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User's Manual for Assessing Individual and Group Performance During Battle Planning Exercises

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13. ABSTRACT (Maximum 200 words) This report is a manual for users of the three Graphic Rating Scales (GRSs) previously developed to assess small group and individual performance of students playing a simulated battlefield command and control exercise while attending the Officer's Advanced Course (OAC) at the United States Army Field Artillery School (USAFAS) at Fort Sill, Oklahoma. Each item on the GRSs is described in detail, the criteria used to evaluate student performance are clearly presented, and preliminary estimates of the reliability of the scales are reported. The manual also contains an overview of the Small Group Instruction Practical Exercises (PEs), including descriptions of the Command Estimate Process, PE staff positions, and the tactical and technical aspects of the Fort Irwin PE. In addition to providing users with the information needed to assess performance, a detailed description of the data base system developed to store and generate reports from the data is presented. The data base system is composed of a menu-driven user interface and dBASE IV data files that allow the user to rapidly (Continued)				
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and easily enter or modify performance measure ratings and select up to six reports describing the data.

FOREWORD

This report is part of an ongoing effort to assess information flow and decision making in Field Artillery fire support command and control operations. The report describes the user's manual developed to aid small group leaders in assessing individual and group performance in the Small Group Instruction Practical Exercises conducted as part of the U.S. Army Field Artillery School (USAFAS) Officer's Advanced Course (OAC). The user's manual describes the performance measurement items, guidelines for using and scoring them, and instructions on how to use the data base system developed to store and report the data.

The performance measures and data base developed from this effort will support (a) the collection of small group performance data, (b) the study of small group dynamics in command staff planning exercises, and (c) the training of soldiers attending the OAC. The results of this effort were briefed to representatives of the USAFAS on 12 December 1990.

**USER'S MANUAL FOR ASSESSING INDIVIDUAL AND GROUP PERFORMANCE
DURING BATTLE PLANNING EXERCISES**

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User's Manual for Assessing Individual and Group Performance During Battle Planning Exercises

CHAPTER I

INTRODUCTION

PURPOSE

The present report is a Users' Manual for performance measures developed to assess individual and group performance in the Small Group Instruction (SGI) Practical Exercises (PEs) conducted during the Officer's Advanced Course (OAC) at the U.S. Army Field Artillery School (USAFAS). Three performance measures were developed: (a) the General Performance Measure, (b) the Scenario-Specific Performance Measure based on the Fort Irwin PE, and (c) the Individual Performance Measure. For a description of the development of the performance measures see Rappold, Wilkinson, Kaye, and Pierce (in preparation).

These performance measures were constructed primarily to improve the methods currently used by the OAC small group leaders to evaluate individual and group performance during execution of the small group PEs. A data base was also developed to allow the data to be stored and then used to generate a number of descriptive reports to serve as feedback for student training purposes. Further, it was anticipated that the performance measures would be used by researchers to gather group performance outcome data for studies on small group behavior. Thus, the performance measures were designed to be used by subject matter experts (e.g., small group leaders) and, with the aid of the user's manual, by individuals with relatively little experience in battle staff planning (e.g., small group researchers).

To facilitate the use of the performance measures by data collectors unfamiliar with the PEs conducted during the OAC, this manual will include a general description of the PEs and a more detailed description of the Fort Irwin PE, which was used in the development of the Scenario-Specific Performance Measure. Next, each of the performance measures will be briefly described and procedures for scoring them will be presented. The items of the General, Scenario-Specific, and Individual Performance Measures will then be discussed in relationship to the criteria for scoring. Finally, an instructional guide for the data base system will be provided.

BACKGROUND

General

Eleven PEs are conducted by officers attending the USAFAS OAC. The PEs are manual exercises designed to teach the officers how to plan tactical operations. The first five PEs are used as "building blocks" to emphasize specific aspects of the command estimate process (CEP). The CEP is a procedure used by the commander and staff members for gathering, processing, and disseminating information while planning and conducting combat operations. The CEP is designed to be dynamic and proactive to ensure that the commander is not merely reacting to the enemy; rather, the commander should consider enemy strengths, capabilities, and possible courses of action (COAs) throughout the entire command process. A major part of the CEP is the exchange of information between staff sections (see Appendix A for a more detailed description of the CEP).

The remaining six PEs emphasize planning and coordination at the battalion task force and brigade levels with increasing emphasis on fire support and fire coordination. The PEs are written using heavy (armor and mechanized) or light (light infantry, airborne, or airmobile) friendly forces, offensive or defensive operations, and different geographic locations (see Appendix B for a more detailed description of tactical terms). This introduction to the PE process will focus on the Fort Irwin PE.

Fort Irwin Scenario

In the Fort Irwin PE, the students perform as staff members of the task forces of the 1st Brigade, 52nd Infantry Division (Mechanized) and its supporting elements. The 52nd Division is conducting defensive operations in a desert environment set in the Mojave Desert of California. Intelligence indicates that the 1st Brigade is opposed by the 41st Motorized Rifle Division (MRD), which is presently occupying defensive positions. It is anticipated that the 41st MRD will resume offensive operations within 48 to 72 hours and will conduct a supporting attack of the 16th Combined Arms Army with an objective to secure passes in the mountains to the rear of the friendly positions.

