

**Working Group IV**  
***Current Ops Analysis - Tactical***



**Improving Analytic Support to the Warfighter**

**19-23 April 2010**

**Chair – COL Thomas Cioppa**  
**Co-Chairs – Mr. Loren Eggen**  
**Mr. Paul Works**



# WG 4 Approach

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Provide overviews to set the stage.

- MAJ Francisco Baez. Cultural Modeling and Support to Pakistan-Afghanistan (PAKAF) SMA.
- LTC Scott Crino Army Asymmetric Warfare Group (AWG).
- MAJ Scott Seidel Emplacement of Combat Outposts (COPs) to Maximize Population Security in a COIN Environment.
- Cpt Arun Shankar ORSA – MNF-W C-IED.
- MAJ Maria Vedder ORSA TAC - Application of ORSA at the Tactical Level.
- LTC Dixon Dykman Tactical IW Tactical Wargame and Tasks, Events, and Outcomes.

Discuss the following questions:


- What tactical operations analyses are currently being performed?
- What OA approaches should be emphasized?
- Given limited resources, what key tactical OA should be conducted?
- What are the best practices for these analyses?
- What is the way ahead?



# Definitions

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- Analysis vs. Assessment.
  - Assessment.
    - Requires an analysis.
    - More holistic in application.
    - Typically composed of multiple parts.
    - Example:
      - Informs commander on [progress along] campaign plan.
- Tactical vs. Operational.
  - Doctrine:
    - Tactical is DIV and below.
  - COIN:
    - “Tactical” can be conceptualized as BDE (perhaps BN) and below.
  - Action-oriented.
    - Soldier-focused = tactical.
    - AO vs. AI.
  - Definition is fuzzy.
    - Higher-echelon actions/decisions can impact local population/leaders.



# What Tactical Operations Analyses are Currently Being Performed?

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- Majority of current analyses are lethality-focused.
- In many cases, analyst use is personality-driven.
- Impact of operations on populace.
- Tied to entire staff, but focused on intel and opns support.
- Exemplar; non-exclusive list:
  - IED and C-IED analysis.
  - Identifying threat vulnerabilities.
  - Identifying potential threats to friendly forces.
  - Target identification.
  - COA analysis.
  - Identifying and analyzing relevant MOE and MOP; progress assessment.
  - Location of combat outposts.
  - Retrograde support.
  - Ground and air traffic scheduling.
  - Ground safety incidents.
  - Decision support tools (i.e., VBA).
  - Data development.
  - Geospatial analysis.
  - Self-initiated analysis vice command directed.
  - Narrative analysis.
  - IW TWG / Task-event-outcome (TEO) development.
  - Polling data analysis.

**Includes**  
**Current Operations**  
**Planning**  
**Future Operations**  
**Logistics**  
**Intelligence**



# What OA Approaches Should be Emphasized?

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- The art as well as the science of analysis (make it resonate with warfighter).
- Critical thinking.
- Understanding the OE, to include robust human, social, culture, behavior (HSCB) considerations.
- Understanding 2<sup>nd</sup> and higher order effects (many HSCB-related).
- Actionable recommendations – ensure we provide the “so-what.”
- Lower-echelon current operations analysis (e.g., support a company to identify where to place TCPs, personnel logistics analyses, etc.).
- Lower-echelon geospatial, excel (e.g., pivot table), etc. training.
- Support to plans development (i.e., within the G/S-5) to support campaign metrics identification, etc.
- Geospatial analyses.
- Methods, models, and tools (MMT) in support of deployed and pre-deployment units/analysts; e.g., TTP development/training.
- Trend analyses; forecasting (as “predictive” as possible).
- Expanded COA analysis (e.g., disciplined approach, problem definition, etc.).
- Being a smart consumer of existing data; a smart driver of needed data.
- Identification of the critical common factors between disparate AOs/OEs.



# Given Limited Resources, What Key Tactical Operations Analyses Should be Conducted?

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- Continue to focus on what the commander wants/needs.
  - Typically this will include threats to own forces (e.g., IEDs, etc.).
  - Support operational analysis throughout the command.
- Conduct MOE/MOP development and assessment.
- Conduct geospatial analyses.
- Execute the full range of data development (identify data requirements and sources, data collection/research, management, analysis, and storage).
  - Ensure HSCB is included.
  - Survey/poll question specification (support), results access, and analysis.
- Support ONS development/analysis.



# What are the Best Practices for Analyses?

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- Develop a thorough understanding of environment; must include robust HSCB.
  - Use (comparative) historical analyses/situations.
- Provide actionable recommendations – give the so-what.
- Establish “smooth” data transference processes between networks.
- Execute a triangulation of analysis (don’t rely on one thing; as possible).
- Know who the decision maker is and what they expect; answer the question asked.
- OK to provide a simple approach if it answers the question. KISS; don’t over-analyze.
- Understand the commander’s intent; integrate with the staff.
- Build and maintain trust and credibility.
- Understand capabilities and vulnerabilities of friendly and threat forces.
- Identify the most relevant problems; answer the right question.
  - Structured problem evaluation.
  - Employ both art and science of (OR) analysis; includes agility/adaptability in using new/other/novel/even paradigm-shifted concepts and methods.
- Speak to warfighters in their language; operationalize results.
- Know ARCGiS, Microsoft Office, and statistical software package(s).
- Understand data sources and examine/suggest how to improve them (data development).
  - Avoid loss of digital data.
  - Proactively influence data collection.
- Learn what is common that can be transferred between different districts or theaters.
  - E.g., common “PMESII traits” between AOs.
- Know what it takes to be a good staff officer.
- Avoid “not-invented-here” mindset.
  - Be willing to use near-term, previous analyses.
- Implement wider use of the ORSA toolbox.
  - Every deployed ORSA should attend pre-deployment ORSA course and deploy with ORSA Toolbox.
- Deploy ORSAs as cells/teams.



# What is the Way Ahead?

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## Short-Term Actions:

- Provide inputs to Phalanx article.
- Inform follow-on Deployed Analysts Seminar.
- Provide inputs to follow-up CSA Army Executive IW Conference.
- Provide Conference outbriefs to Deployed ORSA Course and to ORSA cells at both the COCOMs and Corps/Div.
- Attendees continue collaboration with key efforts/personnel for current mission(s).
- Prepare overall MORS IW outbrief and give desk-side brief to MORS sponsors.

## Continuing Actions - Work Solutions to Following Questions:

- How can we best expose ORSA capabilities to leaders (e.g., during CGSC, pre-command course, etc.)?
- Where are ORSAs best located and in what number?
- How do we distinguish tactical, operational, and strategic or does it matter?
- What are best practices for reachback?
- How are we capturing what has been done so training and doctrine can be influenced?
- How do we best capture, manage, and maintain original integrity of data?
- How can we best optimize the use of (MIL, CIV, CTR) operations analysts?
- How do we capture what units have done (where does their data go when they re-deploy)?
- What can we do to anticipate future IW/COIN contingency operations?

# Questions?

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