



SQUAD: FOUNDATION OF THE DECISIVE FORCE

August 2013
UPDATE



16 September 2013

SFDF IS DEDICATED TO ALL DISMOUNTED ELEMENTS

This update includes highlights on:

- **SFDF: Overmatch, Bottom Up Approach**
- **Human Dimension:**
 - **Army:** focus; concept; definition; operational requirements and outcomes; and recommendations on Human Dimension.
 - **Training and Leader Development:** How do you get optimal performance from a force that is tired? Building Resiliency. Includes link to a Special Story Board (SSB) on Platoon Leader/Platoon Sergeant University.
- **Articles:**
 - ARSOF 2022 Priorities
 - Creating a secure, private internet and cloud at the tactical edge.
 - Soldier Load: Warrior Web closer to making its performance-improving suit a reality.
- **Upcoming Events**

VISUALIZING SOCIAL NETWORKS TO INFORM TACTICAL ENGAGEMENT STRATEGIES THAT WILL INFLUENCE THE HUMAN DOMAIN

"The human domain is one of the most critical and challenging aspects of modern conflicts and will remain a decisive factor in future conflicts. A recent white paper signed by key military leadership states, "Time and again, the U.S. has undertaken to engage in conflicts without fully considering the physical, cultural and social environments that comprise what some have called the human domain."^[i] In order to prevent, shape, and win future conflicts our forces must embrace the challenge of understanding and influencing the human domain.

To address this challenge, a new partnership between the Special Operations Command, Marine Corps, and Army has recently chartered the Strategic Landpower Task Force to study the confluence of the land, cyber, and human domains.^[ii] To support the Task

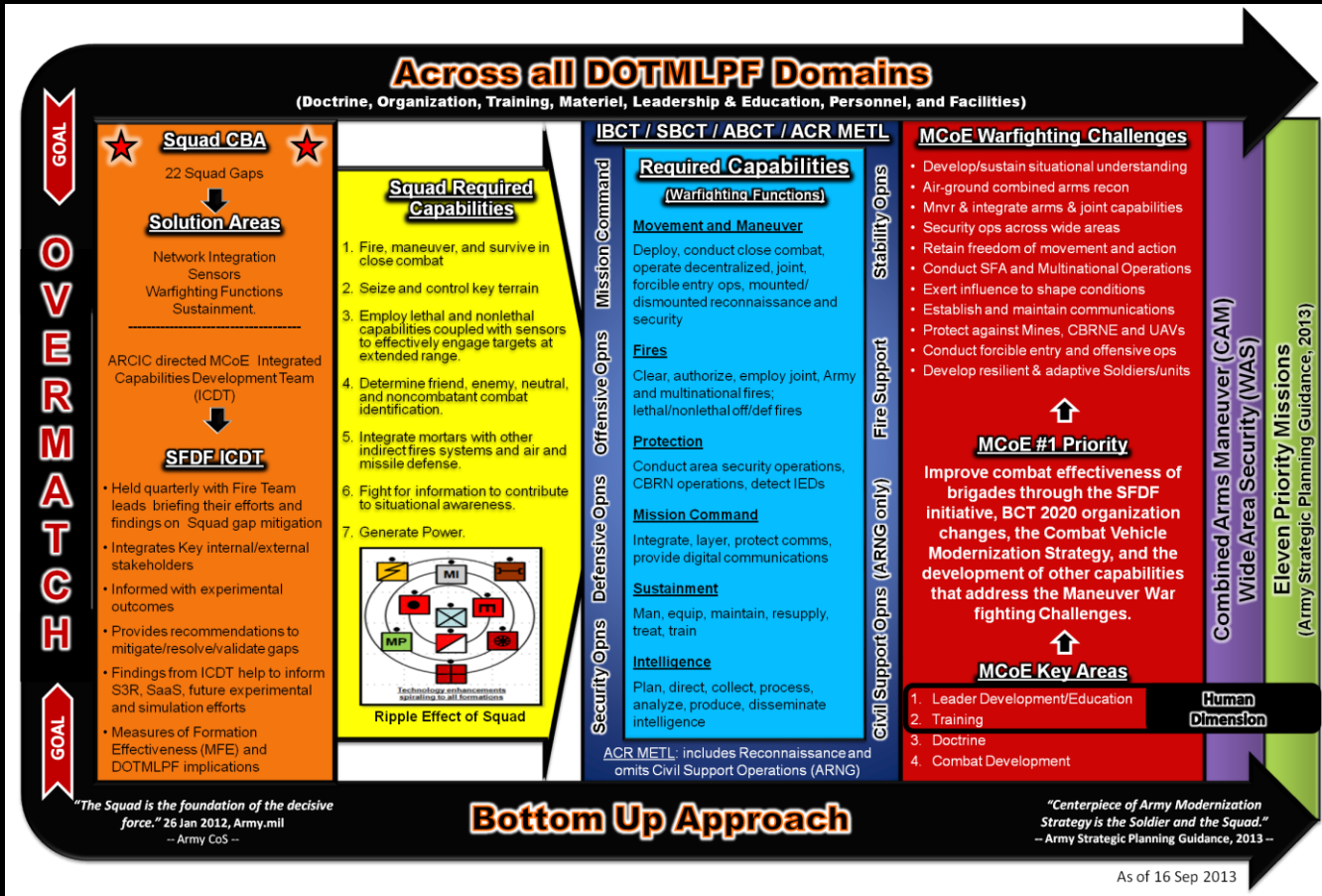
Force's research, this paper illustrates the benefits of collecting, structuring and visualizing socio-cultural data to better understand and influence the human domain."