The mission of the 1st Brigade is to defend forward in its sector and destroy the 41st MRD. To accomplish this, the Brigade is organized into two Task Forces (TFs) and an Armor Battalion. The TFs are a mix of Armor and Mechanized Infantry with supporting Air Defense Artillery (ADA) and Engineers. The 1st Brigade is supported by a direct support (DS) Artillery Battalion (BN). The concept of the operation is to defend with TF 1-3 in the North and TF 1-78 in the South. The main effort is TF 1-3.

The 151st Attack Helicopter Battalion attacks on order to destroy the 199th Tank Regiment. On order, the reserve, the 1st Battalion, 2nd Armor becomes the main effort and attacks enemy forces that penetrate the forward TFs. Priority of artillery fires is to TF 1-3 and then on order to the 1st Battalion, 2nd Armor. Priority of the intelligence collection effort is to find when, where, and in what strength the enemy will conduct its main attack, with special emphasis on identifying and locating reconnaissance elements and ADA systems.

The students participating in the Fort Irwin PE are divided into two sections and act as the staffs of the two TFs. Each staff consists of a (a) TF S3 (Operations Officer), (b) TF Fire Support Coordinator (FSCoord), (c) TF S2 (Intelligence Officer), (d) Air Liaison Officer (ALO or S3 Air), (e) Engineer and Air Defense Artillery Officer, and (f) Mortar Platoon Leader (see Appendix C for a complete description of staff positions).

The S3 acts as the staff leader and is responsible for planning and conducting the briefings. It is customary for each staff officer to brief his or her specific area of involvement and for the S3 to brief the portions concerning tactical operations such as courses of action (COAs). The S3, however, has the option to conduct the briefing as desired and may assign parts of the briefing to other officers. In the PE, the small group leader and other instructors may act as the maneuver commanders (TF and Brigade) and key staff officers at higher echelons according to their expertise. For example, the maneuver commanders are usually played by instructors from one of the maneuver branches (infantry or armor), the FSCoord, at Brigade, by the small group leader, and the Brigade ALO by an Air Force instructor.

The information briefed to the commander includes the current task organization, status of the unit, Combat Service Support available, the restated mission (the who, what, when, where, and why of the mission), the intelligence preparation of the battlefield (IPB; information regarding the terrain, weather, and enemy forces), and the proposed COAs. The COAs must reflect the commander's guidance, principles of war, essential tasks, and AirLand Battle imperatives (USAFAS, 1990).

The PE begins with the small group leader and other instructors acting as the Brigade Commander, S3, and FSCoord. The small group leader will either issue or brief the Brigade Operations Plan (OPLAN) to the entire group and provide all other information that the Brigade Commander has at the time. The briefing may also include an explanation of the higher commander's guidance and any perceived available options. The class then divides into the two TF staffs: TF 1-3 and TF 1-78.

The S3 of each TF organizes the staff to analyze the mission. During mission analysis, specified and implied tasks are determined and any constraints or restraints are identified. Specified tasks are defined as those tasks stated explicitly in higher headquarters orders or plans, while implied tasks are those that are not stated but must be accomplished to satisfy the overall mission or to satisfy the specified tasks (see Appendix D for a complete list of specified and implied tasks for the Fort Irwin PE). Also examined during mission analysis is the area of operations, assets available, and an initial time analysis is performed. As a result of the time analysis, the S3 may adjust the time needed to complete the mission analysis. The S3 and staff then brief the mission analysis and preliminary mission statement to the TF commander (small group leader or maneuver instructor). Upon completion of the information briefing, the commander issues a restated mission and provides planning guidance to the staff.

Having completed identification of the mission and received the commander's guidance, the staff continues to develop the situation through the identification of facts and assumptions, and by making deductions. Facts are information about the areas of terrain and weather, enemy information, time available for planning, and the status of one's own and friendly forces. Assumptions are developed to replace the necessary but missing facts or facts that may change. Deductions are made to develop COAs that accomplish the mission within the commander's guidance. The number of COAs developed must be manageable, with two or three usually being developed by each TF during the PE.

The COAs are then analyzed, usually through a process called wargaming. During the wargame, the COAs may be changed, modified, or a new COA developed. The staff then briefs the commander on the COAs available and ends with a staff recommendation on a selected COA. Finally, the commander reaches a decision by selecting a COA. The commander then issues his concept of the operation which is used to develop the plan briefed to the Brigade Commander.

It should be noted that this description of the Fort Irwin PE reflects the general method used to conduct all of the PEs. However, the methods used for each individual PE may differ slightly due to small group leader preference and time available. Prior to using any of the performance measures to collect PE performance data, small group leaders should be consulted on the procedures to be followed during the current PE and relevant classroom literature, such as the operations order (OPORD) used by the small group leader to begin the PE, should be reviewed.

CHAPTER II

OVERVIEW AND SCORING

MEASURES

Each of the performance measures (General, Scenario-Specific, and Individual) is a graphic rating scale (GRS). GRSs were chosen over other types of performance measures such as behavioral checklists and Behaviorally Anchored Rating Scales because they are easy to administer and score, have good face validity, provide rapid feedback, and appear to be just as reliable as more sophisticated measures (Cascio, 1982). In a GRS, each point is contained on a continuum (e.g., 1, 2, 3, 4), and is described unambiguously or "anchored" for the rater (i.e., the points describe what constitutes poor and good performance).

