships and weekly troop shipments which sends blood out to military treatment facilities all over the world.”

Military blood donations are limited due to federal restrictions stating that military collections must be performed on military installations. Although anyone can donate, they must have base access to participate.

“One donation can save three lives,” said Rekoksi. “We have saved thousands upon thousands of lives both at home and in forward deployed areas over the years.”

One SEAL said he has given blood several times.

“I donate to support my fellow brethren,” said the SEAL. “We are often in harm’s way and I try to help in any way I can.”

“Donating blood saves lives,” said Rekoski. “There is no substitute for human blood and the lives of many combat troops have been saved due to a ready supply of available blood when injuries occur.” 

MC3 Geneva G. Brier

Hospital Corpsman Saves Captain During Heart Attack

VIRGINIA BEACH, Va. – Hospital Corpsman 1st Class John Cope used his extensive medical training to save a man’s life after he suffered a heart attack at the Mount Trashmore YMCA on Feb. 10.

“My daughter takes swimming lessons at the YMCA there,” said Cope. Cope said he was watching a youth swim event when the staff started to panic and grab emergency medical gear.

Thinking he might be able to help, he followed them to an unconscious man who had collapsed in front of the aerobics room. Cope notified the staff of his medical training and took charge of the situation.

Assisted by a nurse anesthetist, Cope began to work on the patient.

“Initially he was dead. He had no pulse and was not breathing; clinically speaking, that’s dead,” said Cope.

Cope administered CPR while the staff retrieved an Automated External Defibrillator (AED), a portable electronic device that automatically diagnoses potentially threatening cardiac arrhythmias in patients and treats them through electrical therapy.

“I cleared everyone off the patient and administered a shock,” said Cope.

He and the nurse resumed CPR and were able to find a weak, irregular pulse, explained Cope. He said first-responder police chose to defer to him because of his qualifications until paramedics arrived.


Once the paramedics arrived and took control of the scene, he took the man’s 15-year-old son and 11-year-old daughter into a nearby office. After a few questions the son told Cope that his father was a captain in the Navy.

“As soon as I found out he was in the Navy, it struck even closer to my heart,” said Cope. “I willingly watched the children until a family friend came and picked them up.”

Cope has continued to check in on the captain in the days since the incident and says that he is recovering well.

“Had I not been there, and had that nurse not been there, I don’t know what the outcome would have been,” said Cope. “It’s imperative that people become trained and stay current in CPR.”

Cope said that although he was just doing his job, the experience has validated his life’s work.

“All ten years I’ve spent as a corpsman and every second I’ve spent studying, it was all worth it.” 

NSWG-2 Public Affairs

Navy SEALs Train with Japan Maritime Self-Defense Force

CORONADO, Calif. – U.S. Navy SEALs hosted a Japan Maritime Self-Defense Force (JMSDF) unit for a training exercise at Naval Amphibious Base Coronado, Feb. 17 through March 2.

The JMSDF Special Boarding Unit (SBU) performed various levels of special operations training with a West Coast-based SEAL team in an effort to foster stronger partnerships and hone technical skills.

“The first-hand experience these types of exercises provide is immeasurable,” explained the West Coast-based SEAL team commanding officer. “From a global perspective, in terms of political, social, and economic relations, we have a great partnership with Japan. On a more personal level, however, this type of exercise provides an environment for our SEALs to not only develop our allies’ special operations capabilities, but also develop stronger interpersonal relationships.”

The 10 SBU members participated in various exercises, including day and night patrolling techniques, mission planning and final battle exercises over the course of the two weeks with the SEAL team.


The SEAL team’s commanding officer also commented on how the training provides mutual opportunities to exchange best practices and tactical skills.

“This year marks the seventh year in a row the SEALs and JMSDF have participated in these exercises,” said the officer. “The exercises are mutually beneficial to both groups; although the missions for SEALs and the SBU are vastly different, it provides a forum for enhancing each other’s skill sets and improving how we work together to accomplish future missions.”

Naval Special Warfare training exercises directly support the nation’s maritime strategy by promoting interoperability and cooperation, which serves to enhance mutual interests in terms of stability and security throughout the Pacific area of responsibility. The exercise manager, a chief special warfare operator attached to the SEAL team, commented on the hard work displayed by the Japanese unit.

“The SBU are motivated and dedicated professionals who come here to work hard and take advantage of a great learning opportunity,” said the exercise manger. “It’s obvious they take pride in what they do, and I’m already looking forward to the next time we work with them.”

The admiration was shared equally from the Japanese counterparts. Lt. Masahiro Ozeki, the SBU officer in charge, expressed his gratitude.

“It was an enriching experience,” said Ozeki. “I sincerely look forward to training with Naval Special Warfare more in the future.” 

NSWG-1 Public Affairs

NSWG-1 Sailors Celebrate Read Across America

SAN DIEGO – Sailors from Naval Special Warfare Group 1 (NSWG-1) visited with students from Bonsal West Elementary


School in support of National Read Across America Day, March 6.

The Sailors volunteered to spend the day reading aloud from various Dr. Seuss books as a way to inspire students to develop a passion for reading.

“I really enjoyed the opportunity to spend time with the students and read for them,” said Construction Mechanic 2nd Class (SCW) John Soto. “I’m glad I had this chance to give back to the community and be a positive influence in a child’s life.”

Read Across America is an initiative of the National Education Association as a way to get children excited about reading. The event is celebrated every year on or near Dr. Seuss’s birthday.

Mrs. Jennifer Wise McKnight, a third grade teacher at Bonsal West Elementary School, expressed her gratitude for the military’s participation with this initiative.

“I really appreciate the Sailors reading today,” said McKnight. “It not only gives the kids the experience of someone else reading to them, it also gives them someone else to look up to and admire.” 

*MC1 Kevin Tidwell
NSWG-1 Public Affairs*

NSW Riggers, Keeping SEALs’ Chutes in Check

VIRGINA BEACH, Va. – Special warfare operators and support technicians assigned to Naval Special Warfare (NSW) rely on a variety of specialized equipment in order to complete their missions. The Paraloft at Naval Special Warfare Logistic and Support Unit 2 (LOGSU-2) provides specialized training and maintenance on a unique piece of equipment: the parachute.

On any given day, the LOGSU-2 Paraloft maintains approximately 300 parachutes that must be inspected every 182 days. The aircrew survival equipmentmen (PR) who perform these checks must complete a long training cycle from the time they check in until they reach the level of jumpmaster.

“A PR who maintains the static line qualification for one year can attend training for jumpmaster qualification,” said Aircrew Survival Equipmentman 1st Class Jeremiah Cranford, the Paraloft’s Leading Petty Officer.

NSW PRs begin their training by completing the Basic Airborne Course (BAC) at Fort Benning, Ga. Upon graduation from BAC, PRs have five jumps behind them and are ready to begin NSW-specific training.

“Candidates for BAC must pass the Army’s physical fitness standards, which

are a minimum of a 15:54 two-mile run, 85 push-ups and 71 sit-ups,” said Cranford.

NSW PRs must also complete Sling Load Training, Military Free Fall School, Basic Roper School, Helicopter Rope Suspension Training (HRST)/Cast Master Training, and Joint Aircraft Inspection Training. Most of the required qualifications are restricted to PRs who are E-5 and above.

“In rare cases, the rank restriction can be waived if the PR has successfully met all training and qualification standards,” said Cranford.

Lengthy deployments can lead to the expiration of jump qualifications for NSW members. They are able to utilize LOGSU-2 PRs as jumpmasters for their re-qualification jumps. The PRs are able to serve as jumpmasters for water jumps, land jumps, High Altitude Low Opening (HALO) jumps, fast roping, rappelling, SPIE (Special Patrol Insertion/Extraction) rigs, and FRIE (Fast Rope Insertion/Extraction) rigs.


“When employed by SEAL teams, the PRs act as supervisors to ensure the chute folding procedures have been properly met. We do that to ensure the safety of the jumper and the jumpers around them,” said Cranford.

When LOGSU-2 PRs are not training, they can be found in the Paraloft preparing for unit level training (ULT) air weeks and jump operations. ULT and jump operations include parachute rigging, building boat packages with G-12 cargo parachutes, folding chutes and taking inventory.

“Safety and attention to detail are essential to every PR’s success,” added Cranford.

LOGSU-2 PRs spend two to three weeks performing checks on the parachutes by opening the reserve chute, then checking and repacking it. The remaining week of each month is used to conduct jump operations.

“Each jumper packs his own main chute with the PRs performing “rigger checks” to make sure the chute is folded and packed properly,” said Cranford.

Riggers are vital members of NSW as parachute operations have been a core skill-set for SEALs since the community’s inception. 

*MC1 Les Long
NSWG-2 Public Affairs*

A member of the Japan Maritime Self-Defense Force Special Boarding Unit rappels down a tower during a roping exercise at Naval Amphibious Base Coronado. U.S. Navy SEALs hosted a unit from the Japan Maritime Self-Defense Force for a bilateral training exercise at Naval Amphibious Base Coronado Feb. 17 - Mar. 2.



Construction Mechanic 2nd Class (SCW) John Soto, assigned to Logistic Support Unit One, reads to students at Bonsal West Elementary School as part of Read Across America Day.

Remembering

Neil Roberts

Click to view the Roberts' Ridge Documentary
(May not work on some government computers)

The same photo adorns the top left-hand corner of every Naval Special Warfare (NSW) post-9/11 Wall of Heroes display. It's a grainy image of a rugged-looking warrior with a helicopter turning in the background. His head is cocked slightly to the left, as steely eyes reveal he knows his purpose in life is to serve. A suppressed smile, hidden by a thick mustache indicates that he enjoys his chosen profession.