15 August 2013

-- Small Wars Journal --

[LINK](#)

SFDF – BOTTOM UP APPROACH



- **The centerpiece of the Army Modernization Strategy is the Soldier and the Squad.** The Army modernization effort goes beyond material and equipment solutions. Rather, it is a comprehensive strategy that empowers and enables Soldiers and squads with improved lethality, protection, mobility and situational awareness. It includes doctrine, organizations, training, leadership, personnel and facilities that will enable versatile and tailorable formation-based capabilities supported by the Army's force generation model and regionally aligned forces. The Army of the future requires capabilities that are versatile and tailorable, yet affordable and cost-effective. The Army's modernization program focuses on ensuring that its Soldiers and small units remain the best in the world. [Army Strategic Planning Guidance, 2013](#) and [HQDA Standardized METL](#)
- **11 Priority Missions from Army Strategic Planning Guidance 2013:**
 1. Counterterrorism and Irregular Warfare
 2. Deter and Defeat Aggression
 3. Counter Weapons of Mass Destruction
 4. Defend the Homeland and Provide Support to Civil Authorities
 5. Project Power despite Anti-Access/Area Denial Challenges
 6. Operate Effectively in Cyberspace
 7. Operate Effectively in Space
 8. Maintain a Safe, Secure and Effective Nuclear Deterrent
 9. Provide a Stabilizing Presence
 10. Conduct Stability and Counterinsurgency Operations
 11. Conduct Humanitarian Assistance, Disaster Relief and other Operations

HUMAN DIMENSION

- **The Army must focus Human Dimension efforts to ensure:** sustained quality of the All-Volunteer Force, trained Soldiers, Civilians, Leaders and units prepared for Full Spectrum Operations (FSO), a resilient Force Reset and Trained/Ready for future deployments and prepared for complex and demanding Joint, Interagency, Intergovernmental, and Multi-national (JIIM) environments now and in the future.
- **Concept:** In 2008, the Army published the U.S. Army Training and Doctrine Command (TRADOC) Pamphlet (PAM) 525-3-7, the U.S. Army Concept for the Human Dimension in FSO 2015-2024, to address the challenge of sustaining the quality of the All-Volunteer Force in an era of persistent conflict to meet the demands of ARFORGEN.
- **Definition:** A comprehensive portfolio approach to the Cognitive, Physical and Social components of Soldier, leader, family and civilian organizational development and performance essential to raise, prepare and employ the Army in FSO.
 - **Cognitive:** Optimize cognitive flexibility, mental intellect and information processing through enhanced screening, recurring assessment and tracking of individual's potential and attributes; dynamic, scalable, adaptive, immersive, sensory enabled, tailored training; Adaptive material systems maximizing individual attributes.
 - **Physical:** Improve fitness through comprehensive wellness programs that build aerobic/mental capacity, strength, endurance, agility, and resilience; focused nutrition; stress and sleep deprivation management.
 - **Social:** Strengthens character / Warrior Ethos reflecting confidence I tough moral, culturally sensitive situations grounded in law; Army Values; understanding social / family dynamics, social awareness, intercultural adaptability, respect, interpersonal relationships, and spirit; strengthen affiliation with a team, foster cohesion, positive perception of others.
- **Operational Requirements:** Quality Army Leaders; Applied Critical Thinking; Comfort with ambiguity and decentralization; Accepting prudent risks; Continuous Assessment and rapid adjustments; Educated and culturally astute Leaders, Soldiers and Civilians; Proficient and cohesive teams; Resilient Soldiers, Civilians and family members successfully enduring psychological and moral challenges.
- **Human Dimension requires policy changes for acquisition, selection, development, retention, career management and transition.**
 - **Recommendations:**
 - Establish Human Dimension (HD) as a Program of Record
 - Establish a HD management structure having Force Modernization proponentcy for HD resourced with the TRADOC Capability Manager (TCM) and Capabilities Development and Integration Directorate (CDID).
 - Charter a Senior Advisory Group to facilitate the effective and efficient enabling of research, development and experimentation.
 - Add Squad/small unit readiness as a pacing item
 - Utilize the Human Capital Enterprise (HCD) to support HD equalities.