General Performance Measure

The General Performance Measure is a 37-item GRS that assesses group performance during the final briefing to the commander. It consists of critical components common to all PEs regardless of scenario, and is divided into four sections that reflect the use of the Command Estimate Process (CEP) to develop the Operations Order (OPORD). The four sections are: mission analysis (I), execution of the mission (II), development of the COA (III), and final briefing (IV).

Scenario-Specific Performance Measure

The Scenario-Specific Performance Measure is a 45-item GRS similar to the general measure in that it is divided into the same four sections (mission analysis, execution of the mission, development of the COA, and final briefing). It is composed of critical components, and assesses team performance during the final briefing. However, unlike the General Performance Measure, the Scenario Performance Measure reflects information specific to a PE, in this case the Fort Irwin PE.

Individual Performance Measure

The Individual Performance Measure is unlike the General and Scenario measures because it assesses individual not group performance. Specifically, it is a 16-item GRS evaluating not only the presentation but also the planning, organization, and content of the student's briefing to the commander. It contains two sections: content of the briefing and presentation of the briefing. The individual measure may be used to assess group performance if the students work as a team during the briefing.

SCORING

Format

The three measures use the same general format and scale anchors. Each item consists of a phrase describing the behavior to be rated (e.g., identification of the commander's intent) and evaluation criteria for the behavior. Evaluation criteria describe what aspects of the behavior should be included in good performance (e.g., identification should include maneuver directions, plans for counterattack, designation of main battle force, and other important aspects of the commander's intent).

The scale anchors range from 1 to 4 with 1 representing low performance and 4 representing high performance. There is also a null rating of "0 - Not applicable" for each item. This rating exists because it is possible that the material covered from one OAC to another may change or material covered during the OAC may change from one small group leader to another. Including a "0 - not applicable" rating allows the performance measure to be tailored specifically for each course or small group leader by omitting those items that do not apply.

Scoring Procedures

It is recommended that a mean or average score be calculated for each of the performance measures by dividing the raw score by the total number of items. For example, if a group achieved a raw score of 111 on the General Measure ($n = 37$ items), a mean score of 3.0 would result from dividing 111 by 37. However, there may be instances in which certain items do not apply due to changes in the OAC or changes in the material covered from one small group leader to another. For example, if service support was not covered in a particular PE, then the three items in the General Performance Measure describing service support would not apply. These items should be marked as "0 - Not applicable" and not included in the calculation of the mean score. Thus, a total score of 111 divided by 34 items would yield a score of 3.26 on the General Performance Measure. None of the items marked as "0 - Not applicable" should be included in calculating the average score. The total number of items on each of the measures and the maximum number of points which can be obtained are as follows:

Performance Measure	Number of Items	Maximum Points
General	37	148
Scenario-Specific	45	180
Individual	16	64

CHAPTER III

GENERAL PERFORMANCE MEASURE

This chapter contains a discussion of each item in the General Performance Measure. The evaluation criteria for each item are given with expanded explanations of the criteria. However, because this is a general measure of performance, which can be used for any of the PEs, specific information, such as the organization for combat, can not be detailed, but must be obtained from the higher headquarters Operations Order and other material supplied by the small group leaders. For an example of the specific type of information referred to in the evaluation criteria, see the corresponding item in the Scenario-Specific Performance Measure presented in Chapter IV. This section is primarily for use by raters who are unfamiliar with the PE process. The General Performance Measure is provided in Appendix E without the additional explanatory material found in this section and is intended for raters who are more familiar with the PEs and who do not need further information regarding the criteria for scoring each of the items.

Section I - Mission Analysis

Analysis of the planning time available is a critical part of the mission analysis. However, because students in the PEs know the time available and do not have to allow planning time for subordinate units, time analysis questions were not included as part of the mission analysis in the performance measures. For a detailed description of time analysis, see Chapter 6 of the Battle Book (USAFAS, 1990).

Item I-1: Identification of Components of the Organization for Combat

Evaluation criteria: identification should include make-up, type, number of forces, and all other important components.

- 0 Not applicable
- 1 The components were not identified or the components were identified incorrectly.
- 2 Few components were correctly identified.
- 3 Most components were correctly identified.
- 4 All components were correctly identified.

This item concerns the structure of the next higher organization (the headquarters publishing the OPORD) to the staff conducting the PE. For example, if the organization that published the OPORD being analyzed is the 1st Brigade, then the identification of components is that of the 1st Brigade. If the PE staff is that of a TF or battalion, then the identified components are those of the Brigade. However, if the PE staff is being played at Brigade level, then the identified components are those of the Division. The identification of the components provides a knowledge of what is available to the staff from not only its own resources, but also the resources of the next higher headquarters. Identification of the components provides information regarding the capabilities of the various units.

The staff should pay special attention to the make-up, type, and number of forces. It is important to know not only the number of TFs or battalions available to a Brigade, but the organization of the TFs. For example, in the identification of the Brigade components the following items should be considered:

1. Make-up of the organization - TFs or battalions, armor or infantry heavy, forces under Brigade control, reserve forces.
2. Type of forces - Light or heavy, mission of supporting units, capability of supporting or attached units.
3. Number of Forces - The number of TFs and battalions as well as separate companies and units under Brigade control.