In the tight-knit brotherhood of SEALs, he is a legend. To some, he is called a hero and patriot, and to others, a husband and father. He was known among his teammates and friends simply as "Fifi," for his fiery poodle-like red hair, a matching moustache and savory sense of humor. On March 4, 2002, Aviation Boatswain's Mate Aircraft Handling 1st Class (SEAL) Neil C. Roberts would become NSW's first combat casualty in the war on terror. He "had a blast" and "died doing what made me happy," Neil would write in a letter to his wife shortly before his death.

As the dust began to settle following the 9/11 attacks that shook America to the core, President George W. Bush ordered U.S. troops into Afghanistan to begin Operation Enduring Freedom. On Oct. 7, 2001, less than a month after the attacks, combat operations commenced. Military objectives were clear: destroy terrorist training camps and key infrastructure, capture and kill al Qaeda leaders and halt terrorist activities in Afghanistan.

Operation Anaconda was Operation Enduring Freedom's first large-scale battle since the Battle of Tora Bora in December 2001. Early Intelligence reports revealed large pockets of al Qaeda and Taliban fighters were organizing in the Shah-i-kot valley, where the battle began on March 1, 2002.

March 3, 2002, two days after the initial assault, a seven-man NSW reconnaissance element, call-sign MAKO 30, consisting of SEALs and Air Force combat controllers, entered the battle. The element was tasked by Advanced Force Elements to establish observation points (OPs) over watching the Shah-i-kot valley. These OP's would provide close-air support and report on enemy

movements for coalition operations in the valley.

"There was a lot of pressure to get the team in at that OP on Takur Ghar (later known as Roberts Ridge). That was one of the primary objectives," said Mark, a teammate and active-duty SEAL master chief. (Mark's last name is being withheld to protect his identity.) "At about 11,000 feet, it was a prominent piece of terrain overlooking the valley; you had a complete view of everything coming in and out of the valley so it'd be perfect for one of our observation teams to get in there and take a look at the valley. But there was one problem with that. The enemy knew that as well. So they set up their own observation point and their defensive positions on Takur Ghar. Everything else is history."

Departing from a forward operating base in eastern Afghanistan late in the day on March 3, the MH-47 helicopter carrying Neil began its descent into the designated helo landing zone (HLZ). Immediately upon landing, the helicopter received heavy rocket-propelled grenade (RPG) and 12.7mm machine gun fire. As the helicopter and its crew began evasive maneuvers, and under an extensive barrage of enemy fire, Neil fell from the helicopter, which was hovering 10 feet above the mountain peak. In a matter of moments, an operation to set up OPs on the peak of Takur Ghar turned into a white-knuckle rescue operation as pilots and crew members began to avoid a crash and exit the kill zone they found themselves in.

"The helicopter was shredded by enemy fire," said Master Chief Special Warfare Operator Britt Slabinski, ground force commander of the MAKO 30 element. "We managed to lift off and head down the mountain."

The helicopter crash landed after several attempts to return to retrieve Neil, more than five miles from the original HLZ. The helicopter was severely damaged and unable to fly back to its fallen brother-in-arms. With the

assistance of an additional MH-47, Slabinski and his teammates would make a daring rescue attempt to try and find Neil and get him off the mountain. The number of enemy forces on Takur Ghar that day far exceeded original intelligence reports.

Neil was alone, severely outnumbered and outgunned. Yet reports revealed that Neil courageously engaged the enemy, maneuvered constantly and was wounded many times, until he finally succumbed to his wounds on the early hours of March 4.

For his gallantry in action against an overwhelming force, Neil would posthumously receive the Silver Star and Purple Heart.

32-year old Neil was jovial and lively. He played pranks and jokes on his teammates and was known to put a smile on everyone's face. He was full of energy and dedicated to his craft as a SEAL. The 14-year member of the Teams called himself "crimson fury," for his trademark red hair and beard.

"He was the funniest guy I've ever met," said "Turbo," Neil's best friend and teammate. "He had a way of making everyone laugh. One of his jokes was that he'd carry a miniature comb in his wallet and he'd turn his back to whoever he was with. He would pull out the comb and brush his mustache with it. Then he'd put the comb back in his pocket and just walk away."

Neil is survived by his wife, Patty and his son, Nathan. At the time of Neil's death, Nathan was an infant. Right before the mission that claimed Neil's life, he wrote a letter to his wife:

"I consider myself blessed with the best things a man could ever hope for. My childhood is something I'll always treasure. My family is the reason I'm the person I am today. They supported and cared for me in the best way possible. The Navy, although I sacrificed personal freedom and many other things, I got just as much as I gave. My time in the Teams was special. For all the times I was cold, wet, tired, sore, scared, hungry and angry, I had a blast. The bad was balanced equally with the good. All the times spent in the company of my teammates was when I felt the closest to the men I had the privilege to work with. I loved being a SEAL. If I died doing something for the Teams, then I died doing what made me happy. Very few people have the luxury of that."

Neil was born and raised in Woodland, Calif., with 11 brothers and sisters. Growing up in a family about the size of a SEAL platoon, he found his place in the teams. The people who knew him best remember his courage and

"If I died doing something for the Teams, then I died doing what made me happy. Very few people have the luxury of that."

- Neil Roberts, KIA after this letter to his wife

selflessness and will forever live up to the legacy he left behind.

"He was a great athlete in every way," said Turbo. "He paid the ultimate sacrifice, but that's how he lived his life. He was the guy that was never afraid to do anything. He was a great operator, and in the end, that's what we all signed up to do – to be on the front lines."

Shortly after his death, a small ceremony was held at Bagram Airfield to honor the warriors who fell that day on the Afghan mountain rim now known as "Roberts Ridge." Helmets were placed on rifles, which stood straight up behind a pair of combat boots. The helmet and rifle placed for Neil were adorned with a set of swim fins, a nod to his SEAL heritage.

"It was a very solemn, overcast day," said Slabinski. "Everyone spoke of their respective fallen brothers. It was difficult for all of us; we knew this was a fight we were going to be in for a while."

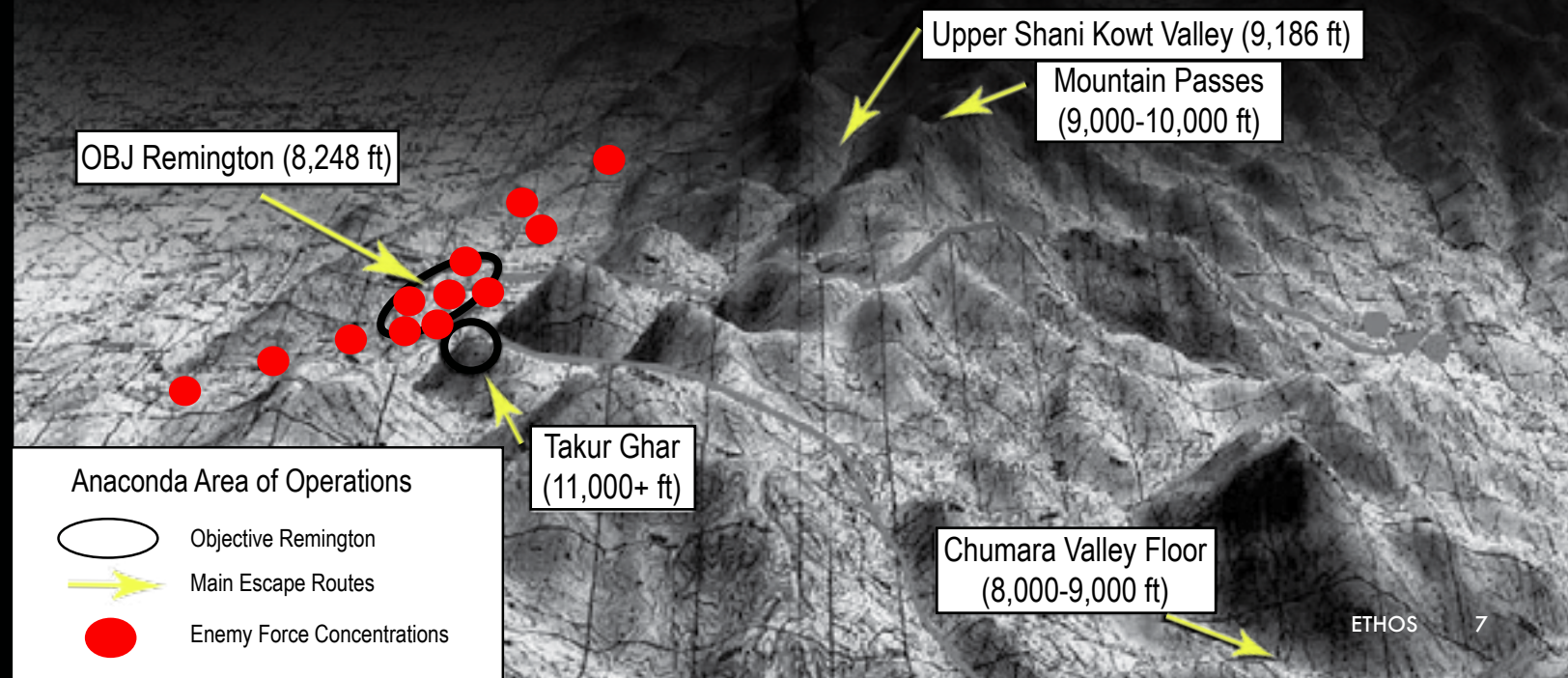
Eleven years since Neil's death, the fight continues. Fifty-four SEALs have made the ultimate sacrifice in either Afghanistan or Iraq. Like Neil, these men and those who will earn a trident and go into harm's way live and die by a simple creed:

