



**Newsletter**  
**27 March 2012**

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### **From the Director**

For those who read Army doctrine, you may have noticed that the concept of “operational themes” is now absent in Army capstone doctrine (ADP 3-0). It is not in the feature-length version either (draft ADRP 3-0). I don’t have a big problem with that – I like how ADP and ADRP 3-0 describe unified land operations and decisive action. It is nested and logical and makes sense. The unhappy consequence to the elimination of operational themes though, is how to categorize or think about Irregular Warfare. The Army has doctrinally and conceptually chosen not to deal with it. Instead, doctrine takes the IW activities (UW, FID, CT, COIN, Spt to Insurgencies) and breaks them out, including them as examples of joint operations, along with many other kinds of operations. Again, I don’t have a big problem with that, but nevertheless, I still think it useful to have a mental model or construct for talking about the phenomena of dealing operationally with irregular or “hybrid” threats, as ADRP 3-0 now calls them. If we don’t call it IW, what do we call it? Do we in the Army stop referring to irregular warfare when DoD and the other services refer to it in policies and operating concepts? I don’t know – maybe I’m just too old for change. What do you think?

Relatedly, there is another issue (which is a very old issue), that needs attention. The Army has struggled with how to integrate Special Operations Forces with Conventional Forces. There is no doctrine to guide either SOF or CF commanders on what they should expect of each other on the battlefield. The training we do for this is ad-hoc. There have been many lessons learned in the last ten years of operations on how to do these kinds of things together. The challenge for the Army now is how to institutionalize it and not lose the lessons. We have a few updates in the following pages to share how we are approaching this challenge. Meanwhile, I would appreciate your viewpoints. Please comment on the Counterinsurgency Center blog or send them to [usarmy.leavenworth.cac.mbx.coin@mail.mil](mailto:usarmy.leavenworth.cac.mbx.coin@mail.mil).

Thanks for your service.

Dan French (Deputy Director)

PS, COL Chad Clark retired last month after a phenomenal career. Good luck Chad.

## **IRREGULAR WARFARE INTEGRATION**

- **Special Operations Forces-Conventional Force Interdependence:** The Special Operations Center of Excellence (SOCoE), US Army JFK Special Warfare Center and School (SWCS) is leading an Integrated Process Team (IPT) to improve operations between SOF and CF units. The IPT is part of Army Campaign Plan 2020. TRADOC and FORSCOM are assisting SOCoE. Other contributors include Mission Command CoE (AIWFC, CADD, CDID), Maneuver, Aviation, Fires, Maneuver Support, and Signal CoEs, Asymmetric Warfare Group, TRADOC Red Team, and ARCIC (FDD and JDD). One important task of the IPT is to determine and support relationships between SOF and conventional forces in how they maximize support to geographic combatant commanders. The IPT will conduct its work and develop recommendations, resulting in a briefing to the Chief of Staff of the Army in mid to late May.
  - This issue has long been a point of friction between Army SOF and conventional units, and especially since 1986 when SOCOM became a functional combatant command with operational authority over SOF units from all services. Services still have US Code Title 10 responsibility for equipping and training forces, but the Services do not have direct operational responsibility or control for their Special Operations forces. This interesting fact has contributed to the friction, which includes a lack of Army doctrine and training standards to guide Special Operations and conventional force commanders on how to operate in the same battlespace. Training at the Army combat training centers has been positive over the years, but the synchronization of SOF-CF elements during training rotations has been ad-hoc, and often largely dependent on command emphasis and personal influence. Likewise, actual operations have too often relied on these same personal factors to achieve effects. The work of the SOF-CF IPT is designed to overcome this issue and others, plus ensure the institutionalization of the last ten years experience in global operations.
- **Special Operations as a Warfighting Function.** USASWCS has initiated an action that seeks to add Special Operations as a warfighting function. Warfighting functions (WfF) emanated from battlefield operating systems from 1980s Army capstone doctrine, but have never included irregular warfare/SO operations. This lack of representation, according to SWCS, has resulted in a gap to assess, shape, deter and influence foreign security environments prior to and during the execution of Decisive Action. The term Special Operations applied in the context of a WfF is broader than the Army Special Forces branch and larger than the Special Forces operations of FID, CT, UW and Support to Insurgencies. The new term will include both SOF and Conventional Force responsibilities in assessing, shaping, and influencing foreign security environments. The adoption of SO into the WfFs would represent a major change to Army capstone doctrine and thus, will not happen immediately.

