



Improving Analytical Support to the Warfighter: Campaign Assessments, Operational Analysis, and Data Management

Working Group 2 *Campaign Assessments*

Chair Bobby Claflin

Co-Chairs Dave Sanders

Greg Boylan

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Purpose

Leverage the community's understanding of current assessment capabilities, challenges, and opportunities to establish a way ahead that will ensure that our broad and robust analytic community can best support the Combatant Commander and his multiple requirements with an enduring and institutional assessment capability that is well-postured to support the mission prior to deployment, during the conduct of operations, and after the completion of the mission.

Approach

- Identify current assessment constructs, capabilities, and methodologies that are successful and that provide opportunity for future, enduring application (as doctrine).
- Identify current challenges (people, organizations, skills, data, training, tools, communications, multiple masters, etc.) to successfully providing useful assessment support across the theater in order to satisfy strategic through tactical requirements and demands.
- Identify opportunities to improve campaign assessments and prioritize the opportunities

Approach

- Develop a proposed way ahead for the broad analytic community to partner and improve future campaign assessment support (develop metrics to measure success).
- Propose an outline of campaign assessment doctrine that could form the basis for campaign assessment doctrine development.
- Propose assessment capabilities that should exist at echelons above Corps to support the commander's decision making process

Findings Assessment Attributes

Independent evolutions of campaign assessment capabilities appear to possess common characteristics

- Must support and be owned by the Commander to be useful
- Simple is preferred; analytical rigor is essential
- Comprehensive approach is essential
- Assessment framework helps to align, integrate and focus effort
- Review board mechanism allows for functional, multinational, multiagency integration, inclusion, and buy-in
- Transparency significantly increases usefulness and informs strategic communications
- Assessments must include and conclude with recommended solutions

Lack of doctrine inhibits responsiveness and effectiveness

Findings Challenges

- Each venture appears to be a new-start – insufficient doctrine to guide a common approach for the conduct of assessments
- The assessment must be owned by the commander, and provide value.
- Functional – the functional expert, supported by an analyst, assuming responsibility for their portion of the assessment
 - Assessments are considered Operations Research Systems Analysis work – it is the work of the staff to support the Commander
 - ORSAs being able to provide both analysis and assessment support
- Interagency – cultural and business practice differences
- Multinational – cultural and business practice differences
- Supporting versus Supported role – being a good collaborator and the need to tear down walls prior to deployment
- Transparency – impediment to collaboration, integration, and messaging
- Campaign assessments may possess a strategic, operational, and/or tactical assessment component – collapsing layers



Findings Challenges

- Metric Flux – a result of discovery learning as we go...
- Data Collection and Knowledge Management
 - Availability
 - Access
 - Uniformity through universal definitions and negotiated pull procedures
 - Authoritative data source
 - Transparency
 - Data type – non-kinetic, human behavior, political, etc.
 - Collection burden
 - Usefulness – the difference between what we are collecting, what we should collect and what we ultimately can collect
 - Leading indicators (of change) needed
- Complexity combining quantitative, qualitative, and polling data
- Displaying information effectively
- Providing value both “up and out” and “down and in”



Opportunities/ Recommendations

- Develop joint doctrine that is multinational and interagency informed
 - Definitions
 - Processes
 - Products (Assessment plan, Assessment report, STRATCOM support)
- Create an expeditionary assessment capability at echelons above corps
 - Lead assessment training in time of peace
 - Coordinate with the interagency community in order to be prepared
 - Deploy in time of crisis
- Train the force on the campaign assessment process
- Develop a “seed” set of measures and identify the data that will support expected lines of operations that IW will likely address
- Develop useful analytic methods and tools to support the above
- Leverage the interest and capabilities of the academic community



Immediate Actions

- Develop a comprehensive approach to assessment
 - Develop a terms of reference
 - Outreach program to international and interagency community
- Initiate joint doctrine development
 - Identify the lead change agent
 - Capture lessons learned
 - Build a repository of best practices
 - Establish general assessment guidelines
 - Develop the doctrinal outline (purpose, organization, process, methods, products, definitions,...)
- Socialize general assessment guidelines
 - At pre-deployment training
 - For each COCOM conducting assessments



Summary

Campaign assessments can be significantly useful to the commander.

Campaign assessments need to become part of our doctrinal basis.

Standing “Operating force” analytic force structure must exist at echelons above corps to support the deployed commander’s decision making process.

Common understanding and training will allow us to be responsive and effective before, during, and after operations.

Establishing the roles, missions, and relationships of the joint operating force and generating force analytic capability is essential to most effectively contribute to the mission and support the commander.

Operations Research Systems Analysts have a strong role to enable Campaign Assessments both through leadership and analytic support to the staff in support of the Commander’s assessment.

Does the ORSA community take the lead in Assessments?