



# USACAPOC (A) Operation Enduring Freedom Lessons Learned In Afghanistan



**NATIONAL DEFENSE INDUSTRIAL ASSOCIATION - SO/LIC SYMPOSIUM**

11 February 2003

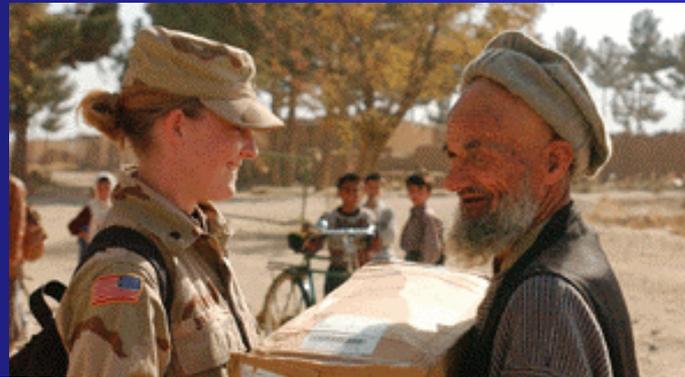
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## INTRODUCTION



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## AGENDA

- **Communication Equipment Requirements**
- **C2 Working Relationship with USCENTCOM HQs**
- **Contract Linguist Support**
- **Civil Affairs Field Use of the VoxTec Phraselator**
- **PSYOP Support to Special Forces**
- **Lack of a MTOE Civil-Military Operations Center**
- **Interagency integration with CA and PSYOP**



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## AGENDA Cont.

- Summary
- Questions





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## COMMUNICATION EQUIPMENT REQUIREMENTS ON MTOEs





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**ISSUE:** Communication Equipment Requirements.

**DISCUSSION:** AARs from deployed soldiers indicate that CA and PSYOP units entered the theater with inadequate communication equipment. AN/PRC 148 MBITRs (Multiband Intra-Team Radio) were invaluable to both the CA and PSYOP tactical missions; however, PSYOP teams and CAT-As need more radios to provide adequate communication coverage. This communication equipment is not on reserve component (RC) CA MTOEs.

**RECOMMENDATION:** Submit documents to include new communication equipment on MTOEs. Work to accelerate fielding of key communication equipment for training and operational missions.



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## C2 WORKING RELATIONSHIP WITH USCENTCOM HEADQUARTERS



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**ISSUES: C2 Working Relationship with USCENTCOM HQs.**

**DISCUSSION: PSYOP soldiers reported an excellent relationship with USCENTCOM HQs. Branch-qualified PSYOP officers filled joint-level duty positions and NCOs filled J3 Information Operations (IO) duty positions.**

**RECOMMENDATION: The PSYOP community should identify and nominate qualified officers for follow-on assignments to Combatant Commands to facilitate the seamless integration of Joint PSYOP Task Forces into theater operations. In addition, selected 39B (PSYOP) and 39C/38A (Civil Affairs) officers should receive information operations (IO) training to better understand and integrate into this growing and important function. Continued participation in Joint Training Exercises is vital to success in both of these areas.**



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## CONTRACT LINGUIST SUPPORT





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**ISSUE:** Contract Linguist Support.

**DISCUSSION:** Once in place, contract linguists provided excellent support. However, USACAPOC must identify and anticipate linguist requirements early in the operation to streamline the contracting process.

**RECOMMENDATION:** Contract Linguist Statements of Work for selected languages should be pre-approved and ready for implementation. For example, an implementing Memorandum of Agreement between USASOC/SOCOM and USCENTCOM concerning specific OEF linguist requirements would significantly improve the quality and timeliness of contract linguist support.



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## CIVIL AFFAIRS USE OF THE VoxTec PHRASELATOR





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**ISSUE:** Initial Civil Affairs use of the VoxTec Phraselator (Human Voice Translation System) developed under the aegis of the Defense Advanced Research Projects Agency (DARPA) Information Technology Office.

**DISCUSSION:** USACAPOC soldiers deployed to Afghanistan became familiarized with the Phraselator manufactured by VoxTec. Initial feedback from soldiers in the field is positive; however, some glitches in the voice-recognition software were identified.

**RECOMMENDATION:** Accelerate the fielding of the new generation Phraselator for each Civil Affairs CAT-A and CAT-B team as well as for each Tactical PSYOP Detachment and Tactical PSYOP Team.



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## PSYOP SUPPORT TO SPECIAL FORCES





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**ISSUE: PSYOP Support to Special Forces.**

**DISCUSSION: Tactical PSYOP Teams and SF ODAs seamlessly integrated to conduct operations in Afghanistan. The nature of operations in Afghanistan increased the level of PSYOP support to the Joint Special Operations Task Force and SF ODAs not seen in recent operations. The increase in scale and scope of PSYOP support presented some initial challenges to integrate TTPs.**

**RECOMMENDATION: PSYOP leaders need to fully brief SF Commanders on PSYOP capabilities and include PSYOP planners early in the SF planning process. Future training opportunities between SF ODAs and PSYOP teams should be identified and planned to develop enhanced integration/support procedures.**



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## LACK OF A DEPLOYABLE MTOE CIVIL-MILITARY OPERATION CENTER





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**ISSUE:** Lack of a deployable MTOE Civil-Military Operations Center.

**DISCUSSION:** OEF in Afghanistan demonstrated a clear need for a deployable, fully-equipped CMOC that can become fully functional after entering the theater with little logistical support from the CJSOTF. The CMOC must be staffed with DMOSQ 38A soldiers that arrive with all the requisite command, control, communications, and computers (C4) equipment necessary to manage a CMOC responsible for coordinating US Governmental agencies, Combined-Joint CMO, Non-Governmental Organizations (NGOs), and indigenous CMO entities across the civil-military spectrum.

**RECOMMENDATION:** SWCS and USACAPOC (A), G7 should coordinate to develop a CMOC for each CACOM and make the necessary changes to each CACOM's MTOE.



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## INTERAGENCY INTEGRATION PSYOP AND CIVIL AFFAIRS



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**ISSUE:** Interagency integration with PSYOP and CA.

**DISCUSSION:** PSYOP elements in Afghanistan provided support to Humanitarian Demining operations and to the Interim Afghan Administration. In addition, Civil Affairs soldiers provided liaison support to NGOs as part of the State Department's Overseas Humanitarian Disaster and Civic Aid (OHDACA) program. However, specific operational mechanisms to coordinate/direct PSYOP and Civil Affairs support with USCENTCOM, USSOCOM, and interagency organizations currently does not exist.

**RECOMMENDATION:** USSOCOM and Combatant Commands need to clarify integration mechanisms with the DOD and interagency organizations to ensure unity of effort. Joint training exercises could provide opportunities to enhance DOD and interagency integration.



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## SUMMARY

- Civil Affairs and PSYOP operations in Afghanistan continue to prove force-multiplier capabilities for SOF and conventional forces. The overall feedback from the CJSOTF-AF and USCENTCOM HQs has been positive. However, there are several specific areas of operational support that need to be improved .
- Combined-Joint-Intergovernmental and NGO operations in Afghanistan created unanticipated command and control (C2) turbulence for CA and PSYOP forces due to fragmented operational C2. CA and PSYOP forces will continue to adapt and integrate.
- The CA and PSYOP community needs to emphasize the necessity of fully integrating SOF training with SF Groups, Infantry maneuver units, and NGOs to ensure unity of effort.



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## QUESTIONS?