Item I-2: Identification of the Area of Operations

Evaluation criteria: identification should include deep, close, and rear areas.

- 0 Not applicable
- 1 The areas were not identified or the areas were identified incorrectly.
- 2 Few areas were identified correctly.
- 3 Most areas were identified correctly.
- 4 All areas were identified correctly.

The area to be identified is that area listed in the higher order as the responsibility of the unit played by the PE staff. The area is generally detailed in the Operation Overlay Annex to the OPORD and may be further defined in the execution paragraph of the OPORD. It is the responsibility of the S3 to identify the area of operations. If the area must be deduced, the S3 coordinates with the S2 (Intelligence Staff Officer) to make an estimate of the area. The identification of the area should include the main battle area, the rear area, and the deep area forward of the main battle area where reconnaissance and surveillance should occur.

Item I-3: Assessment of Enemy Strength and Capabilities

Evaluation criteria: assessment should include enemy position, strength, expected time of attack, terrain descriptions, and all other important characteristics of the enemy.

- 0 Not applicable
- 1 The enemy strength and capabilities were not assessed or the enemy strength and capabilities were not assessed correctly.
- 2 Few enemy strength and capabilities were assessed correctly.
- 3 Most enemy strength and capabilities were assessed correctly.
- 4 All enemy strength and capabilities were assessed correctly.

The S2 should provide known enemy information as well as assumptions of enemy terrain, weather, and COAs. The information should include such things as plotting and maintaining known enemy units and locations within the area of interest. The S2 should develop the enemy order of battle that lists identified units and should prepare a summary of known enemy weaknesses, peculiarities, activities, and capabilities. An estimate of the enemy strength and time of attack (if applicable) should also be furnished.

Item I-4: Identification of the Commander's Intent

Evaluation criteria: identification should include maneuver directions, plans for counterattack, designation of main battle force, and all other important aspects of the commander's intent.

- 0 Not applicable
- 1 The commander's intent was not identified or the commander's intent was identified incorrectly.
- 2 Little of commander's intent was identified correctly.
- 3 Most of commander's intent was identified correctly.
- 4 All of commander's intent was identified correctly.

The intent of the commander two levels up must be known in order to plan properly. Therefore, the OPORD must contain the intent of the issuing commander as well as the commander one level higher. Knowledge of the commander's intent is necessary to allow the staff to develop plans to support the overall scheme of the operation. It also gives the S3 the option of making decisions and issuing orders that may not follow the original directions specifically, but will accomplish the mission. Elements of the commander's intent which may be identified include the following:

- 1. Maneuver directions - avenue of approach, axis of advance.
- 2. Counterattack plans - reserve unit, mission.
- 3. Designation of main battle force - priority of fire.
- 4. Deposition of the enemy - destruction.

Item I-5: Analysis of Higher Headquarters Mission

Evaluation criteria: analysis should include main battle objectives, counterattack objectives, and all other important aspects of higher headquarters mission.

- 0 Not applicable**
- 1 The mission was not analyzed or the mission was misinterpreted.**
- 2 Little of mission was interpreted correctly.**
- 3 Most of mission was interpreted correctly.**
- 4 All of mission was interpreted correctly.**

The analysis of the higher headquarters mission provides information as to what the elements of the force will be doing during the operation. It also provides items such as the main battle objectives, counterattack objectives, and mission of the higher headquarters. The analysis should give the staff the overall picture of the operation so that they better understand their unit's role. It should also give the staff information as to what adjacent and supporting units are doing to support the operation.

Item I-6.7: Derivation of Implied and Specified Tasks

I-6 Evaluation criteria: description should include complete and accurate listing of implied tasks.

- 0 Not applicable
- 1 There was no listing and description of implied tasks or the implied tasks were identified incorrectly.
- 2 Few implied tasks were listed and described correctly.
- 3 Most implied tasks were listed and described correctly.
- 4 All implied tasks were listed and described correctly.

I-7 Evaluation criteria: description should include complete and accurate listing of specified tasks.

- 0 Not applicable
- 1 There was no listing and description of specified tasks or the specified tasks were identified incorrectly.
- 2 Few specified tasks were listed and described correctly.
- 3 Most specified tasks were listed and described correctly.
- 4 All specified tasks were listed and described correctly.

The staff, directed by the S3, identifies and records the implied and specified tasks in order to verify that all of the tasks are covered during planning. Specified tasks are stated in higher headquarters plans or orders. They come primarily from the mission and execution paragraphs, but may be found anywhere in the OPORD. Any task that pertains to the unit or an element of the unit should be identified. Examples of specified tasks for the Fort Irwin PE are (a) defend in sector, (b) conduct battle handover at PL Sam, and (c) TF 1-3 is the main effort.

Implied tasks are not stated, but are those tasks that must be accomplished to satisfy the overall mission or to accomplish the specified tasks. Implied tasks are derived from an analysis of the order, the enemy situation, and terrain. Examples of implied tasks are (a) liaison with covering force, (b) establish passage of lines, and (c) use priority of fires.

