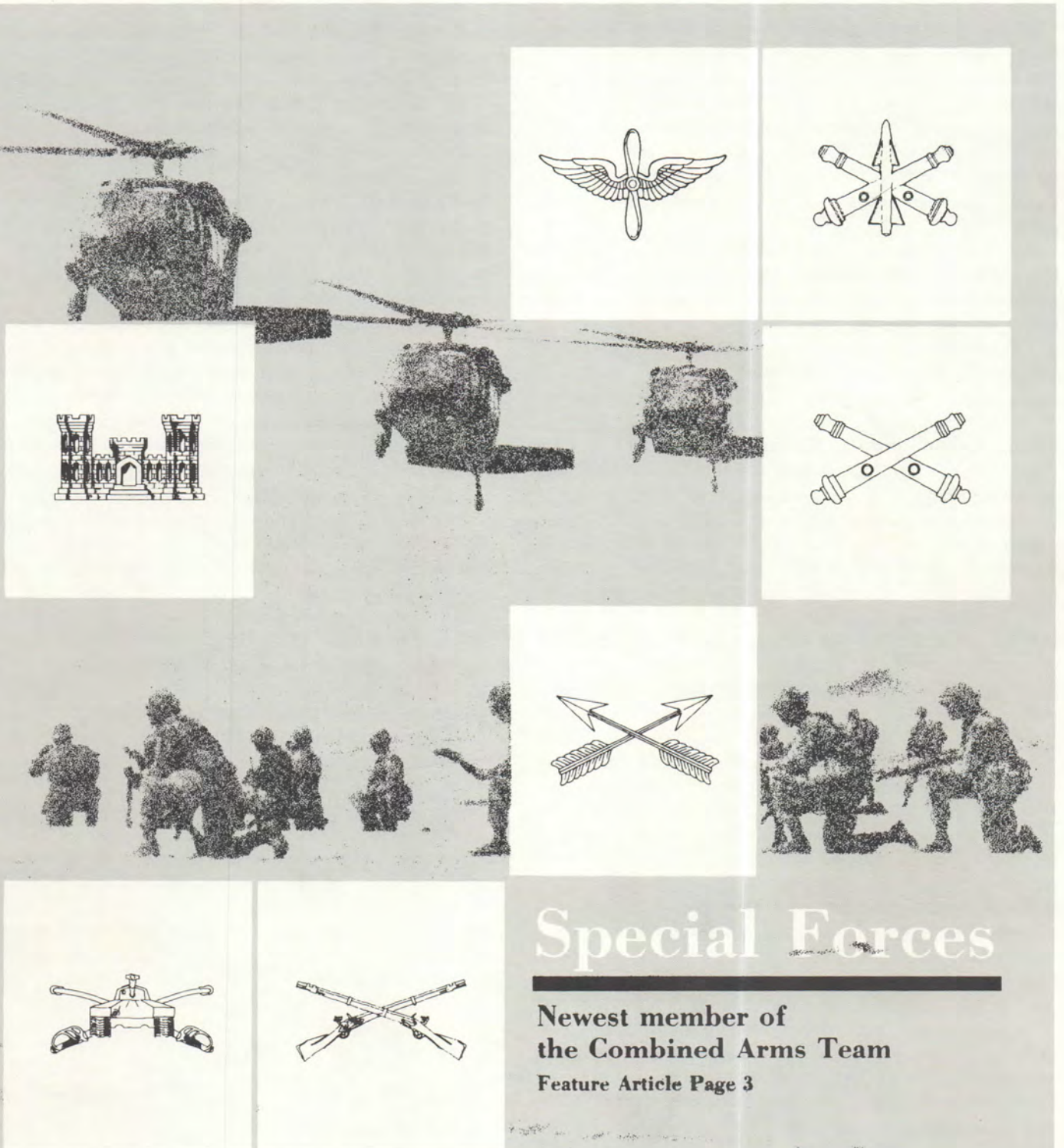


Special Warfare

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Special Forces

**Newest member of
the Combined Arms Team**

Feature Article Page 3

Functional Area 39: New career management for PSYOP, active CA officers

by Maj. Robert B. Adolph Jr.

The Army's newest functional area will give the Army a group of officers ready to handle a variety of critical missions; it will give its members training, career opportunities and challenging assignments.

The United States recognizes the threat of low-intensity conflict -- a conflict that is as much psychological, economic and political as it is military. The realization of the nature of this threat has compelled the Department of Defense to place more emphasis on special operations forces.

