

# Defense



**Conventional and Special  
Operations Forces Integration  
at the Operational Level**



# Conventional And Special Operations Forces Integration At The Operational Level

**Louis A. DiMarco**



## **Conventional And Special Operations Forces Integration At The Operational Level:**

Conventional and Special Operations Forces Integration at the Operational Level Naval Postgraduate School, 2014-11-13 Combat operations in Afghanistan and Iraq demonstrated that different types of military forces must be integrated to effectively counter evolving threats Senior Army leaders have identified the need to retain the ability to effectively integrate conventional and special operations forces Integration should not aim to combine forces to the point they are indistinguishable but should maximize the effects of each force's unique capabilities This thesis concludes that in the future conventional and special operations forces integration should be addressed with the following tenets integration should be determined by the task not the unit integrated operations require a dedicated staff at the joint task force level the supported supporting command relationship is most appropriate and should be determined by task It also proposes a methodology that enables the identification of task interdependencies between conventional forces CF and special operations forces SOF Identifying these interdependencies informs staffs and commanders where integrated operations are best conducted The design structure matrix an approach used in the business and systems engineering sectors provides a basis for the methodology The goal of this campaign planning tool is cross force synergy emerging from utilization of the unique capabilities of CF and SOF for maximum gains

**Tactical Integration of Special Operations and Conventional Forces Command and Control Functions**, 2003 This monograph addresses the question Is the 1999 edition of FM 100 25 Doctrine for Army Special Operations Forces adequate to integrate the actions of special operations forces SOF and conventional forces on the contemporary battlefield Operations in Afghanistan in 2001 and operations in Iraq in 1991 showed two different degrees of physical integration between SOF and conventional forces on the battlefield Forces in Afghanistan routinely conducted operations in close proximity to each other measured in meters This proximity required close tactical level cooperation between SOF and conventional forces Forces in Iraq in 1991 however rarely operated in close proximity to each other Instead SOF forces supported operational objectives operating in areas physically separated from conventional forces by hundreds of kilometers Evidence presented in this monograph shows that although the degree of physical integration was different the method used to integrate the C2 functions of the two forces was similar emphasizing a SOF centric approach to command and control of SOF forces This monograph examines the integration of command and control C2 functions of SOF and conventional forces in two case studies Focus is placed on describing the relationships between physical integration of SOF and conventional forces on the battlefield the command structure used to control the respective forces and the methods used to integrate the C2 functions between SOF and conventional forces This monograph concludes that effective integration between SOF and conventional force C2 was not observed in Afghanistan A root cause of this ineffectiveness was that the doctrine that governs SOF and conventional force C2 integration FM 100 25 dated 1999 was inadequate

**Special Warfare**, 2003 **Military Review**, 2004 Intelligence Wars Steven K. O'Hern, 2008-11-25 In this revealing insider's

look at the US intelligence community's efforts to fight the insurgency in Iraq author Steven K O'Hern who served in Iraq in 2005 as a senior intelligence officer offers a critical assessment of our intelligence failures and suggests ways of improving our ability to fight an often elusive enemy O'Hern criticizes America's military leaders for being enamored with high technology solutions for all situations including intelligence operations Essentially we are still relying on an intelligence system that was designed to beat the Soviet army Using examples from human source operations conducted in Iraq this book explains why human intelligence not technology is the key to defeating an insurgency and why the US is so poor at using what the military calls HUMINT O'Hern also cites internal structural problems that work against effective intelligence operations The author gives examples of missed opportunities that resulted from information being caught in stovepipes and red tape In conclusion he cautions that these unresolved problems will continue to affect the United States in any future conflict against an insurgency *United States Naval Institute Proceedings*, 2005

**Integration of Conventional Forces and Special Operations Forces** Michael D. Hastings, 2005 This study is designed to discover perceived issues that plague conventional forces and special operations forces SOF integration on the battlefield The research did in fact show that although operational and tactical integration of these disparate forces is overall successful there exist several impediments to a truly joint and combined arms fight The methodology used to conduct the analysis is based on the doctrine organization training material leadership personnel and facilities DOTMLPF construct and the most pertinent issues identified from the contemporary operational environment Each facet of the DOTMLPF was underscored with examples from recent conventional force and special operations force integrated operations in Operation Enduring Freedom and Operation Iraqi Freedom and offers modest solutions to these matters The recommendations affect doctrine organization training material and leadership but find no cause to effect change or improvement to personnel and facilities within the Department of Defense The recommendations are intended to increase the capabilities of both conventional forces and SOF whether integrated or not While this study identifies several matters that hamper truly synergistic integration it is ultimately up to senior leadership within the military to continue further study and analysis and overcome the inertia that hinders our joint warfighting capability *Nominations Before the Senate Armed Services Committee, First Session, 108th Congress* United States. Congress. Senate. Committee on Armed Services, 2005

**Tactical Integration of Conventional and Special Operations Forces in Training for a Complex World - Detailed Case Study of Operation Enduring Freedom** U. S. Military, Department Of Defense (DoD), U. S. Army, 2018-10-03 Current army doctrine provides a guide for the integration of conventional and special operations forces in combat but provides little direction to guide the integration of conventional and special operations forces in a peacetime training environment This monograph seeks to determine if and how the US Army should formalize the integration of conventional forces and special operations forces in training for the complex future By analyzing instances of integration of conventional and special operations forces in the first two years of Operation Enduring