Item I-8: Identification of Essential Tasks

Evaluation criteria: identification should include a complete and accurate listing of essential tasks.

- 0 Not applicable
- 1 The essential tasks were not identified or the essential tasks were identified incorrectly.
- 2 Few essential tasks were identified correctly.
- 3 Most essential tasks were identified correctly.
- 4 All essential tasks were identified correctly.

The essential tasks are identified from the list of implied and specified tasks. The primary requirement for a task to be deemed essential is that it must be accomplished to successfully complete the overall mission. In order for the staff to identify a task as essential, the intent of the higher commanders must be known. Simply stated, the failure to accomplish an essential task causes a failure of the mission as stated in the OPORD. A task such as "use family of scatterable mines to protect flanks" would not be an essential task as other means could be employed to protect the flanks if the FASCAM failed. However, a task such as "deny enemy penetration" must be accomplished to complete the mission and is therefore essential. Although there is general agreement among the small group leaders as to what tasks are essential, there are some differences. Generally, the essential tasks for the Fort Irwin PE would be (a) defend in sector, (b) deny enemy penetration of PL POLLY, and (c) destroy the 41st MRD.

Item I-9: Description of Available Assets

Evaluation criteria: description should include forces attached, type of forces, number of forces, and all other assets.

- 0 Not applicable
- 1 The assets were not identified or the assets were identified incorrectly.
- 2 Few assets were identified correctly.
- 3 Most assets were identified correctly.
- 4 All assets were identified correctly.

The assets available to the planning staff are listed in the task organization section of the OPORD or discussed in the execution paragraph. The planning staff is most interested in the assets listed under their particular TF heading in the task organization, but must also consider missions assigned to the units under higher headquarters control and determine how they will affect their own mission. To illustrate, an artillery battalion with a Direct Support (DS) mission to Brigade will furnish artillery fires to a TF under the Brigade. A supporting unit with a mission of DS is usually much more responsive in time and quantity than a unit with a mission of General Support Reinforcing (GSR).

Item I-10: Description of Constraints and Restraints on the Mission

Evaluation criteria: description should include time of mission, type of forces, and all other constraints and restraints on mission execution.

- 0 Not applicable
- 1 Constraints or restraints were not described or constraints or restraints were identified incorrectly.
- 2 Few constraints or restraints on mission were identified correctly.
- 3 Most constraints or restraints on mission were identified correctly.
- 4 All constraints or restraints on mission were identified correctly.

Limitations placed on the command by higher headquarters are usually listed in the OPORD and may be specified tasks. Constraints are limitations that restrict freedom of action in planning a mission, but are still directive in nature. Examples of constraints to TF 1-3 in the Fort Irwin PE are: defend in sector no later than 170100 Aug 19__, and deny enemy penetration of PL POLLY. Restraints are limitations that restrict the command from doing something. An example of a restraint would be do not engage with direct fire forward of PL HUCK.

Item I-11: Assessment of Friendly Forces

Evaluation criteria: assessment should include type, number, and all other important characteristics of friendly forces.

- 0 Not applicable
- 1 There was no assessment of friendly forces or the friendly forces were identified incorrectly.
- 2 Few friendly forces were assessed correctly.
- 3 Most friendly forces were assessed correctly.
- 4 All friendly forces were assessed correctly.

The friendly forces can be identified from paragraph 1b (Friendly Forces) of the OPORD. The OPORD usually gives the mission of higher headquarters up to two levels above the headquarters issuing the OPORD and includes the missions of organizations of the same relative size that may affect the operation. The assessment should produce information such as:

- 1. Type of unit - to determine size and capability.
- 2. Number of units - to determine relative strength.
- 3. Mission - to determine location and position in relationship to own forces.

Item I-12: Restatement of the Mission

Evaluation criteria: restatement of mission should include who, what, when, where, and why.

- 0 Not applicable
- 1 No restatement of mission was given or mission was identified incorrectly.
- 2 Restated few components of mission.
- 3 Restated most components of mission.
- 4 Restated all components of mission.

The restated mission is the mission statement developed by the staff (S3) and recommended to the commander. It must contain all the elements of a mission statement answering who, what, when, where, and why, as well as the essential tasks listed previously. In the case of multiple tasks, they should be listed in the sequence in which they are to occur. In the Fort Irwin PE, the restated mission of TF 1-3 might be that TF 1-3 defends in sector from vicinity grid NK247258 to NK230195 no later than (NLT) 170100 Aug 19__ to destroy the 127th Motorized Rifle Regiment (MRR) and deny the enemy penetration of PL POLLY.

Section II - Execution of the Mission

Item II-1: Identification of Tasks to the Maneuver Units

Evaluation criteria: identification of tasks to maneuver forces should include all elements, location, and types of maneuver.

- 0 Not applicable**
- 1 Tasks to maneuver forces were not identified or tasks to maneuver forces were identified incorrectly.**
- 2 Few tasks to maneuver forces were identified correctly.**
- 3 Most tasks to maneuver forces were identified correctly.**
- 4 All tasks to maneuver forces were identified correctly.**

An outline of the tasks assigned to maneuver units are found in paragraph 3b of the next higher headquarters OPORD. The planning staff is interested in the tasks assigned to their unit, but must also identify the tasks of adjacent, reserve, counterattack, and supporting units in order to properly execute the mission. Items to consider include location of the units, type of mission, maneuver expected, and inherent responsibilities of the maneuver units.