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

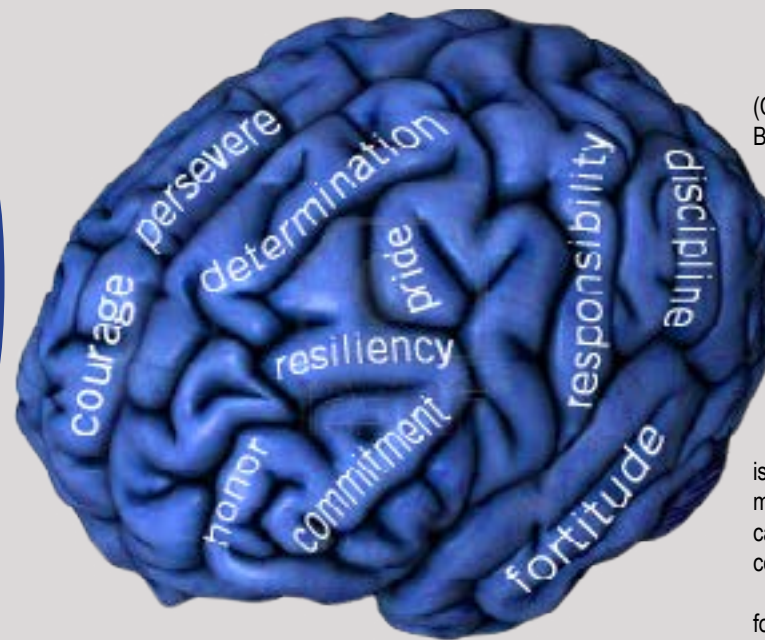
In 2004, a Roberts Ridge memorial was dedicated at Bagram Airfield.

"I spoke on Neil's behalf and thanked everyone for trying to save my buddy," Mark said. "A lot of people put their lives on the line and the special operations mantra to never leave a guy behind really shined and that's what we did. Everybody was trying to get him, and we did, at all costs."

MC2 Megan Anuci



From the NECK UP



Navy SEAL training, though extremely physically demanding, is 80% mental, many say. Each candidate must possess both physical and mental strength in order to have a chance at becoming a SEAL.

How do you select someone for what some consider the most grueling physical and mental military training on Earth? What process would you use? It's easy to pick the biggest and strongest looking guys from a line up, but how would you know if they are mentally tough? Now more than ever, young men across the country are thumping their chests and eager to take on the challenge of becoming Navy SEALs or SWCC. Without a shortage of volunteers, NSW's biggest challenge in creating operators is finding a way to effectively narrow the field and find the right candidates before they begin training.

The average Basic Underwater Demolition/SEAL (BUD/s) class includes approximately 145 enlisted recruits and 15 officers, averaging 160 per group and six classes per fiscal year.

The average passing rate for each class is about 27 percent for enlisted

men. The percentage for officer candidates is dramatically higher due to the intricate screening process they go through for selection. Officers have a passing rate of 70 percent.

From start to finish, the process of becoming a SEAL lasts about two and a half years from the beginning of training to an operator's first deployment; it takes an individual who is extremely dedicated and motivated to earn a Trident and one day serve on the field of battle. Finding the ideal candidate over the past 50 years has been hit and miss. However, in the past few years there has been a breakthrough that has not only improved the selection process but also the quality of candidates entering the pipeline.

A resiliency test was created about five years ago that helps determine whether an individual has what it takes to become a SEAL or SWCC. The test is called the Computerized-Special Operations Resilience Test

(C-SORT), and when paired with the Armed Services Vocational Aptitude Battery (ASVAB) and Physical Screening Test (PST), is accurate at identifying candidates who are likely to quit training.

C-SORT is a one-time 40-minute computerized personality test that measures an individual's ability to react, respond and be able to fulfill the daily requirements of a SEAL or SWCC. There is no preparing for the test and the results have proven to have a 90 percent accuracy rate.

In 2006, C-SORT was first used to test Class 262 as a study. After a few years of research with constant positive outcomes, in 2010 the Chief of Naval Personnel authorized the use of C-SORT for screening all applicants.

Although the accuracy of the C-SORT algorithm is an effective tool, it is not the only process used to find suitable candidates. There are many methods the Navy SEAL and SWCC Scouting Team use to find high quality candidates. There are certain sports, tests and personality characteristics to consider when scouting future SEALs and SWCC.

One way the NSW Scouting Team finds qualified candidates is by focusing on certain athletes when hosting events to raise SEAL and SWCC awareness. Water polo, triathlon, lacrosse, rugby, boxing, wrestling and swimming have produced a large number of NSW operators and candidates who competed in those sports are given an extra look.

"If a young man participated in any of these sports, his chances of success within BUD/S are measurably improved," said Bob Rohrbach of the SEAL and SWCC Scout Team. "The reason is, all of these sports involve a team, as well as an individual effort; they also require a lot of persistence, determination and non-stop activity."

Another factor in determining a candidate's success is taking a look at where the recruit hails from. Individuals who come from states on or near the coast or states close to significantly cold water have a greater success record of completing training.

"The statistics do not mean someone from Oklahoma is not going to make it through training," said Rohrbach. "It just means we have had more overall success with guys from certain areas, because of water temperature, climate, etc."

Although various statistics are helpful in identifying future students, in order to target the best possible candidates, success lies in the results of testing. Every potential SEAL and SWCC must take the ASVAB, C-SORT and PST.

In recent years, there has been a significant rise in applicants and the

overall quality of man interested in becoming an NSW operator is steadily improving. NSW attributes this boom to the status of the economy, as well as the recent popularity of the SEAL brand.

"Because of the spike in applicants, a backlog has occurred and resulted in a high quality applicant pool," said Josh D. Cotton, Ph.D, Navy personnel research psychologist. "In the past, if an individual minimally qualified, he was guaranteed a SEAL contract. Today, minimums will only get you on a list and do not guarantee you anything but a look. It has become extremely competitive," said Cotton.

Beyond education, sports and hometown there are other attributes all candidates must have in order to succeed and complete training. To become a SEAL or SWCC, an individual must be above average intellectually and highly motivated. These characteristics are not much different from what any other employer or organization looks for when filling its ranks, which is why NSW's screening process is important not only for the organization, but for the individual as well.

"We know a lot of these men show up fully capable of performing most physical tasks that are asked of them; the issue is about 80 percent of the training is from the neck up," said Rohrbach. "It's the attitude of 'I will not quit no matter what' that gets you through this kind of training. You will not make it through without that attitude."

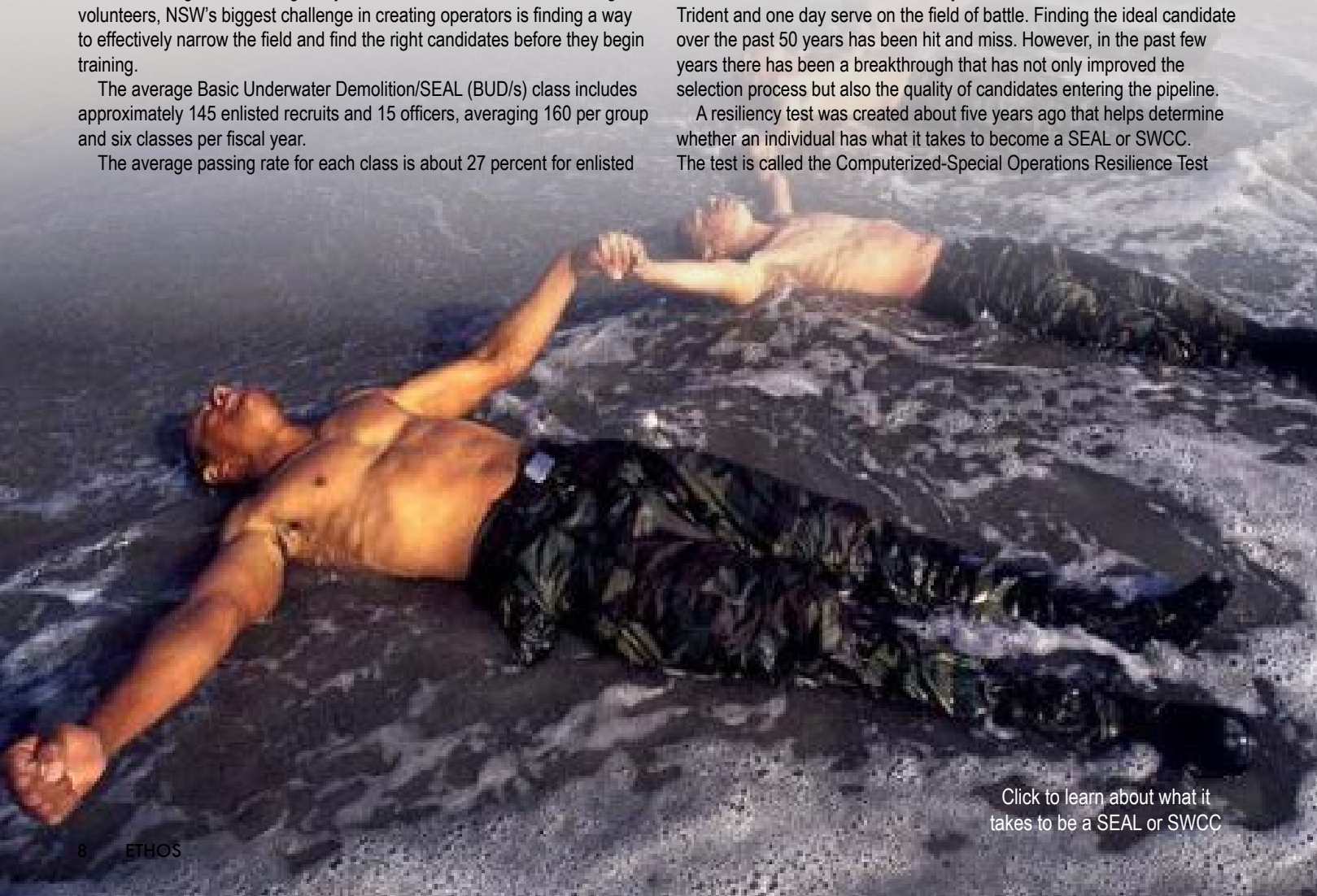
NSW begins looking at potential candidates while many are still in high school, the earliest screening system of all special operations forces. This, coupled with the combination of the three tests has helped identify high quality applicants and has saved an ample amount of money and time for both the Navy as well as the individual.