The congressionally mandated creation of the U.S. Special Operations Command and the Army's approval for the creation of Special Forces Branch are two examples of actions taken to address the perceived threat. Another action, no less important, was the approval of Functional Area 39 for active-component civil affairs officers and active and reserve psychological operations officers.

The creation of FA 39 is a significant landmark not only for special operations forces but the Army as well. Active-component CA and PSYOP officers were formerly managed as foreign area officers and later as members of the special operations functional area. Both management systems failed to provide progressive and sequential assign-

ments. The new FA meets these requirements and will produce a fully trained corps of professionals capable of performing critical peacetime and wartime missions worldwide in SOF, the conventional Army and in support of CINCs.

The missions performed by PSYOP and CA officers vary with the level of warfare. PSYOP and CA officers play critical roles at the tactical, operational and strategic levels of warfighting, whether in a low-, mid- or high-intensity conflict environment.

Role of the PSYOP officer

Psychological forces exert a decisive influence on the elements involved in war.

--Clausewitz

To subdue the enemy without fighting is the acme of skill.

--Sun Tzu

In a low-intensity-conflict environment, psychological operations are potentially the most important missions to be performed in both



U.S. Army photo

Civil affairs officers, such as this one in Grenada, work with local inhabitants to obtain resources and support for the military commander's activities.

unconventional warfare and foreign internal defense. PSYOP officers play critical roles by performing counterpropaganda campaigns, conducting advisory assistance to friendly governments, providing support to Special Forces deployed within a UW area of operations, providing support to CA activities, and by providing commanders at all levels psychological analysis of target populations.

PSYOP is conducted from the national to the tactical level in LIC as in both the mid- and high-intensity environments. PSYOP officers develop campaigns against an insurgent force by stressing the illegal and illegitimate nature of insurgent activities and highlighting positive government programs that benefit the population. PSYOP campaigns of this type are often highly effective when information is presented in the correct cultural context. It is axiomatic that the truth in PSYOP is democracy's strongest ally.

In close operations, PSYOP officers support tactical deception operations, provide assessment of audiences in a target area, direct PSYOP campaigns in support of military operations, assist in neutralizing enemy propaganda, encourage disaffection of enemy troops and

assist in controlling battlefield circulation of displaced persons and refugees.

PSYOP in deep operations is directed against enemy forces not in contact and is designed to influence the conditions in which future close operations will be conducted. PSYOP officers integrate strategic goals with the operational-level campaign plan, encourage the disaffection of civil populations and enemy follow-on forces, advertise friendly successes to deep-target audiences and provide support to deception operations.

The control of rear areas is critical to the successful conduct of the AirLand Battle. At the tactical level, rear operations assure the

commander of the ability to take advantage of any opportunity without hesitation. At the operational level, rear operations focus on preparing for the next phase of a campaign or major operation. The PSYOP officer supports rear operations by devising PSYOP campaigns against terrorism, sabotage or enemy special-purpose forces. He or she assists in planning civil-military operations, developing programs designed to advertise the humane treatment of prisoners of war and conducting counterpropaganda campaigns.

Role of the civil affairs officer

...statesmanship, diplomacy, economics, and warfare just can't be separated from one another.

—William J. Lederer and Eugene Bundick, The Ugly American

Within the LIC environment, CA officers play key roles in FID by performing advisory assistance, civic action, population and resource control and support to tactical as well as national strategies. In UW, CA officers conduct activities to identify and exploit political, social and economic vulnerabilities and to

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mobilize indigenous resources and support for resistance forces. During link-up, consolidation and demobilization, CA activities also include establishment of, or assistance to, a resistance governmental structure to ensure a smooth transition of power. CA officers can perform or assist in the performance of most of the same functions normally expected within a traditional democratic government.

CA officers analyze, assess, train and advise U.S. and foreign forces and government agencies in political, economic and social activities in target areas. Civil-affairs activities, when properly integrated into the AirLand Battle, are an economical force multiplier which can aid the logistical effort and reduce civilian interference. During close operations, CA officers develop plans to encourage cooperation from local inhabitants and dislo-

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cated civilians. They also assist in the acquisition of local resources and facilities for use by U.S. forces. Because of their linguistic and cultural expertise, CA officers also serve as the staff focal point for cultural considerations within the commander's area of responsibility.