Instead, SWCS plans to use the Army Capability Integration Development system to ensure DOTMLPF gaps are properly identified and substantiated by analytical research and review. TRADOC and FORSCOM are assisting SWCS in the study process.

- **Irregular Warfare Joint Operating Concept v2.0 Capabilities Based Assessment Shortfall Workshop, 28-29 Feb.** Army IW Fusion Cell participated in USSOCOM J-7/9 and Joint Staff J7 sponsored workshop, McLean, VA. 45 attendees included representation from ASD SO/LIC, JS J7, USSOCOM, USASOC, USAF, USN, USMC, and ARCIC. Purpose was to refine and further develop shortfalls and gaps identified during the literature review/interview portion of the IW JOC 2.0 CBA. Director JS J7 (IW S&P) noted that irregular warfare “is not going away” and that on-going work to ensure IW capabilities are identified and institutionalized in the services will continue.
  - CAC representatives applied both Army conventional and SOF operational insights to analysis of gaps, resulting in development of refined themes and descriptions to be used for IW CBA O-6 Review Group consideration. Next steps: AIWFC continues to provide input to IW JOC CBA process to include O6 Review Group and IW JOC Solutions Identification Workshop. AIWFC currently advocating need for Army IW concept and way-ahead for focused IW DOTMLPF assessments.

## **COUNTERINSURGENCY**

- **FM 3-24 (Counterinsurgency) Revision Conference, 8-11 May.** The Counterinsurgency Center and US Marine Corps are hosting the conference at Fort Leavenworth to gain viewpoints from across the spectrum of thought and application and to inform the FM3-24 doctrine writing team. The objectives of the conference are to achieve “Buy In” from stakeholders and community of interest; promote effective debate of contentious topics; provide an opportunity for input; and to overcome potential future “showstoppers.” The Counterinsurgency Center hopes to achieve consensus on key definitions; convey a basic understanding of the revision framework; obtain individualized feedback; and reach consensus on major topics.
  - Day one schedule includes an unclassified threat briefing, review of the revision process and three plenary panels which include Dr. Con Crane, lead author of the 2006 version of FM3-24. Days two and three consist of break-out groups focused on key issues and ending with back-briefs to the plenary session. Day four will include an address by the Commanding General, Combined Arms Center and a summary of points of contention and agreement.
  - If you are interested in attending the Revision Conference, send an email message to the Counterinsurgency Center at [usarmy.leavenworth.cac.mbx.coin@mail.mil](mailto:usarmy.leavenworth.cac.mbx.coin@mail.mil). Include your name, address, phone number, job and employer, and counterinsurgency experience. The

conference will be held in the Lewis & Clark and McHugh Training Centers on Fort Leavenworth. Travel funds must be provided by individual participants or sponsoring organizations. Travel Funds are not provided by the Combined Arms Center.

- The Counterinsurgency Center will provide the first draft of the field manual for review to participants no later than one week from the conference. For additional information, see the [FM3-24 Revision Page](#) of the Counterinsurgency Center Website. Theorists, practitioners, and analysts can review three issue papers available and also submit their own comments and ideas using the [FM3-24 Questionnaire](#) or free text to [usarmy.leavenworth.cac.mbx.coin@mail.mil](mailto:usarmy.leavenworth.cac.mbx.coin@mail.mil).

- **FM3-24 Revision Timeline:**

- 5 APR 12 FM 3-24 Revision Webcast #4, Pre-Conference Discussion
- 8-11 MAY 12 FM 3-24 Revision Conference
- 7 JUN Conference Results Webcast
- JUN 12 FORSCOM Red Cell Review Workshop
- JUN 12 FM 3-24 Initial Draft for Army/Marine-wide staffing
- JUL 12 Suspense for Staffing Comments
- AUG 12 Prepare Final Draft
- OCT 12 FM 3-24 Final Draft for Army/Marine-wide staffing
- NOV-DEC 12 Suspense for Staffing Comments
- MAR 13 Final Approved Draft/Final Electronic Draft
- JUN 13 Signature and Publication