"There is a moral responsibility here, in my opinion. If we, as the Navy say to the candidate, 'You are what we are looking for,' then we should be right about that," said Cotton. "The impact on the individual is something we look at and take very seriously. The last thing we want is someone spending a year or two of their lives just to find out they didn't have what it takes. We as an organization need to be good enough to know that from the start."

Throughout the years, the process has drastically improved. More students are applying to and successfully completing training.

"Ideally, we would like to send one person to BUD/S and have one person graduate," said Cotton. "We will most likely never achieve that unrealistic goal and we aren't perfect, but we are as good as we can be right now."

MC3 Geneva G. Brier



Click to learn about what it takes to be a SEAL or SWCC



"There is a moral responsibility here, in my opinion. If we as the Navy say to the candidate, 'You are what we are looking for,' then we should be right about that."

-Josh D. Cotton
Ph.D, Navy personnel research psychologist

MEETING THE DEMAND

NSW Logistics Specialists Strive Daily to Meet Operational Needs

For decades, Navy logisticians have been known for ensuring America's maritime warfighters are equipped with "beans, bullets and band-aids." U.S. Navy ships and submarines sail, aircraft fly and mail moves to and from Sailors thanks to logistics specialists (LS). The Navy couldn't operate without them.

In the world of Naval Special Warfare (NSW), the LS is equally important. The services and support that members of the supply team provide to NSW keep SEALs flexible, responsive, and the force of choice to defeat terrorists.

LSs, formerly storekeepers (SK), aviation storekeepers (AK), and postal clerks (PC), can be found on any ship, in any country or command around the globe. Since 2009, the new rating was charged with managing inventories of Navy repair parts or general supplies. They receive, procure, store and issue material and utilize financial accounting and database systems. Additionally, they sort and distribute all official and personal mail.

NSW's unique training and missions are not lost on its supply team, as it too is often tasked with distinctive and important assignments specific to the community. For example, the LS team at the Naval Special Warfare Center (NSWCEN) is assigned to outfit Basic Underwater Demolition/SEAL (BUD/S) students, keep an accurate inventory of all equipment in the warehouse and ensure all the gear is properly maintained to the highest standards.

"Organization plays the biggest role in the warehouse," said Logistics Specialist 2nd Class (SW) Michael Wilson. "It's all about maintaining and making sure we don't misplace or lose gear. We work with man lifts and forklifts, so we have to be careful and organized. It's about knowing what is coming in and when gear is leaving."

At a command dedicated to selecting, training, and qualifying men to become SEALs and SWCC, amply supplying students is of the utmost importance. LSs at NSWCEN work out of a large supply warehouse that rivals most outdoor and recreation stores, housing more than \$8 million worth of gear used to keep students and instructors furnished with any gear needed to train in the sea, air or on land. On any given day, the nine LSs at NSWCEN provide equipment to 180 to 300 candidates. The warehouse is sectioned off by each of the three phases of BUD/S training. The first phase is the selection part of the pipeline that includes "Hell Week." The second phase of training focuses on open- and closed-circuit diving and competency in the water. The third phase of BUD/S introduces candidates to land navigation, demolition and weapons. There is also a section in the warehouse set aside for SEAL Qualification Training (SQT), which is the next phase after completion of BUD/S and Basic Crewman Qualification



Logistics Specialist 1st Class (SW/AW) Ruperto Sediego hooks his safety harness prior to operating a lift to reach boxes on shelves in the Naval Special Warfare Center (NSWCEN) supply warehouse. The NSWCEN supply facility provides each Basic Underwater Demolition/SEAL candidate with over \$17,000 worth of gear over six months of training.

Training (CQT), which is the first phase of the Special Warfare Combatant-craft Crewman training pipeline.

"Each candidate receives around \$17,000 worth of gear during BUD/S," said Logistics Specialist 1st Class (SW) Hector Camacho, NSWCEN's supply leading petty officer. "After hours, we make sure there is at least one LS on board to provide gear to the students, because the training here never ends."

With so much gear, much of it pilferable, accountability is an absolute must. All gear is properly stowed when it isn't being issued and recorded once an issue is complete. With more than 2,500 potential operators being issued gear annually, following protocol ensures success. The NSWCEN LSs also manage more than 13 continued services, such as FEDEX, which provide the command with all the gear, equipment and supplies stored in the NSWCEN's warehouse.

"The culture is different and you have to be prepared for anything," said Camacho. "The amount of responsibility that you have at NSW is a lot greater. You're handling a large amount of expensive equipment that can easily change hands or go somewhere it shouldn't. That's one of the biggest challenges we have - to maintain our inventory and our accountability."

"Our protocols come into play when we issue equipment," said Wilson. "We have procedures in place for what needs to be issued and how many should be issued, which helps us maintain the budget. We can't give out any gear without it being authorized."

Working within NSW as an LS is a unique and ever-changing job. The daily life can vary from keeping stock of the millions of dollars worth of equipment to supplying gear to BUD/S candidates - all vital roles in keeping NSW relevant, ready for today and prepared for tomorrow to conduct the nation's vital missions any time and anywhere.

"I became an LS because I enjoy working with people and helping people out," said Wilson. "The skills of ordering and maintaining inventory are things that will help me in the future. My favorite part about being an LS is the pride of knowing I did my job to help a BUD/S class and that the class went flawlessly. It's a good thing knowing that we helped them because we kept our inventory straight and provided them with everything they needed."

MC2 Megan Anuci

"My favorite part about being an LS is the pride of knowing I did my job to help a BUD/S class and that the class went flawlessly."

-LS2 (SW) Michael Wilson
NSWCEN Supply



In Memorium

TRADET Building Named in Memory of NSW Hero

The Naval Special Warfare Group 1 (NSWG-1) Training Detachment (TRADET) honored a fallen SEAL with a building dedication ceremony aboard Naval Amphibious Base, Coronado, March 20.

The AO2 (SEAL) Marc A. Lee Training Center was officially named after Aviation Ordnanceman Second Class (SEAL) Marc A. Lee. Lee was mortally wounded during combat operations Aug. 2, 2006, becoming the first Navy SEAL to be killed in Iraq in support of Operation Iraqi Freedom.

Capt. Collin P. Green, NSWG-1 commanding officer, spoke about Lee's character and the significance of this dedication.

"Naming the TRADET building after Marc is the ultimate honor and tribute to a SEAL," said Green. "It reflects the respect and high regard his leadership, his teammates, and the community had for him—the high standards of excellence he represented as a SEAL and more importantly as a person."

Debbie Lee, mother of Marc Lee, addressed the crowd of more than 200 special warfare operators and honored guests.

"A mighty warrior doesn't just happen. It takes much preparation and training, physically, mentally and spiritually—all of which Marc had made concentrated efforts in his life. So it is fitting that this building is being dedicated to Marc," she said. "His life will continue to challenge, motivate and inspire the warriors that train in this facility to pursue excellence and change the world, just as Marc did."

AO2 (SEAL) Lee was posthumously awarded the Silver Star Medal for his brave actions in the line of fire. During an assault, his team came under heavy enemy fire. To protect the lives of his teammates, he exposed himself to direct fire by engaging the enemy with his machine gun and was mortally wounded in the engagement.

Lee's task unit commander in Ramadi, former Lt. Cmdr. John Willink, spoke of the influence Lee had on everyone around him.



"Everyone that knew him or met him or served with him—for all those people, everybody was a winner," said Willink. "Marc made every second of his short life count and bravely sacrificed it all for his country and his teammates on the battlefield Aug. 2, 2006."

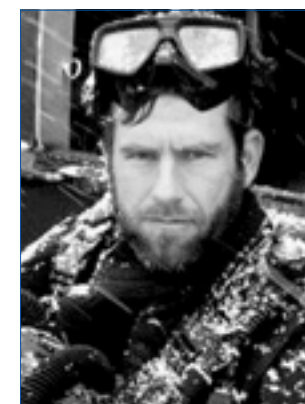
The AO2 (SEAL) Marc A. Lee Training Center will serve as headquarters for NSWG-1's TRADET, with a mission to conduct unit-level training for deploying SEAL platoons and troops in order to prepare them to execute Naval Special Warfare (NSW) operations in Central and Pacific Command's area of responsibility.

After the ceremony, guests were invited to tour the newly-constructed quarterdeck, where they could view displays of AO2 Lee's personal effects and get a first-hand look at the building that will prepare SEALs for future operations.

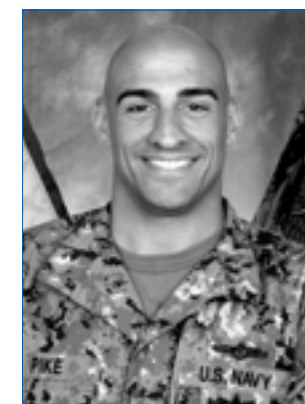
"In this building that now bears his name, SEALs will forever follow Marc's lead," said Willink. "They will train and sweat and work to become stronger and faster—they will work to become the most eminently capable warriors possible."