In deep operations, CA support consists of conducting a detailed analysis of the target area to deter-

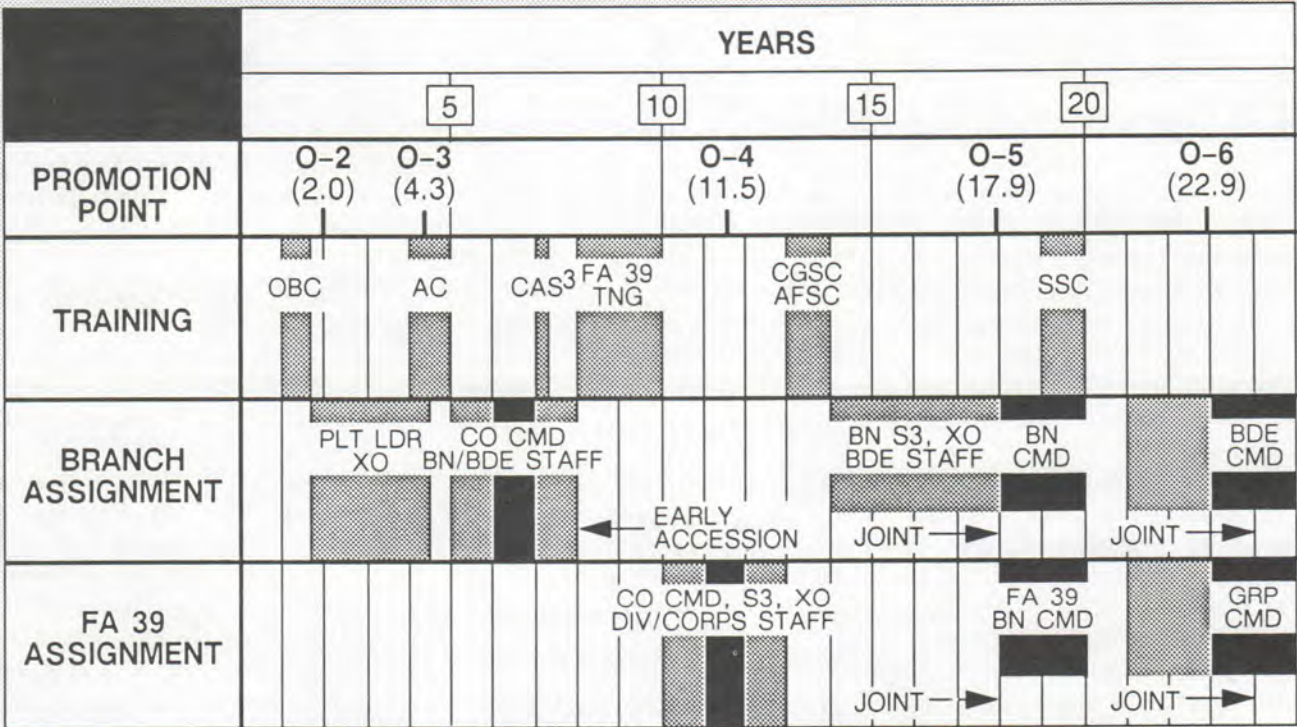
mine attitudes of the populace toward the enemy, locating resources and facilities of use to U.S. forces during operations and identifying key political leaders. CA officers prepare standards of conduct for U.S. soldiers dealing with the civilian populace in areas of potential combat operations.

CA officers also support rear operations by preparing area assessments to identify the capabilities, operational condition, potential and vulnerabilities of host-nation public facilities, local resources, public-safety and public-health assets. CA officers coordinate with local authorities and agencies to integrate these assets into rear operations and area damage-control plans.

Training strategy

The nation that will insist on drawing a broad line of demarka-

FA 39 OFFICER PROFESSIONAL DEVELOPMENT



Note: Officers should seek joint assignment at O-4 or O-5 level.
 ■ Denotes command opportunities

tion between the fighting man and the thinking man is liable to find its fighting done by fools...and its thinking done by cowards.

--Sir William Francis Butler, 1838-1910, British soldier-writer

FA 39 will produce officers with enhanced fighting and thinking capabilities. The roles demanded of FA 39 officers are difficult to perform and require no small degree of special training and education. The training strategy developed by the U.S. Army John F. Kennedy Special Warfare Center and School will be conducted in four modules: language training, regional studies, graduate studies and functional training.