Freedom in Afghanistan this monograph concludes that peacetime integration in training should be emphasized more particularly at the combat training centers Because of the uncertainty inherent in the future operating environment a formal model for this integration in training could not be developed Regardless an increase in integration of conventional and special operations forces in training will inherently provide a common understanding that can be applied to integration in combat Contents 1 Introduction 2 Literature Review 3 Methodology 4 Case Study Operation Enduring Freedom 5 Findings and Analysis 6 Conclusion Conventional forces and SOF integration and interoperability is often asserted as a key to maximizing resources to accomplish missions International relations and complexity theorist Robert Jervis describes this interaction effect in saying that events that occur close together also can have a different impact than they would if their separate influences were merely summed He goes on to explain this concept that the whole of a system is different than the sum of its parts Thinking systemically CF and SOF integration has the potential to produce greater effects than if CF and SOF operated independently of each other Despite this CF and SOF integration is not fully embraced by either the conventional Army or the special operations community United States Special Operations Command USSOCOM has recently instituted the Global SOF Network GSN model where USSOCOM integrates the US SOF more closely with international and intra national SOF elements Meanwhile the Army has implemented the Regionally Aligned Forces RAF concept where Army conventional brigades develop regionally based expertise and form habitual relationships with Geographic Combatant Commands to aid in conducting theater security cooperation activities Because of these initiatives it is evident that SOF and CF will continue to operate in the same locations toward the same objectives in combat and non combat operations in the future Despite the emergence of the RAF and GSN concepts and the theoretical ability for the whole of a system to be different than the sum of its parts the Army has done little to formalize or foster continuous and lasting efforts for integrating special operations and conventional forces

*Capturing Non-Linear Battlefield Operations: Conventional Air Forces' Interdependence with Special Operations Forces*, 2005 As the United States Military transforms from an industrial age organization into an information age institution doctrine and strategy should be evaluated and adjusted if necessary to match information age resources capabilities and mindset This thesis uses historical analysis to answer the question How can the environment be cultivated to foster the next generation of maneuver warfare in the information age The framework of this analysis is focused on Conventional Air Force Special Operations Force integration and interdependent operations The analysis of these operations placed special emphasis on the training relationships developed between these two communities to determine if there are mission enhancement qualities found in integrated interdependent and habitual relationships Understanding there are valuable capabilities derived from these relationships the focus shifts to the post mission segregation of the two communities that repeatedly demonstrates a misunderstanding of the importance found in long term habitual training relationships and ultimately hinders non linear battlefield operations Recent combat operations indicate the

United States military may no longer be bound by the limitations of linear warfare but it is now capable of conducting operational level non linear battlefield operations Non linear battlefield operations are becoming the maneuver warfare standard bearer for the information age military The Conventional air Force CAF and Special Operations Force SOF relationship and interdependent operations demonstrated during OEF and subsequently refined during OIF serve as a model for future joint operations Service parochialisms should be set aside and CAF SOF interdependence maintained through strategic level staff and leadership integration *To Integrate Or to Deconflict, that is the Question: An Examination of Contemporary Challenges in Conventional and Special Operations Forces Command and Control* ,2007 Evidence from recent operations suggests that current joint and USSOCOM doctrine are producing command and control C2 arrangements between conventional forces CF and special operations forces SOF that are dysfunctional at the tactical level and counter productive in achieving operational objectives Operations Restore Hope Enduring Freedom and Iraqi Freedom each reveal the dangers of attempting to integrate C2 between SOF and CF at the operational level but failing to do so at the tactical level To address current threats effectively the U S military would be wise to reverse this approach In the global campaign against ideological extremist insurgency SOF best leverage their counter terrorism foreign internal defense special reconnaissance and unconventional warfare skills by focusing on Phase 0 shaping operations in the arc of instability In counterinsurgency environments such as Afghanistan and Iraq priority of mission should go to CF efforts and joint force commanders should integrate SOF with CF at the tactical level to prevent compromising this effort The Joint Staff and USSOCOM can facilitate this by modifying joint doctrine to permit SOF and CF C2 integration at the tactical level and revising joint education curricula and training opportunities to include exercising this integration Until USSOCOM does so it will exacerbate rather than resolve one of the primary problems that led to its creation parochial interests compromising unity of effort while in the pursuit of national security objectives **Conduct of the Persian Gulf War** ,1992 **Special Operations Forces** Emily Spencer,2011 In order to expand the dialogue of Canadian Special Operations Forces and their unique range of capabilities with their partners within the defence community the media and the Canadian public a symposium was held at the Royal Military College of Canada in 2010 This volume represents an amalgam of the presentations and ideas that were put forward by scholars and military practitioners in order to both educate as well as create discourse on the subject of SOF Beginning with the Canadian SOF legacy and how it has evolved to meet the nation s needs it moves on to look at crucial components of force development and ways in which SOF help to shape the area of operations It explores important issues such as the role of SOF as an economy of effort economy of force option in the contemporary operating environment as well as the budding media SOF relationship *Armed Forces Journal* ,2003

**Consultation Paper on Proposed Amendments to the Conveyancing and Property Ordinance (Cap. 219)**  
**Execution of Conveyancing Documents by Corporations** ,2002 Report of the Secretary of Defense to the President

and the Congress William J. Perry,1995      *Government Reports Announcements & Index* ,1991      From Storm to Freedom  
John R. Ballard,2010 A superb new history of America s twenty year conflict with Iraq John Ballard examines the entire scope  
of America s military effort from the U S response to Saddam s 1990 invasion of Kuwait all the way up to today s ongoing  
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and long overdue work LTG David W Barno USA Ret commander of U S forces in Afghanistan 2003 2005      Traditions,  
Changes, and Challenges Louis A. DiMarco,2004      Asian Defence Journal ,1995

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