NSWG-1 Public Affairs

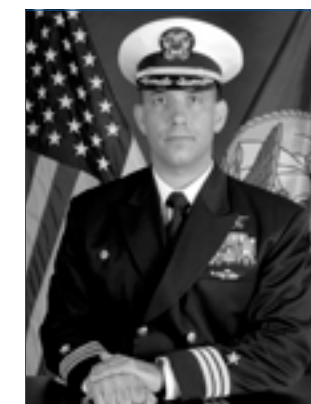
Fallen Teammates



Special Warfare Operator 1st Class (SW/AW) John Leathers
A 33-year old from Woodland, Calif.
Died February 19, 2013.



Chief Cryptologic Technician (Technical) (IDW/SW) Christian Michael Pike
A 31-year old from Peoria, Az.
Died March 10, 2013.



Cmdr. Job Price
A 42-year old from Pottstown, Pa.
Died December 22, 2012.

1 Last Ride

Sept. 19, 2012 marked the end of an era for Naval Special Warfare (NSW) surface mobility, as the last two of a fleet of MK V special operations craft made their final voyage via a significantly historical route - the perfect sendoff to our Navy's retired ranks.

In December 1995, two heavily-armed fast boats identified by hull numbers 951 and 952 came screaming onto the NSW scene. Known as the MK V special operations craft, they were the force's first attempt at a high speed littoral vessel for SOF insertion and extraction, coastal patrols and interdiction operations. After being added to the NSW inventory, the capabilities of the craft brought boundless potential to special boat teams.

In the spring of 1996, these heavily-armed fast boats were first deployed to U.S. European Command and were used by NSW Unit 10 located in Rota, Spain. From that time forward, the MK V was a maritime workhorse, used in combat and multiple NSW missions in the Central Command and Pacific Command areas of operation. In the wake of 9/11, operations for the craft increased as it was used to fill operational voids and remained in use seven years past its original life expectancy, which ended in 2005.

The craft served the NSW community for more than 16 years and its storied life will live on in special operations history long after the last two boats were removed from the water and decommissioned. This craft was reliable and technologically advanced in its day, but after more than a decade and a half of use and industry advances, it outlived its shelf life.





The island of *Corregidor*



"The craft was aging," said Capt. Todd Veazie, former commodore, Naval Special Warfare Group 4. "The technologies that were envisioned for the craft's operational environment when it was developed 16 or so years ago have changed."

The last two operational MK Vs, assigned to Special Boat Team 12 (SBT-12), were deployed to the Republic of the Philippines to conduct full-spectrum maritime special operations in support of the Global War on Terrorism and had recently wrapped up a six-month deployment.

In the early morning of Sept. 16, Special Warfare Combatant-craft Crewman (SWCC) assigned to SBT-12 made final preparations for the last voyage of the remaining MK Vs in service.

The team's commanding officer, executive officer and command master chief joined the crew for the last journey on the vessel that has carried SEALs and SWCC into battle for more than 16 years.

The final voyage was special, not only because it would be the crafts' last, but because of the historical route that it tracked. The two MK Vs followed the same hair-raising path that Gen. Douglas MacArthur used to exit the Philippines in 1942, minus mines, rough seas, and the Imperial Japanese Navy. Retracing MacArthur's Philippines exit route was the idea of Command Master Chief (SWCC) Miguel Albelo, who wanted to honor the men of the Patrol Torpedo (PT) Boats that present day SWCC members trace their roots to.

"What a better way to set up the voyage than to travel the same route that General MacArthur did during World War II," said Albelo. "I cannot think of a better way to pay homage to the MK V and to preserve the history and heritage of the Naval Special Warfare Combatant-craft Crewmen."

The first leg of the three-day journey was a seven-hour boat ride from the southern region of Mindanao to the island of Cebu. From there they would travel to the island of Corregidor and then make a shorter ride to their ultimate destination of Naval Base Subic Bay, located near the city of Olongapo in the region of Zambales.

After a day of travel, the men stopped in Cebu to rest for the night. Early the next morning they set out for Corregidor. On the way, they observed Fort Drum, known as the "Concrete Battleship." During World War II, Fort Drum was used as the primary defense of Manila Bay.

"Until I found out we were going to Corregidor, I had never heard of it," said Hospital Corpsman 1st Class (FMF) Faron Uebelacker, SBT-12's independent duty corpsman. "After looking it up, I read that there was an island there that was made of concrete and supposed to look like a ship, but when we came around and saw it, I had no idea that it was going to be that

big or be that intact. I could see why back then, people would be afraid to come through there."

The two boats circled Fort Drum several times to get a good look at the giant spectacle and then docked in Corregidor to spend the night after 10 hours of transit. There, they spent the night in a hotel that locals believe is haunted and toured the historical sites on the island.

"We toured the entire island learning of battles from the past, seeing the remains of what once were completed structures and learned how the PT Boats from World War II played an important part in the War in the Pacific," said Chief Mass Communication Specialist Casey Dillow.

"The tunnels were really big and to live in them, like they did for a year at a time, is unheard of," said Uebelacker. "What was most interesting to me was to see some of the old batteries and guns. They were put there in the late '30s, to early '40s and some of them weigh 12 to 16 tons. I have no idea how they got some of these in some of the places they put them."

"The whole purpose of the trip was to link the new SWCC to their heritage," said Albelo. "It's one thing to study history, but to actually walk the walk and actually walk the tunnels and see McArthur's headquarters and hospital are two different things."

The next morning, members from SBT-12 and members of the Philippine Naval Special Operations Group met up at the Pacific War Museum for a short ceremony. As a parting gesture of respect, the two forces hoisted flags simultaneously, lowered them and exchanged them.

Shortly after the MK Vs were set to get underway, the crew's leadership gathered at the same place MacArthur stood nearly 70 years earlier, and in good humor, recited his famous words, "I shall return."

Two and a half hours later, the MK Vs and their crews arrived at Naval Base Subic Bay. As the voyage came to an end the two craft were hoisted out of the water by crane. After more than 16 years of service, the MK Vs marked with hull numbers 971 and 972 were placed on a cargo ship and sent back to the United States for decommissioning.

"I've been on the rigid-hulled inflatable boats and the MK V," said Uebelacker. "And I know it's not considered a ship because of its size, but when you're on the MK V, it has the feel of a ship and you get attached to it. I don't know how anyone else felt during the trip, but I had a sorrowful feeling about letting it go. I didn't want the boat to go away."

"I think I can speak for everyone who was on this trip, that we sent the MK V out with honor and dignity by paying tribute to warriors of the past and learning about battles from long ago," said Dillow. "We experienced a small piece of history that should not be forgotten."

MC1 John Scorza





Meet Deputy Commander



Rear Adm.
Scott Moore

Rear Adm. Scott Moore serves as the deputy commander, Naval Special Warfare Command. Moore is from Colorado Springs, Colo., and graduated from the United States Air Force Academy, Class of 1983, with a Bachelor of Science degree. Upon graduation, he received an inter-service commission, attended Basic Underwater Demolition/SEAL (BUD/S) training in Coronado, Calif., and graduated from BUD/S Class 126 in January 1984.

Moore has commanded at every level of Naval Special Warfare, from platoon, assault squadron, and SEAL Team, to commander, Naval Special Warfare Development Group. He also served as SEAL Team 2 Mountain and Arctic Warfare Training Officer, during which time he summited Mt. Blanc and Mt. McKinley, and was a climbing member of a successful American Mt. Everest Team. Additionally, he commanded a Joint Special Operations Task Force in Afghanistan for several years. He has also served in numerous staff positions including the SEAL officer detailee; maritime operations officer at Special Operations Command Europe; director, Counter Terrorism Division, National Security Council; deputy director for Special Operations and Counterterrorism, Joint Staff; and as deputy for operations, Office of the Defense Representative to Pakistan.

Currently he is assigned as the deputy commander, Naval Special Warfare Command. He is a graduate (with distinction) of the Senior Naval War College, earning a master's in National Security Affairs. He and his wife Molly (from Virginia) have three children: Rachel (18), Sarah (15), and Thomas (8).

Question Answer

Q
A

What message would you like to convey to the force?

Naval Special Warfare is thriving. Our SEALs, SWCC, enablers, and assigned technicians continue to produce incredible results around the globe. In combat, our force continuously proves reliable for our military and national leaders, and enhances our already-strong reputation. Our relationships with sister SOF and conventional units have never been stronger—a testament to the force's maturity and combat experience. I'm extremely proud to be associated with this community—but I don't want to look backward at our success. I want our community to look forward and succeed at every challenge as if it were our first. Our most important mission is always our next.

Q
A

Where will you focus your efforts?

My primary responsibility is to carry out Rear Adm. Pybus' vision and priorities as the Naval Special Warfare Commander. I am responsible for reviewing all training, to include courses, training locations, and ranges. We want the best trained individuals and units to get on the C-17 as they deploy. We owe that to ourselves, our families, and our nation.

Q
A

What are your goals for your first year as deputy commander?

I emphasize leadership throughout our ranks. After 30 years, I believe NSW leadership is not a science, but an art form and that leaders solve or create every problem. Our community needs solid leaders who are highly respected by their men, so my goal is to help shape and improve leader development.

Q
A

What are your long-term goals for the community?

We need to prepare for the post-Afghanistan environment. First and foremost, we need to remain highly reactive and flexible. Our greatest strength is our out-of-the-box ability to envision solutions and then react to challenges. We need to improve synergies between our forces—SEAL teams, support activities, SDV and special boat teams. I predict an increasing focus on our operational preparation of the environment skills and an increased role by our support activities. Also, since we are SOCOM's primary maritime component we must also reemphasize our interaction with the fleet to best prepare, posture, and react to our next challenges.

Q
A

What do you feel is the biggest challenge NSW faces today?

We've received too much media attention. We need to minimize sensationalism and must live our ethos. Our force is a group of professionals who do not seek notoriety, but rather the satisfaction of solving the nation's hardest problems. The only credit we should desire is the personal pride of doing a hard job well. Also, although the force is thriving, our force also has some wear and tear that needs attention. This decade of combat has sharpened our skills, yet has come at a visible and invisible cost that we must both identify and address.