Item II-2.3.5.6: Description of Support Elements (FS, Air Support, Engineer Support, and Military Police (MP) Support)

II-2 Evaluation criteria: description should include type of ammunition, priority of fire, final protective fires (FPFs), and all other aspects of FS.

- 0 Not applicable
- 1 No fire support was described or fire support was identified incorrectly.
- 2 Little fire support was described or identified correctly.
- 3 Most fire support was described or identified correctly.
- 4 All fire support was described or identified correctly.

II-3 Evaluation criteria: description should include priority of support, number of sorties allocated, counterair capabilities, and all other aspects of air support.

- 0 Not applicable
- 1 No air support was described or air support was identified incorrectly.
- 2 Little air support was described or identified correctly.
- 3 Most air support was described or identified correctly.
- 4 All air support was described or identified correctly.

II-5 Evaluation criteria: description should include priority of support, specific tasks, and all other aspects of engineer support.

- 0 Not applicable
- 1 No engineer support was described or engineer support was identified incorrectly.
- 2 Little engineer support was described correctly.
- 3 Most engineer support was described correctly.
- 4 All engineer support was described correctly.

II-6 Evaluation criteria: description should include priority of support, specific tasks assigned to the military police (MPs), and all other aspects of MP support.

- 0 Not applicable
- 1 No MP support was described or MP support was identified incorrectly.
- 2 Little MP support was described correctly.
- 3 Most MP support was described correctly.
- 4 All MP support was described correctly.

The tasks and missions of supporting forces are found in paragraph 3 and in the annexes to the OPORD of the higher headquarters. Separate annexes are usually found for FS, Engineers, and Air Defense Artillery (ADA). Air support and MP information is normally found in paragraph 3. In the description of support items, the following is provided as an example of the criteria necessary to understand the support capabilities:

1. FS - priority of fire, counterfire priority, type of ammunition available, requirement for FPFs, FA unit missions, and inherent responsibilities.

2. Engineer support - mission and tasks of engineer units, priority of engineer effort, unit capabilities.

3. MP support - assets available, priority of effort, area security missions.

4. Air support - number of sorties, allocation of sorties to maneuver units, disposition of unused sorties, counterair capabilities.

Item II-4: Description of Intelligence Information

Evaluation criteria: description should include battlefield area evaluation, terrain analysis, weather analysis, threat evaluation, and other aspects of intelligence information.

- 0 Not applicable
- 1 No intelligence information was described or intelligence information was misinterpreted.
- 2 Little intelligence information was described correctly.
- 3 Most intelligence information was described correctly.
- 4 All intelligence information was described correctly.

The interpretation and gathering of intelligence information is a function of the S2. The intelligence information should include a description of the following 4 areas:

- 1. Battlefield area
 - Developed jointly by the S2 and S3.
 - Should be measured in depth, width, height and time.
 - Must be at least as large as the area of operations.
 - Designed to focus on information collection.
 - Used to identify where intelligence collection is required.
- 2. Terrain analysis
 - Evaluates terrain.
 - Identifies avenues of approach.
 - Identifies zones of entry (deep, close, rear).
 - Identifies key and decisive terrain.
- 3. Weather
- 4. Enemy information
 - Locate enemy positions.
 - Develop enemy order of battle.
 - Identify enemy capabilities and weaknesses.
 - Develop summary of enemy activities.

Item II-7: Description of Service Support

Evaluation criteria: description should include priority of support, classes of supplies, resupply information, ammunition supplies, and all other aspects of service support.

- 0 Not applicable
- 1 No service support was described or service support was identified incorrectly.
- 2 Little service support was described correctly.
- 3 Most service support was described correctly.
- 4 All service support was described correctly.

Service support is given in paragraph 4 of the OPORD and is primarily the responsibility of the S4 (Logistics Staff Officer), although some S1 (Personnel Staff Officer) items are included. In evaluating and describing service support, attention should be given to items such as priority of support, classes of supplies, availability of supplies, resupply capabilities, ammunition, and availability of non-organic transportation assets. These evaluations must be directed toward the planning staff level and not just lifted from the higher headquarters OPORD.

Item II-8: Description of Command and Signal Information

Evaluation criteria: description should include present location, future locations, and all other aspects of command and signal information.

- 0 Not applicable
- 1 No command and signal information was described or command and signal information was identified incorrectly.
- 2 Little command and signal information was described correctly.
- 3 Most command and signal information was described correctly.
- 4 All command and signal information was described correctly.

Command and signal information is given in paragraph 5 of the OPORD for the higher headquarters and must be derived by the planning staff. Current and future locations should be determined for the tactical and main command post (CP). At a minimum, the location of the Rear CP should be determined as well as the designation of the alternate CP. Signal information is generally the responsibility of the Signal or Communications-Electronics Officer and is seldom played during the PEs.

Section III - Development of the COAs

After the development of the COAs, an analysis to determine which COA is most viable is performed by wargaming. Because wargaming is not done in every PE, it was not included as part of the performance measure. For more detail on COA analysis, see Section 6-9 of the Battle Book (USAFAS, 1990).