Language training will be taught to the standards of the Defense Language Institute and will range from six months to a year, depending upon the difficulty of the language. The language will be geared to the officer's expected follow-on assignment.

Following language school, the officer will attend an in-depth regional studies course. This course will familiarize FA 39 officers with one of the five geographic regions of the world as they are aligned with the CINCs' areas of responsibility. Subjects will include regional politics, culture, economics, religions, geography and cross-cultural communication.

A cooperative graduate-degree program will be taught jointly by the SWCS and a graduate institution licensed to grant master's degrees in the state of North Carolina. The program will be administered under contract. That contract, which has to be let for competitive bid, is currently being developed by the SWCS's Directorate of Training and Doctrine. If the contract is developed in time and contract negotiations are successful, the program will be ready to accept its first students by September 1989. The master's degree program has a core curriculum for all FA 39 officers, with different areas of specialization for PSYOP and CA. Obtaining the

master's degree will be an arduous process because the program must be completed in one year or less.

The final module of training consists of either the CA or PSYOP Officer Course. This final module will attempt to bring together much of what the students have learned previously and give them an opportunity to apply their knowledge.

If an officer requires all four modules of training, the program will take 2-2½ years to complete. Officers who already have a language capability or a graduate degree in an approved discipline can shorten their time in training. In fact, FA 39 attempts to accept officers who are already qualified in one or more of the areas required. Officers who want to serve in the FA can improve their chances for selection by attempting to meet some of the training standards before their eighth year of active federal commissioned service.

Professional development

When you come to the fork in the road you need to take it.

--Yogi Berra

One major fork in the road for officers is the point in their careers where they have to submit their requests for FA consideration. Based on current information available (remember, this FA is the Army's youngest), FA 39 may be one of the best choices available. The primary reason is that the vast majority of FA 39 positions are in the table-of-organization-and-equipment Army. This means that as in FAs 54 (operations, plans and training) and 41 (personnel management), FA 39 officers can serve the majority of their time in the Army in tactical units. Command opportunities are unique to this functional area, and FA 39 also possesses joint billets within every CINC's staff. Congress has recently established a requirement that an officer have joint service before promotion to general-officer rank. Add to all of this the opportunity

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for advanced education, language training and challenging PSYOP and CA assignments, and FA 39 could be one of the most sought-after and competitive FAs in the Army.

Special Forces officers will find FA 39 of particular interest, because the training demands of both career fields are similar in the areas of language and regional expertise. Other officers will be interested in the primary brigade, division, corps and theater-army staff positions available for CA officers as G5s. Those who select PSYOP can expect potential assignments as division, corps and theater-army PSYOP officers working in the G3. Numerous other positions are available within the Army Training and Doctrine Command, on the Department of Army staff and the staff of the Joint Chiefs.

The professional development chart highlights the average career developmental track for an officer who is accessed into FA 39 at his eighth year of active federal commissioned service. Special Forces officers will be accessed later than

the average due to the demands of their branch -- the active Army's only nonaccession branch. Of special note are the command, battalion S3 and executive-officer positions available for majors. FA 39 officers will be considered for battalion command in their FA as well as their basic branch. There is also one group-level command for PSYOP officers. Additionally, the U.S. Special Operations Command has recently established its J9 Directorate, which will create other positions for both CA and PSYOP officers.

The development of FA 39 must be viewed in the light of its comparative youth. Currently, the FA is critically short of officers. It will take approximately 4-6 years to fill the required inventory and even then, some year groups at the senior grades will remain short. Despite this problem, the FA appears to have tremendous potential. Army officers will have the opportunity to participate in an alternative career field with interesting and challenging assignments worldwide and at all

levels of command.

For further information concerning FA 39, consult DA Pamphlet 600-3 or contact the Special Operations Proponency Office, JFK Special Warfare Center and School, at AV 239-9002/5559. ✕

Maj. Robert B. Adolph Jr. is currently the deputy chief and FA 39 manager in the Special Operations Proponency Office at the JFK Special Warfare Center and School. A former Special Forces NCO, he was commissioned in the Military Intelligence Branch in 1976 and rebranched into Special Forces in 1987. He has served troop assignments with the 525th MI Group at Fort Bragg, commanded a Special Forces underwater operations detachment and served as a battalion intelligence officer in the 5th SF Group. He is a graduate of the MI Officer Advanced Course and the Foreign Area Officer Course and has written articles for the Civil Affairs Journal, Army, Military Intelligence and Infantry.