- **V Corps Counterinsurgency Seminar, Wiesbaden, Germany.** The Counterinsurgency Center conducted a successful seminar for V Corps headquarters and staff from 22-24 February to assist the unit in preparation for its upcoming deployment to Afghanistan and assumption of ISAF Joint Command responsibilities. The V Corps Commander, LTG James Terry, sought the seminar to improve the corps' ability to understand the operational environment, understand the threat, and frame a solution to achieve their end state. According to LTG Terry, the seminar exceeded expectations and additionally gave him a forum over the course of the three-day seminar to impart his vision to the staff. Over 275 officers, warrant officers, and NCOs from the headquarters and five NATO countries participated in the seminar. The Counterinsurgency Center instructor team led and facilitated the event which also included guest speakers such as the current IJC Commander, LTG Curtis Scaparrotti, LTG (ret) Dave Barno (Center for New American Security), Dr. Thomas Barfield (author), Mrs. Linda Robinson (Council on Foreign Relations), and Dr. Dan Marston (Command and General Staff College). The Counterinsurgency Center has seminars scheduled for numerous deploying Brigade Combat Teams, but is now also preparing tailored seminars for other Corps and Division headquarters on the patch chart for duty in Afghanistan. For more information, contact the Counterinsurgency Center at [usarmy.leavenworth.cac.mbx.coin@mail.mil](mailto:usarmy.leavenworth.cac.mbx.coin@mail.mil).

## **SECURITY FORCE ASSISTANCE**

- **SFA and Army Experimentation** – In support of the TRADOC Commander's FY12 Army 2020 Campaign of Experimentation, the Mission Command Battle Lab conducted a Gain and Maintain Operational Access (GAMOA) Shaping Experiment in January. The GAMOA Shaping Experiment focused on Joint Phases 0, I and II addressed the Army 2020 project objectives in order to prepare for the June GAMOA SIMEX. In April the MCBL will host and facilitate an examination of Joint Operations Phases IV (Stabilize) and V (Enable Civil Authority). The April event will determine the force design required to conduct Phase IV/V operations, and assess required capabilities, enablers, dependencies, and gaps, given the conditions set during the June GAMOA SIMEX and the July GAMOA Wargame. Among the 8 campaign objectives are: assess Army advisory capability and assess impacts of regionally aligned Corps, Divisions, and Brigades.
- **Building Partner Capacity Capabilities Based Assessment** – TRADOC is staffing the Draft FSA Report for O6 Level Review. As the third of three phases of the CBA process, the primary purpose of the Functional Solution Analysis (FSA) is to identify and potentially prioritize solutions for capability gaps that could impede the future force from achieving mission success and the implementation of the BPC concept. During the FSA, members of the ICDDT identified 269 potential solution approaches (259 Non-Materiel and 10 Materiel) to mitigate or close the 74 identified capability gaps developed during the Functional Needs Analysis (FNA) phase of the Capabilities Based Assessment (CBA). Through their efforts they also identified six core solutions areas that may impact the subsequent solution implementation. These include solutions for: a single U.S. Army BPC proponent, policy changes and updates to enable BPC related activities, doctrinal updates including BPC related changes, improved language and cultural understanding, a Joint Security Cooperation Planners Course, and Sustained Engagement requirements.
- **U.S. Army Brigade Support to U.S. Africa Command:** The Army is training a brigade to support U.S. Africa Command (AFRICOM). As part of a broader regionally aligned forces concept, this unit will be prepared to train and mentor partner nation security forces in support of AFRICOM's Theater Campaign Plan (TCP) requirements. In addition to maintaining decisive action capability, brigade soldiers will prepare for their mission with language, regional expertise and culture training. They will deploy as small units, rather than as a full brigade, to points in Africa for training and partnering missions. This approach reflects the Army's commitment toward supporting U.S. national security policies in an effective and cost efficient manner. For more information, see the Congressional Research Service study, Africa Command: U.S. Strategic Interests and the Role of the U.S. Military in Africa ([here](#)).

## **STABILITY OPERATIONS**

- **Counter-Corruption Training.** Peacekeeping and Stability Operations Institute (PKSOI) is nearing completion of a Leader Education/training curriculum for US forces with counterinsurgency and advise and assist missions in foreign nations. The curriculum takes advantage of contemporary lessons learned in US global operations and also includes material from interagency and coalition partners. PKSOI expects to release a pilot version this month, after which the program will be available to units on the Army Training Network. For more information, [contact PKSOI here.](#)