Q
A

Why do you operate out of the East Coast?

My primary duty is to assist Rear Adm. Pybus in the execution of his duties. A significant portion of WARCOM business requires interaction with organizations in Tampa, Ft. Bragg, and Washington D.C.. Basing in Virginia Beach makes this interaction easier and can often free up the commander to focus on his priorities. Equally important is the fact that three-fifths of our force is located in Virginia Beach, enabling me to maintain close contact with forces assigned to Naval Special Warfare Groups 2, 4, 10, and Naval Special Warfare Development Group.

Q
A

Is there anything you would like to add?

Our families are the backbone of NSW and are what make our NSW community successful. We active-duty members deploy and succeed at difficult tasks overseas, but the families who stay behind enable that success and have it much harder. I want them to know that community leadership recognizes their service and sacrifice as part of NSW's collective success. We appreciate each and every member of our NSW team and are working hard to recognize and support them.



NSW

GLOBAL FORCE MANAGEMENT SYMPOSIUM

After nearly 12 years of sustained combat operations, the demand for special operations forces (SOF) continues to grow. SOF's core capabilities and performance record has endured throughout and continues today in the most demanding operational environments around the world. As the demand signal for SOF increases, the requirements placed on U.S. Special Operations Command's (USSOCOM) components have also increased. With these growing requirements, it has become increasingly important for USSOCOM's subordinate commands to manage their assets effectively.

On Jan. 23, 2013, Naval Special Warfare Command (NSWC) kicked off a three-day Global Force Management (GFM) Symposium in Coronado, Calif.

"Global Force Management, in simple terms, is the efficient and effective assignment of our SEALs, SWCC, combat support and combat service support personnel against worldwide operational and training requirements," said Cmdr. Martha Dunne, NSWC future operations officer, Global Force manager and GFM Symposium coordinator. "As we examine potential drawdown in Afghanistan, the pivot of forces towards Asia and the new deployment authorities afforded USSOCOM, the management of SOF employment becomes even more critical."

"Ultimately, what GFM is all about is the investment of human capital," said Lt. Mahesh Raju, Naval Special Warfare Group 10 (NSWG-10) GFM officer. "The most important resource we have as SOF is our trained human beings. Where do we get the most return for our investment? Where do we put them and how do we codify a process to put them in a particular location and mission set? And so, in order to do that effectively, the return we get is credibility, enhanced reputation, executed mission and providing a real difference in the world."

As Adm. William H. McRaven, commander, USSOCOM pointed out in congressional testimony, SOF presence and expertise yield tangible contributions through worldwide partnerships. "SOF is changing the global conditions that enable responsible local solutions to the violent extremism,

insurgencies, and criminal enterprises threatening the national sovereignty and economic prosperity needed for a stable and peaceful future," said McRaven.

Representatives from U.S. Army Special Operations Command (USASOC), U.S. Army Special Forces Command (USASFC), U.S. Marine Corps Special Operations Command (MARSOC), NSWC and NSW Echelon III and IV commands attended the symposium.

The event had three distinct purposes. The first goal was to educate the staff officers of the NSW community on the different types of operational and training requirements and the funding, authorities and processes associated with each.

"It is important for Echelon III and IV operations officers to understand our collective role as force providers. A Global Force manager performs similar functions as an Amazon fulfillment specialist," said Dunne. "Theater Special Operations Commands (TSOCs), via their respective Geographic Combatant Commanders (GCCs), establish requirements—the demand signal. A requirement, often codified in a Request for Forces, or RFF, is the 'order.' If we have the inventory of C1-ready, trained and equipped human capital, the mission is suitable for NSW special operations forces, and we can sustain sourcing if the requirement is continuous, we can 'fill' the order."

But sourcing isn't that simple. "When we (NSWC) are asked to source an additional platoon or boat detachment on top of what we can man, train, equip, deploy and sustain continuously, this puts a strain on resources and increases pressure on the force and families," said Dunne. "When we cannot source a given requirement it becomes more complicated; we are required to provide ample justification why we cannot 'fill the order.'"

"Furthermore, the differences between a Joint Combined Exchange Training (JCET) event, a counter-narcotics terrorism event, a Joint Chiefs of Staff (JCS) exercise, a mobile training team and a subject matter expert exchange are not readily apparent, nor is there a manual to explain these

differences," said Dunne. "We have improved education by presenting briefs to the Junior Officer Training course and the SEAL Platoon Commander's course. The GFM symposium was another forum to educate personnel who work on our Echelon III staffs."

"It was significant for me to meet people that I'm going to be working with and providing forces to," said Raju. "Being able to shake their hand and look them in the eye and say 'here's our problem, let me explain it to you' is something that an email can't necessarily do effectively, so I think the symposium has been very helpful in that sense."

"One of the most important topics in the symposium for me was the emphasis on standardization," said Raju. "When we use certain terms, not everyone within the NSW claimancy knows exactly what we're talking about. Now, I can turn to a Naval Special Warfare Group 1 representative, use an acronym and that person will know exactly what I'm talking about because we were set up in the same room and got the same training and referenced the same document or instruction."

The second purpose of the symposium was to improve collaboration with MARSOC, USASOC and USASFC. "The other USSOCOM components often experience the same sourcing and operational issues that we do," said Dunne. "The symposium afforded us the opportunity to collectively address those similar issues and develop combined recommendations to present to USSOCOM."

"Collectively, we agreed that USSOCOM should reestablish 'red lines,'" said Dunne.

Red lines help set limits for the maximum amount of requirements that a component is able to source at any given time for a given capability.

Finally, the symposium provided the platform to forge a closer relationship between NSWC and MARSOC.

"Rear Adm. Pybus has stated he would like a closer partnership between NAVSOF and Marine Special Operations Forces," said Dunne. "Maj. Andy Christian, the MARSOC liaison officer (LNO) to the NSWC staff, has made significant strides in the area of CONUS training. We [NSWC Operations] wanted to expand on that effort. As MARSOC looks at the feasibility of allocating forces to PACOM [Pacific Command], the MARSOC Future Operations officer, Lt. Col. Russell and the NSW team reviewed the PACOM schedules in-depth to determine if NAVSOF and MARSOC in PACOM could execute the same JCET or JCS exercises together."

Although every issue couldn't be fixed during the three-day symposium, the participants agreed that it was time well spent.

"It was a great opportunity to bring all the different services together and talk about lessons learned, best practices between all the different components for a way ahead and to better meet future requirements that we support globally," said Msgr. Monica A. Taylor, U.S. Air Force, USSOCOM joint operation planning and execution system functional manager. "The most important thing that we addressed is the need to work together and start interacting more."

"This was a very well planned and executed event," said Lt. Cmdr. Andrew Fortmann, Northern Command (NORTHCOM) special operations division action officer. "A lot of important ideas have been exchanged and the people running this event really presented the tools in a clear way so that both the force providers and the representatives from the theaters came together to get on the same sheet of music."

WARCOM Public Affairs

"Ultimately,
what GFM is all about is the investment of **human capital.**
The most important resource we have as SOF is our
trained *human beings."*

-Lt. Mahesh Raju
NSWG-10 GFM officer





MCT Dominique Canales

LOOKING FOR THE SAME MAN



While most of the base is dark, quiet and sleeping, he begins his day shuffling through a five-mile run with classmates. As they break through the dawn, they crack open another day of relentless training. The steady strain of exercise leaves his legs heavy, sore and tired, yet he's thankful that his current aches and pains are minor and manageable. He is prepared – he trained for the trauma and physical challenges his body is carrying him through. Eight weeks ago, a five-mile run would have caused both mental and physical anguish; there's no way he could maintain a respectable pace for five miles. Eight weeks ago, his mind would have failed his body; sucking it up and carrying on would not have been an option. Yet weeks of sweat at the Naval Special Warfare (NSW) Preparatory course in Great Lakes, Ill., have physically and mentally prepared him for this mind game. He wants to earn the title of Special Warfare Combatant-craft Crewman (SWCC) and knows that NSW Prep has given him the tools, fitness and confidence to attack training.

Although not as well known as their SEAL brethren, the SWCC community is an essential part of the NSW team. Affectionately known as "dirty boat guys," SWCC operators train and deploy with SEALs. In an effort to whittle away at SWCC training's high attrition rate, NSW Prep opened its doors to SWCC candidates who now benefit from eight weeks of specialized, personal training and coaching that enlisted SEAL candidates receive before reporting for the next phase of training in Coronado, Calif.

NSW prep was born out of the NSW community's desire to meet the growing demand for SEALs by successfully selecting, training and

qualifying men to join the frogman ranks. Considering that the BUD/S washout rate is between 65 and 75 percent and qualification standards will never be lowered, the coaching environment focuses on strength, agility and technique and is proving to be a successful formula to help mentally and physically prepare Sailors for the rigors of BUD/S. Although adding NSW Prep to the training pipeline was specifically developed to help lower the attrition rate for SEAL candidates, after seeing its success, NSW leadership decided SWCC candidates could benefit from the same approach.

"We were seeing a lot of our attrition in Basic Crewman Training (BCT) at the beginning of the program," said Chief Warrant Officer (SWCC) Gary Luna, officer in charge of SWCC training. "Between our three-week orientation and our five-week basic crewman training, which is our selection phase of the pipeline, our attrition was roughly 50 percent. So we would have 40 guys come in, and maybe 15 to 20 make it through after those eight weeks."

According to Luna, NSW leadership set the requirement for producing 90 new SWCC operators per fiscal year. Fulfilling this quota is necessary to meet the operational needs of the teams. If production falls off pace while the demand signal is strong, current operations could be negatively affected as NSW operators and their families incur additional pressure and stress due to more deployments and shorter dwell time - something the NSW community is trying to avoid.