Item III-1: Integration of Commander's Intent Into the COAs

Evaluation criteria: integration should include all elements of commander's intent such as tasks to maneuver forces and designation of main battle force.

- 0 Not applicable
- 1 None of commander's intent was integrated.
- 2 Little of commander's intent was integrated.
- 3 Most of commander's intent was integrated.
- 4 All of commander's intent was integrated.

To develop a COA that will be accepted by the commander, it is necessary to integrate the commander's intent up to two levels above the planning headquarters. In the Fort Irwin PE, the commander's intent was identified as "destroy the enemy forward of PL POLLY." Therefore, each COA developed by the S3 with the assistance of the staff should include the destruction of the enemy forward of PL POLLY. To be acceptable, the commander's intent must be integrated into a COA. Failure to include the commander's intent almost surely causes the COA to be discarded.

Items III-2.3.4.8.9: COA Incorporation of Essential Tasks, Engineer Support, Organizational Assets, FS Plan, and the Maneuver Execution Matrix

III-2 Evaluation criteria: incorporation should include all essential tasks developed from the OPORD.

- 0 Not applicable
- 1 No essential tasks were incorporated.
- 2 Few essential tasks were incorporated.
- 3 Most essential tasks were incorporated.
- 4 All essential tasks were incorporated.

III-3 Evaluation criteria: incorporation should include all elements of engineer support.

- 0 Not applicable
- 1 No engineer support was incorporated.
- 2 Little engineer support was incorporated.
- 3 Most engineer support was incorporated.
- 4 All engineer support was incorporated.

III-4 Evaluation criteria: incorporation should include engineer elements, air support elements, combat support elements, and all other assets.

- 0 Not applicable
- 1 No assets were incorporated.
- 2 Few assets were incorporated.
- 3 Most assets were incorporated.
- 4 All assets were incorporated.

III-8 Evaluation criteria: incorporation should include all components of the FS Plan.

- 0 Not applicable
- 1 COA did not incorporate Fire Support Plan.
- 2 Few Fire Support Plan components were incorporated in COA.
- 3 Most Fire Support Plan components were incorporated in COA.
- 4 All Fire Support Plan components were incorporated in COA.

III-9 Evaluation criteria: incorporation should include all components of the maneuver execution matrix.

- 0 Not applicable
- 1 COA did not incorporate maneuver execution matrix.
- 2 Few maneuver execution matrix components were incorporated in COA.
- 3 Most maneuver execution matrix components were incorporated in COA.
- 4 All maneuver execution matrix components were incorporated in COA.

For a COA to be effective, the information gained from the mission analysis concerning the essential tasks, support, maneuver, and assets must be incorporated. It is a common pitfall to develop a COA and forget to include a supporting element or essential tasks. This information was developed to guide the development of the COAs. Incorporation of these items should include the following:

- 1. Essential tasks - the COA should include all the tasks determined to be essential during mission analysis.
- 2. Organizational assets - the COA should include all the assets of the force such as maneuver units, engineers, air, FS, ADA, and combat service support.
- 3. Engineer support - the COA should include or support the use of the identified Engineer units.
- 4. FS Plan - The FS plan from the higher headquarters OPORD should be used to develop the COA and elements of this plan should provide guidance for the COA.
- 5. Maneuver execution matrix - the information from this matrix should be incorporated into the COA if a matrix is developed or if it is available from the OPORD. A matrix for the planning organization is not usually developed until after selection of a COA.

Item III-5: Formulation of the COAs

Evaluation criteria: A COA should answer what, when, where, how, why, and include a logical sequence (steps) of development.

- 0 Not applicable
- 1 COA included no logical sequence of development.
- 2 COA included few logical steps of development.
- 3 COA included most logical steps of development.
- 4 COA included all logical steps of development.

Each COA must include the answers to what, when, where, how, and why regarding the mission. A logical sequence of steps must be followed in the development of the COA. These steps are outlined in Figure 6-3 of the Battle Book (USAFAS, 1990).

Item III-6: COA Appropriateness to Area of Operations

Evaluation criteria: A COA should address deep operations, security operations, Main battle area, and reserve and rear operations.

- 0 Not applicable
- 1 COA did not address area of operations.
- 2 COA included few aspects of the area of operations.
- 3 COA included most aspects of the area of operations.
- 4 COA included all aspects of the area of operations.

The COA must fit the area of operations. In other words, the different divisions of the area of operations must be considered in developing the COA. The COA should also address the climatic and geographical characteristics of the area of operations, and the capability of the forces to move within or occupy those areas. The area of operations is discussed in Chapter 4 (Offensive Operations) and Chapter 5 (Defense) in the Battle Book (USAFAS, 1990).

Item III-7: Use of IPB to Develop the COAs

Evaluation criteria: should include all components of IPB.

- 0 Not applicable
- 1 IPB was not used to develop COA.
- 2 Little of IPB was used to develop COA.
- 3 Most of IPB was used to develop COA.
- 4 All of IPB was used to develop COA.

