

Military Operations Research Society (MORS) Workshop:

IMPROVING ANALYTICAL SUPPORT TO THE WARFIGHTER: CAMPAIGN ASSESSMENTS, OPERATIONAL ANALYSIS, AND DATA MANAGEMENT

April 19-22, 2010, Lockheed Martin Orlando, FL

Working Group 4 (WG4) Current Operations Analysis – Tactical Level Terms of Reference (TOR)

Chair: COL Tom Cioppa, US Army Training and Doctrine Command Analysis Center (TRAC)

Co-Chairs: Mr. Loren Eggen, Marine Corps Combat Development Command, (MCCDC)

Mr. Paul Works, US Army Training and Doctrine Command Analysis Center (TRAC)

Background

In Aug 2009, GEN Casey convened an Army Executive Level Irregular Warfare Conference “to advance the unity of effort required to counter the irregular threats posed by our 21st century adversaries, ensuring our nation has a versatile, balanced Army expertly prepared for Full Spectrum Operations capable of full integration into our Nation's collective capabilities.” At this conference, the Experimentation and Wargaming (Assessment) working group noted the following imperatives for the Army:

- 1) Improved analysis and assessment using methods, models and tools based on relevant data.
- 2) Implementation of a comprehensive, persistent, and clearly articulated IW assessment framework and process.
- 3) Implementation of a robust and collaborative data strategy and management program.
- 4) Leaders having realistic expectations of what can be produced from IW analysis and assessment.

The Operations Research (OR) community has been heavily involved in current operations in both Iraq and Afghanistan. There have been many challenges faced by these analysts, but there have also been many techniques and procedures developed to deal with counter-insurgency (COIN) environment. Since the operation tempo in the region is high, there is rarely an opportunity to discuss and document these new ideas. To prevent valuable experience from being lost, a MORS Special Session is planned for the April 2010 timeframe to address the challenges of analysis, assessment, and data management in an irregular warfare environment.

Analysis, assessment, and data management are core competencies for operation research analysts. At the Spring MORS Special Session, we will address these issues and develop recommendations for improving our analysis, assessment, and data management ability. One current need it to review assessment framework and processes from Iraq and Afghanistan in order to catalog best practices. This process will also help better identify the data needed for assessments. Armed with a clearer assessment framework and data requirements, the OR community could then work with the operational community to improve the assessment and data management processes in both Iraq and Afghanistan.

One of the largest issues we have in trying to develop assessment strategies is that the objectives are not always clearly articulated, and often there is not a clear path from national interests to those campaign objectives. Similarly, the campaign plan objectives at various levels are often not clearly linked to those of higher headquarters. From these objectives should flow what we do for assessments, but often the reverse is true - we assess what we can and then provide that to senior commanders in lieu of what they might need.

We also need to better educate the operations community so the leaders have realistic expectations of what can be produced from IW analysis and assessment. Commanders need to understand that much of the IW assessment process relies on qualitative data as opposed to the quantitative data often used in assessing conventional campaigns. One potential product of the workshop would be a presentation that clearly outlines the current state of assessment capabilities in an IW environment. The information derived from the presentation could then be shared with Division and Corps commanders to help them better understand the assessment process.

Some additional aspects of the assessment process that are needed by the broader community are software tools used to support the process and methods for displaying the information for a broad number of metrics that provides meaning and insight on objective accomplishment.

Finally, the assessment process involves analysis across multiple lines of operation (security, governance, essential services, economic development, information operations, etc.) and working with coalition partners. One beneficial product would be a community wide campaign plan for IW modeling. The plan would be developed with input from all the relevant stakeholders and designed to answer key commander questions.

Arguable, more data has and will be collected on the present wars in Iraq and Afghanistan than any other war in history. Unfortunately, the data that is collected, stored, and analyzed is not always the right or best data to answer the challenging questions commanders are asking. In many cases, analysts are asked by commanders to provide assessments of the Irregular Warfare (IW) campaign, without having the necessary data. While our analysts do their best with what they have, the OR community could probably do a better job of influencing the whole data management process.

Purpose of the Workshop

The purpose of the session is to leverage analysis in support of current operations in order to improve analytic support to the war fighter and to improve irregular warfare analytical capability across the community.

Goals of the Current Operations Analysis – Tactical Level Working Group

WG4 will share modeling tools that have been used to support current operations at the tactical level.

- What are the best practices used today?
- What are the models used?
- What are the gaps in modeling capability that are most needed to support the warfighter?

TENTATIVE AGENDA

Tuesday, 20 April 2010

- 1600 Introduction and remarks by Working Group Chair
1630 Cultural Modeling Support to the Pakistan-Afghanistan (PAKAF) Strategic Multi-layered Assessment (SMA)
MAJ Francisco Baez

Wednesday, 21 April 2010

- 0800 Working Group 4 Convenes in Room TBD
0815 WG participant introductions
0830 Army Asymmetric Warfare Group
LTC Scott Crino
0900 Emplacement of Combat Outposts (COPs) to Maximize Population Security in a COIN Environment
MAJ Scott Seidel
0930 ORSA – MNF-W C-IED
CPT Arun Shankar
1000 Open Discussion and Break
1030 ORSA TAC - Application of ORSA at the Tactical Level
MAJ Maria Vedder
1100 Tactical IW tasks, events, and outcomes
Mr. Paul Works
1130 Open Discussion
1200 Lunch
1300 Discussion of “What Tactical Operations Analyses are currently being performed?”
1400 Discussion of “What Analyses should be performed?”
1500 Open Discussion and Break
1530 Discussion of “What are the prioritized gaps of these Analyses?”
1650 Recap
1700 Adjournment

Thursday, 22 April 2010

- 0800 Discussion of “What are the best practices for these Analyses?”
0900 Discussion of “What is the way ahead?”
1000 Briefing refinement and finalize product
1200 Lunch