"If we don't meet the community manager's numbers, what it does in the long term is it makes guys at the team have to deploy more," said Luna.

"No matter what program, you are looking for the same guy. You are looking for the same guy who is physically capable; mentally, he's got it."

- CW03 (SWCC) Gary Luna,
OIC SWCC Training



Recruit Division 816, comprised of special program candidates, run around the track at RTC Great Lakes.

“So if there is not an influx of guys coming in, the guys within the teams have to keep deploying to meet operational commitments. So the guy that’s been at the team for five years could deploy four or five times, while typically he would deploy two or three times.”

According to Master Chief Special Boat Operator Billy Jordan, the BTC SWCC senior enlisted advisor, the NSW Prep course helps candidates get the training in the areas where NSW Basic Training Command sees most of its attrition.

“There are three main things that we have seen lead to attrition,” said Jordan. “The candidate wasn’t comfortable in the water, not mentally prepared or they were not physically prepared.”

Jordan also explains that before the development of NSW Prep, candidates would go through boot camp, a two-week financial course and then be shipped to training in Coronado. They didn’t receive any other

guidance to prepare them for future rigors of training.

“SWCC is a tough program,” said Jordan. “They are not starting the pipeline mentally or physically prepared, so we need to start preparing them, and that’s also how the idea of incorporating NSW prep came into the training equation.”

The mission of NSW Prep is to physically and mentally prepare SEAL and SWCC candidates, but according to Luna, the instructors also emphasize military bearing while getting the candidates prepared physically.

“The officer in charge at NSW Prep, Special Warfare Operator Master Chief (SEAL) Bryan Beiriger, prides himself in the fact that he is very, very, big on military bearing,” said Luna. “He feels so strongly on the topic because he feels there are so many candidates with the ‘I am better than everybody else’ attitude.”

For training continuity, the instructor staff at NSW Prep, formerly made up

of only SEAL instructors, now includes a SWCC instructor. Senior Chief Special Boat Operator Steven Pepin, assistant officer in charge of NSW Prep, also acts as a mentor to SWCC students going through prep while reporting their progress to Basic Training Command (BTC) in Coronado. Pepin reports at least once a week to provide the BTC staff with a preview of what kind of candidate is coming into training.

“They have what is called a ‘dashboard’ that lists all our prospective students,” said Luna. “It will show us run times, swim times, their hobbies and their likes.”

NSW Prep convenes six times a year with 890 SEAL candidates and 240 SWCC candidates. Divided into six classes of 40 students per class, the Prep numbers mirror the six BCT classes held each year.

While the freshman class of SWCC prep candidates is still going through BCT, the staff at the command is hopeful.

“I think it’s helping them,” said Luna. “With the guys getting mentally and physically prepared before they show up here, I think, you are going to see success. That’s what I am predicting - success. But it is still too early to tell.”

The NSW Prep staff is hopeful that since their preparatory training has been added to the SWCC pipeline, the three annual Crewman Qualification Training (CQT) classes will each graduate 30 students to meet the requirement of 90 per fiscal year.

In order to complete NSW Prep, students must pass all final physical requirements before continuing on to Coronado for training. Students who do not pass are re-detailed to the fleet.

Another change to the NSW training pipeline is during the three-week orientation period after candidates arrive in Coronado. Today, SEAL and SWCC candidates perform

many evolutions together rather than splitting up into their respective communities. Together they perform aquatic skills, inflatable boat system training, surf passage and log physical training.

According to Jordan, combining the two communities at the onset of training gives the students an opportunity to bond with their future NSW brethren.

“I look at it as an opportunity to build a bond of trust between these future SEALs and SWCC,” said Jordan. “These guys will be working together once they go through these pipelines, as well as deploying together; they have to be able to rely on one another. I think it’s a great opportunity.”

Luna agrees with hammering home the brotherhood mindset early in an operator’s career.

“In my past experience as a SWCC, I worked with a lot of SEALs downrange, in Iraq, in the Philippines or in Africa and you build a bond on deployment,” said Luna. “The mindset here is ‘Why not start it early? Why not just start at the beginning of the pipeline?’ So when they do see that guy downrange, they already have some type of a bond.”

By teaming up SEAL and SWCC candidates in the early stages of training, BTC instructors agree that regardless of community, they are looking for the same qualities in a candidate.

“No matter what program, you are looking for the same guy. You are looking for the same guy who is physically capable; mentally, he’s got it,” said Luna. “Whether he is going to be a special warfare operator or special boat operator, you are looking for the same candidate, so why not indoctrinate all of them together?”

MC1 Dominique Canales

“If we don’t meet the community manager’s numbers, what it does in the long term, is it makes guys at the team have to deploy more.”

- CW03 (SWCC) Gary Luna,
OIC SWCC Training

Click to view
NSW Prep
Video



Click to learn about the Navy College Program

Beyond the Trident

Advanced Education and Learning to Become Part of an Operator's Mission

In February, Commander, U.S. Special Operations Command (USSOCOM) Adm. William McRaven released a memo outlining higher education and training requirements for the service components through fiscal year 2018.

"Education is critical to ensuring the success of SOF officers, enlisted and civilians," said McRaven. "Key to the development of our force is the acquisition of knowledge through multiple education and professional development opportunities specifically designed to foster diverse perspectives, critical analysis and comfort with ambiguity and abstract reasoning to solve complex non-linear problems."

In his memo, McRaven outlined degrees across the spectrum including an associate's degree by a certain pay grade, bachelor's degrees for master chiefs and warrant officers and master's degrees for officers by the time they make O-5.

At the Naval Special Warfare Center for SEAL and SWCC (CENSEALSWCC), commanding officer, Capt. Steve Wisotzki has his staff working on programs to meet these new goals outlined in the memo.

"The education area is one of the more exciting areas that we have been working on," said Wisotzki. "We are doing a few things that could potentially have a big impact on the community."

One of the players involved in developing Naval Special Warfare (NSW) educational programs is Joyce Murphy, a training specialist at CENSEALSWCC.

"(McRaven) sees that education gives our folks an asymmetric advantage

on the battlefield and in working with urban populations and he sees that education really is the key," said Murphy. "It's the force multiplier and it gives us asymmetric advantage so that we can perform our mission so much better."

Most of the initiatives mentioned in the memo are to be developed by fiscal year 2014. According to Murphy, although FY14 is only a few months away, many programs are already in place.

"We have got the Navy College offices, tuition assistance, GEV which is the Graduate Education Voucher, and the NC pace program for individual augmentees," said Murphy. "We've got lots of programs in place we want to piggyback on, but also take it to a new level where we use some of those resources and some of those assets that are worldwide and tailor them to fit our population in our community."

One program outlined in McRaven's memo is the development of an associate's degree program developed for candidates while they are in training. While ambitious, it is one of the goals to have developed by fiscal year 2015.

According to Wisotzki, the program is something that the community has already been working toward.

"We are trying to sow the seeds of the education and professional military development, character development and leadership development as soon as possible in the pipeline," said Wisotzki. "So if we can get every guy that graduates training a two-year degree, it not only gets them the degree and helps them, but it also stimulates their desire to learn and knocks out

Recommended ACE Credits

As per ACE Military Guide. This does not include prior education or advanced schools

SO3

1CR - Personal Conditioning
1CR - Personal/Community Health
6CR - Military Operations
3CR - Computer Applications
3CR - Cultural Diversity
1CR - Advanced Diving

Total: 15 credits

SO2

1CR - Personal Conditioning
1CR - Personal/Community Health
6CR - Military Operations
3CR - Computer Applications
3CR - Cultural Diversity
1CR - Advanced Diving
3CR - Public Speaking
3CR - Leadership

Total: 21 credits

SO1

1CR - Personal Conditioning
1CR - Personal/Community Health
6CR - Military Operations
3CR - Computer Applications
3CR - Cultural Diversity
1CR - Advanced Diving
3CR - Business Writing
3CR - Public Speaking
3CR - Leadership
3CR - Curriculum Design/development

Total: 24 credits

a substantive step on their path to higher education. That's a challenge, because we only have a limited amount of time. We are overcoming that challenge by working with regionally accredited colleges near universities to maximize the credit that they get for military training. Right now a typical SEAL graduating from SQT can get 48 college credits just from his military training alone."

According to Murphy, CENSEALSWCC has arranged a degree program through Fayetteville Technical Community College (FTCC) in North Carolina and is working very closely with the school, so a Sailor's military credits will count toward his FTCC associate degree. This alliance has lead to the development of a pilot program of the process.

"We are going to start out with English, math and a study skills course," said Murphy. "For eight weeks, this select group of people in our pilot program will take English, math and study skills and then the next eight weeks they are going to take the second portion of the English. So they'll have English I and II and they'll have history and psychology courses during their second eight weeks. So by the time they finish those courses in 16 weeks, they will earn an associate degree through Fayetteville Technical Community College."

According to Wisotzki, other programs are in development for those operators who already have an associate degree.

"We are looking at opening up additional opportunities for enlisted Sailors to finish their bachelor's degrees, either as full-time students at an accredited institution or through online learning when they are on shore duty," said Wisotzki.

Currently, Sailors pursue degrees through tuition assistance and their

own initiative. One NSW teammate, Andre, an E-6 special warfare operator whose last name is being withheld to protect his identity, stumbled on a unique opportunity to pursue his education outside the community.

Andre, like many operators, came into the Navy with some college, but not a degree. Like many Sailors, he took advantage of online classes and tuition assistance, but it wasn't easy.

"The largest obstacle was trying to work while reaching my college aspirations simultaneously," said Andre. "I was taking online classes, which degraded my GPA and cost me personal time with my family."