## **PUBLICATIONS OF INTEREST**

- **ADP/ADRP/FM 3-07, Stability Operations.** PKSOI is lead writer. Expected publishing date for the ADP/ADRP is Aug 12. Expected publishing date for the FM is last quarter 2013.
- **Complexity Theory and Counterinsurgency Strategy, by Lawrence Cline (article).** Both analysts and strategists have a tendency to categorize various security threats in rather neat categories. In many – likely most – cases these categories simply do not fit well for areas where there is significant internal insecurity. This particularly is the case for groups that can be called hybrids or shape shifters. Armed groups have an unfortunate tendency to shift both their form and significance to security operations. A broader form of environmental sensing – to include how intervention forces may serve as yet another actor for analysis – is critical in understanding how to achieve operational success. Read the article on [Small Wars Journal here.](#)
- **Honoring LCpl Guido Farinaro – And All Who Paid the Ultimate Sacrifice by Jan Scruggs (article).** General Peter Pace served this country for 40 years, from Vietnam to the Pentagon, where, as the first Marine to be named Chairman of the Joint Chiefs of Staff, he advised the President and Secretary of Defense on American military operations around the globe. On the day that he retired, the first thing Pace did in civilian life was pay a visit to the Vietnam Memorial – “The Wall.” He didn’t notice that a passerby had watched him as he walked from panel to panel and solemnly placed his own tribute on the ground next to The Wall. Only after the retired General had left did anybody see what it was he’d placed there. Read the rest of the story at [BlackFive, here.](#)

## **STRATCOM & OUTREACH**

- **Counterinsurgency Center Webcast, Dr. Tom Marks, Insurgency 2012, 7 Mar.** The Counterinsurgency Center hosted Dr. Thomas A. Marks, professor and



head of the Department of War and Conflict Studies at the College of International Security Affairs (CISA) of the National Defense University (NDU) in Washington, DC. Dr. Marks discussed the use of framing and narrative (among others) to enable insurgencies where tangible power cannot. Dr. Marks illustrated his ideas by examining two recent insurgencies in Sri Lanka and Nepal. One important point identified were the use of media (local and global) by insurgents to discredit the government and gain power for the insurgent organization. This important issue can also be seen in both Iraq and Afghanistan. Briefing products and link to audio of the webcast are available [here](#).

- **Counterinsurgency Center Webcast, FM3-24 Revision Webcast #3, 16Feb.** LTC John Paganini, Director of the Counterinsurgency Center hosted a public webcast on the revision of FM 3-24, Counterinsurgency. The purpose of the webcast was to solicit specific feedback on the primary issues of contention, to include the concept of clear-hold-build, and force ratios. LTC Paganini provided an update to the timeline and way forward, including objectives of the FM3-24 Revision Conference. During the brief, he highlighted two critical “filters” for the revision: that the manual must have enduring fundamentals, tactics, and procedures; and most importantly, it must be applicable to the future counterinsurgency fight anywhere in the world. Other topics are captured in the webcast summary and on-line recording available through Defense Connect Online ([see link and webcast products here](#)).
- **Counterinsurgency Center Webcast, COL Art Kandarian, former Cdr, 2-101IBCT, 8 Feb.** Purpose of the presentation was to provide counterinsurgency lessons learned from CTF Strike’s combat deployment to Maiwand, Zhari, and Arghandab districts in Kandahar, Afghanistan in 2010. The CTF’s mission was to partner with Afghan National Security Forces and local government to defeat the insurgency in the districts to secure the people, ensure the Afghan freedom of movement on Highway 1, and improve governance and civic development throughout the area of operations. COL Kandarian and his FA Battalion Commander, LTC Dave Flynn discussed key lessons to include pre-deployment training and education, partnering, language training, combined living arrangements with the ANSF, and the sharing of intelligence. Download the briefing products and listen to the webcast ([see here](#)).

### **Irregular Warfare Community Events**

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| <b>5 April</b>     | Counterinsurgency Center Webcast, FM3-24 Pre-Conference Issues Discussion and Update  |
| <b>10-12 April</b> | <a href="#">XXIII U.S. Army War College Annual Strategy Conference</a> , Carlisle, PA   |
| <b>16-18 April</b> | <a href="#">Minerva-at-West Point Workshop</a> , Understanding Cultural Networks in Africa and Asia for National Security, USMA, West Point, NY |

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**8-11 May** FM3-24 Counterinsurgency Revision Conference, Fort Leavenworth  
**21-23 May** [3<sup>rd</sup> Annual Irregular Warfare Summit](#), IDGA, Washington D.C.  
5-7 June [Models of Defense Governance](#), CSRS, Monterey, California,

Questions or Comments - contact us at:

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