Human Dimension, <http://www.arcic.army.mil/info-concept-human-dimension.aspx>

- **How do you get optimal performance from a force that is tired? Building Resiliency.** Briefing, provided by 1-40 CAV, that highlights common problems and that people (and families) are the foundation to successful organizations. A Special Story Board (SSB) on Platoon Leader and Platoon Sergeant University is included. [Briefing](#)

- **Platoon Leader/Platoon Sergeant University consolidated AAR comments.** 1-40th CAV conducted PL/PSG University in order to impart techniques and resources for building resilient teams and to improve garrison systems at the platoon level. Topics include Behavioral Health; Brigade Legal; Command Maintenance Procedures & Duties/Responsibilities; Critical Thinking LPD; NCOERs and Awards; Outside Agencies; Physical Training; and general comments. [AAR](#) and [Special Story Board](#)

Summary of PL/PSG University

- Minimize **on the job training** for our junior leaders, particularly in relation to effective communication techniques, garrison systems, and building resilient teams (*tactics are taught in basic courses, effective communication, team-building, & self-development techniques are not*)
- Provide our leaders with an introduction to the resources and tools available to better develop resilient Soldiers which will maximize the operational readiness of the force

ARTICLES

- **ARSOF 2022 Priorities.** In order to focus efforts over the next decade, ARSOF has prioritized their requirements into six categories that are enabling concepts to allow them to direct and shape the future development of the force. (1) Invest in Human Capital; (2) Optimize SOF/Conventional Force/JIIM Interdependence; (3) Operationalize the CONUS base; (4) Develop SOF capabilities at the operational level; (5) Facilitate SOF Mission Command; and (6) Optimize Resourcing and Commodity Areas. (Aug 2013) [Link](#)
- **Soldier Load: Warrior Web closer to making its performance-improving suite a reality.** Warrior Web aims to develop a soft, lightweight undersuit that would help reduce injuries and fatigue and improve Soldiers' ability to efficiently perform their missions. Defense Advanced Research Projects Agency (DARPA) seeks proposals in the following technology areas: [Link](#)
 - Integrated advanced control systems across multiple joints
 - Materials, fabrics, structures, sensors, sensor interfaces and human factors associated with developing conforming, assistive wearable technologies
 - Technologies that significantly reduce the potential for acute or chronic injury of a wearer under typical warfighter mission profile situations
 - Technologies that increase physical capabilities and/or endurance of humans during activities such as running, lifting, climbing, carrying a load, marksmanship, etc.
 - Additional assistive wearable technologies for rehabilitation, physical therapy or those intended to help improve quality of life for the aging population



Warrior Web Prototypes

- **Network: Creating a secure, private internet and cloud at the tactical edge.** DARPA's Content-Based Mobile Edge Networking (CBMEN) program aims to provide an alternative approach to the top down focus of most military networks, which provide content over a common operating environment from the strategic to tactical level. Unfortunately, the tactical level is still a severely constrained communications environment, and often when deployed, networks may not have connectivity to higher headquarters and servers needed to provide the latest updates from other units in the area... DARPA successfully field-tested CBMEN software loaded on Android-based smartphones and Army Rifleman Radios recently at Fort A.P. Hill, Va., marking the completion of Phase 1 of the program. [LINK](#)

"CBMEN may not sound revolutionary, because people take server access for granted when cell towers, fiber-optic connections and 4G/LTE networks are so widely available worldwide. But when that infrastructure is not available, CBMEN technology enables real-time information sharing where it hasn't been possible before. CBMEN puts secure, private collaboration and cloud storage in your pocket."

UPCOMING EVENTS

- **SFDF- DNNE-LOE: 5 August – 20 September 2013.**
- **SFDF ICDT VTC/TELECON Update: 14 November 2013, 1000-1200 hrs, more information to follow.**
- **AEWE Spiral-I: Feb 2014**

[SFDF Portal](#)

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