According to Andre, he researched a college called the Joint Military Intelligence College, which had become National Intelligence University. The college gives military members the opportunity to pursue their education goals outside of their respective military community. The application he submitted consisted of a 500-word essay and an evaluation of his transcripts. After completing a few more college courses and receiving a six credit grace waiver, Andre and his family moved to Washington, D.C., so he could attend school full-time.

"I was fortunate enough to find the NIU program, which allowed me to complete my degree in one year," said Andre. "It's a great opportunity for people to go away for a year and come right back to the community with a more open mind."

MC1 Dominique Canales

"We are trying to sow the seeds of the education and professional military development, character development and leadership development as soon as possible in the pipeline."

- Capt. Steve Wisotzki
Commanding Officer, CENSEALSWCC

TEAMWORK

Team·a·bil·i·ty (Tēm·ə·bĭl'ĩ·tē)

n. 1. Physical or mental power to perform as a team. 2. Everybody has the skill or talent to be a leader. 3. To be a great leader, one must be a follower/teammate. 4. Every member of a team plays an important role. 4. NSW specific word created by Naval Special Warfare Center leadership and instructors that is ingrained in the core of EVERY future SEAL.

Teamwork is a concept at the core of being a Navy SEAL. Throughout the entire SEAL training process and beyond to operational assignments with the teams, success is predicated upon the ability to function as a team. All of us have participated on a team, whether it was on a formal team, such as sporting events, informal athletic endeavors, marriage, family, church groups and, for some, facing the ultimate in challenges as a member of a SEAL team. The one common ingredient of successful outcomes for all members of the teams is the notion that collectively we can accomplish so much more than if we were to operate as individuals. This is the essence of teamwork.

A good example of the basics of teamwork would be two people rowing a boat. If they row in opposite directions, the boat will just go in circles, and if they row forward but not in concert, then they will lack any sure direction. However, if they concentrate their efforts on rowing in unison, with oars dipping into the water at the same time and with the same force, then they will surely direct the boat wherever they want it to go and a successful outcome is the ultimate reward.

The more teams focus their attention on a common goal, the greater the chances of mission success. The direction a SEAL team takes is in direct proportion to the efforts of all team members in bringing about the desired results. You could picture your BUD/S training days when we would carry an IBS everywhere we went, especially when we would do surf drills with our boats - each of us at an oar - and the more we worked together toward the common goal of making it through the surf, the greater the chance that we would be successful. The direction our team takes is reflective of all of our efforts.

The concept of teamwork is in part a learned response, which I believe starts at the earliest stages of development. From infancy on, we learn fairly quickly that in order to meet our needs, we have to express ourselves in such a way that we are heard; we reach out and make contact with another, and it is this meeting that I believe sets the stage to understand the important role others play in our life in meeting goals. Effective teamwork for military units is an evolutionary process involving discipline, clearly-understood orders which are firm and fair, leaders leading by example and avoidance of favoritism before it becomes ingrained.

As SEAL team members we all benefit from developing true team spirit, and nothing could be more apparent than when we recognize the invaluable role teamwork plays when we are thrust into life and death situations. We reach out to other team members,



and instill in one another something larger than that which each of us brings to bear, and we are defined by our successful team outcomes. Everything we do reflects our best effort in all we do in the team.

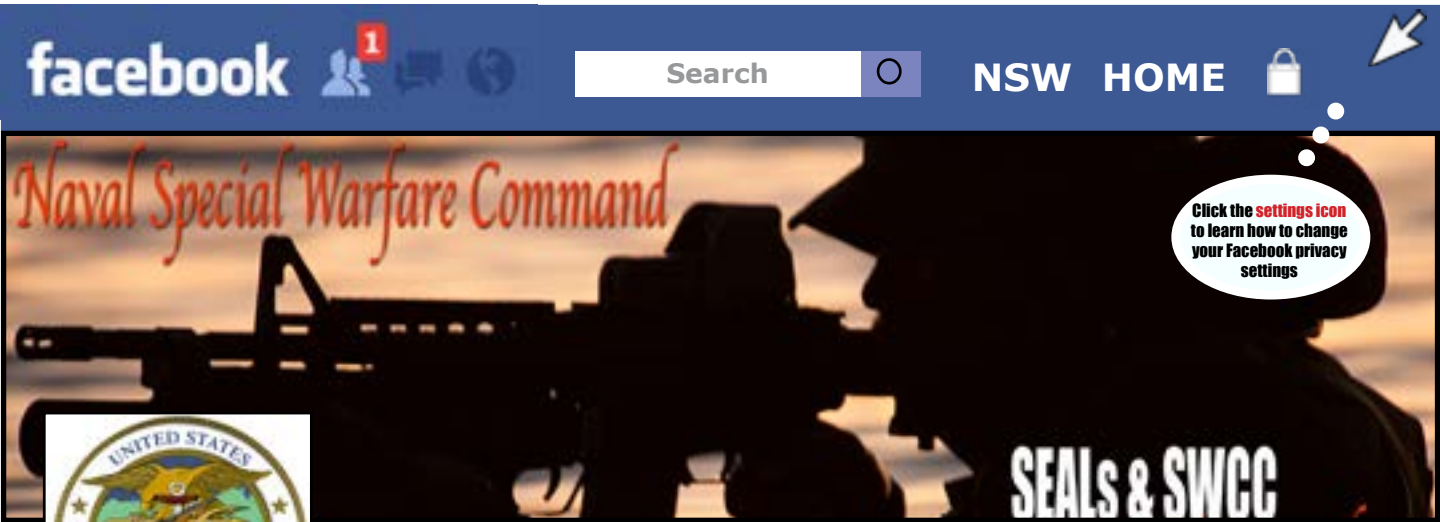
Our mission of projecting and sustaining a combat ready force is a basic ingredient of Navy SEAL success and needs to be embedded in the deepest recesses of our being. Supporting each other as we maximize development of our true potential in meeting the demands of our mission needs to become part of each team member's basic belief system.

We approach all that we do from a base of honesty and enter into dialogue with each other to ensure a true team environment. We need to strive for win-win situations in all we encounter as a team. Communication between members of a team is a critical factor in effective teamwork. We need to be aware of our strengths and weaknesses and learn how to complement each team member so that nothing will detract from a successful outcome. All members of the team are invaluable.

Our "I" must become "we," and the more the team receives credit, the better chance for increased team spirit, which begets even more true team spirit, resulting in more successful outcomes. Teamwork is a matter of choice and it is up to each team member to choose to put forth the maximum effort necessary to optimize all that we do individually and as member of a very special team. SEALs have demonstrated time and time again what can be accomplished as a team. The more operational pressure put on SEALs, the more the need to work together as a team, as this is the only way to be successful.

Dennis K. McCormack, Ph.D.

(Dennis McCormack, Class 23, is a former member of UDT-12 & Plank Owner ST-1)



Facebook Privacy



Naval Special Warfare Command April 1, 2013

Social media sites have grown exponentially in the last five years. What started out as harmless chatter on the internet has now grown into a multi-billion dollar industry. One of the most popular social media sites, Facebook, may seem harmless, especially to the casual user, but can actually reveal personal and private information without any warning to the user.

Social media websites have become extremely popular the past several years and only continue to gain in popularity and users. They are a powerful tool for communication and networking, but pose huge problems for privacy and security. Many people don't realize the extent of personal information being shown to the public when using these sites. This has become a significant issue, especially within the military. Simply logging in could provide other users with a service member's current location and forfeit operational security.

It is estimated that by the end of 2013 the website will have 1.5 billion users. Facebook has undergone many changes since its launch in 2004, including the addition of the "wall," the ability to "like," less restrictions on exclusivity and overall appearance. The most recent change that has people concerned are the privacy changes. While Facebook and other social media outlets seem to be everywhere, people, especially service members, must be more conscious of the things they choose to endorse and post. With the recent discharge of a Marine who criticized President Barack Obama to individuals breaking operational security by posting classified information, Facebook could have a negative impact on U.S. forces.

"Facebook is a great tool the military uses for keeping families and military members informed and supported," said Olivia Steve, security specialist at Naval Special Warfare Command. "However, there are

tremendous risks associated with this tool, such as cyber threats intending to do harm and family or organization members unintentionally and haphazardly divulging significant information applicable to their families and military routines or operations."

Since the beginning of 2013, major changes have been happening behind the scenes at Facebook, with changes to privacy at the forefront. All Facebook accounts were reset with the launch of the new changes and all accounts became public by default, meaning all users are able to see any other user's information. In addition, all users are able to find any other user utilizing the search engine. To fix this problem, all users must click the "w" icon at the top right of the page, scroll through the drop-down menu and select "privacy settings." All users should check these settings to ensure a comfortable level of privacy. Here users will find questions regarding privacy, including "Who can see my stuff," "Who can look me up" and arguably more important questions, like "Who can look you up using the email address or phone number you provided?"

There are other concerns users should be aware of. Some data, such as users' names, profile pictures, timeline cover photos, networks, genders, and usernames are always visible to all users, no matter what settings users have chosen.

Private messages are also a concern. They are never deleted once they have been sent. When users delete them they are stored separately from their accounts and will exist even if individuals delete their Facebook accounts.

There are many more changes Facebook is making, and they can be seen by all users. The changes are especially critical for military personnel and administrators for command pages: A simple post has the ability to compromise a mission, forfeit operational security or have individual consequences.

"It is vital that we work together to remain educated on how to protect the information in this cyber age," said Steve.

MC3 Geneva G. Brier



"Like" Naval Special Warfare Command on Facebook

<https://www.facebook.com/NavalSpecialWarfare>



COMBAT CASUALTIES IN 2012
295

SUICIDE DEATHS IN 2012
349



SUICIDE PREVENTION

IS EVERYONE'S RESPONSIBILITY
FOR MORE INFORMATION PLEASE VISIT

WWW.SUICIDE.NAVY.MIL