The IPB provides a guide to the commander and the staff for determining where and when to employ limited resources to achieve decisive results. For this reason, the IPB is a valuable tool that should not be overlooked in the development of the COAs. A detailed description of the IPB is given in Chapter 9 of the Battle Book (USAFAS, 1990). The IPB includes many products important for planning the COAs such as:

- 1. Weather and terrain overlays.
- 2. Event analysis matrix.
- 3. Doctrinal templates.
- 4. Situation templates.

Section IV - Final Briefing

Item IV-1: Presentation of Statement of Purpose

Evaluation criteria: presentation of statement of purpose should include all appropriate elements of the mission.

- 0 Not applicable
- 1 No appropriate elements of statement of purpose were presented in briefing.
- 2 Few appropriate elements of statement of purpose were presented in briefing.
- 3 Most appropriate elements of statement of purpose were presented in briefing.
- 4 All appropriate elements of statement of purpose were presented in briefing.

The statement of purpose should be an integral part of all briefings. The briefer should use a statement of purpose to set the tone for the entire briefing. It should cover the setting of the briefing and what is expected if a decision is required.

Item IV-2: Presentation of Mission Overview

Evaluation criteria: presentation should provide clear and concise overview and include all appropriate elements of the mission.

- 0 Not applicable
- 1 Mission overview was not presented.
- 2 Little of mission overview was presented appropriately.
- 3 Most of mission overview was presented appropriately.
- 4 All of mission overview was presented appropriately.

The briefing should include an overview of the mission as determined during mission analysis. The overview should include all elements of the mission, but be presented in a clear and concise manner. The extent of the overview depends upon the type of briefing to be presented. For example, if the overview is for a mission analysis that develops the mission, the overview will not be as complete as it would be for a later briefing.

Item IV-3: Use of Graphics to Support the Briefing

Evaluation criteria: briefing should include maps and visual aids of all relevant information.

- 0 Not applicable
- 1 None of briefing was supported by appropriate use of graphics.
- 2 Little of briefing was supported by appropriate use of graphics.
- 3 Most of briefing was supported by appropriate use of graphics.
- 4 All of briefing was supported by appropriate use of graphics.

The briefing should be complemented by visual aids to present a clearer understanding of the terrain and maneuver. Maps must be used to present the overall area, but terrain and maneuver are much easier to understand if supplemented by sketches and overlays. However, the use of graphics on overlays must not be so widespread as to clutter up the presentation and make the underlying map unreadable.

Item IV-4: Completeness of the Briefing

Evaluation criteria: presentation should include proposed maneuvers, statement of mission, intelligence data, tasks to engineers, and all other relevant elements of a COA.

- 0 Not applicable
- 1 No elements of the COA were presented.
- 2 Few elements of the COA were presented.
- 3 Most elements of the COA were presented.
- 4 All elements of the COA were presented.

The briefing should contain all the elements as presented in the appropriate section in Chapter 11 of the Battle Book (USAFAS, 1990). In presenting the COAs each should include a statement and sketch. The sketch should include the array of forces and the control measures for the entire operation. Each COA should include the following:

1. Deductions resulting from relative combat power analysis.
2. Reasons for unit array (sketch).
3. Reasons for control measures.

Item IV-5: Coordination of All Staff Positions

Evaluation criteria: coordination should include S3, S2, Fire Support Officer (FSO), and all other assigned staff positions.

- 0 Not applicable
- 1 No assigned staff positions were coordinated.
- 2 Few assigned staff positions were coordinated.
- 3 Most assigned staff positions were coordinated.
- 4 All assigned staff positions were coordinated.

The input for the briefing should be coordinated so that all staff sections have the necessary information for the briefing. Good coordination of the staff occurs when each staff officer understands the responsibilities of his or her position and when there is little duplication of work among the staff positions.

Item IV-6: Use of the Command Estimate Process

Evaluation criteria: briefing should include mission, mission analysis, commander's guidance, COA, and all other appropriate components of the CEP.

- 0 Not applicable
- 1 No appropriate components of the Command Estimate Process were used for briefing.
- 2 Few appropriate components of the Command Estimate Process were used for briefing.
- 3 Most appropriate components of the Command Estimate Process were used for briefing.
- 4 All appropriate components of the Command Estimate Process were used for briefing.

The briefing is based on products derived from the CEP. Therefore, it must include the mission, mission analysis, commander's guidance, IPB, and COAs. For a more detailed description of the CEP, see Appendix A and Chapter 6 of the Battle Book (USAFAS, 1990).

Item IV-7: Coverage of Assigned Staff Positions

Evaluation criteria: coverage should include S3, S2, FSO, engineer, and all other assigned staff positions.

- 0 Not applicable
- 1 None of assigned staff positions were covered.
- 2 Few assigned staff positions were covered.
- 3 Most assigned staff positions were covered.
- 4 All assigned staff positions were covered.

The decision about who will brief is the responsibility of the Chief of Staff (i.e., the PE S3). The S3 may present the briefing or have each staff member brief their respective parts. Regardless of who briefs, it is the responsibility of the S3 to see that all important information gathered by the staff is presented. However, each staff officer must be prepared to conduct the briefing and to answer questions if necessary. Additional information regarding the responsibilities of each staff position in the briefing is given in Chapters 6 and 11 of the Battle Book (USAFAS, 1990).

Item IV-8: Rehearsal of the Plan

Evaluation criteria: the FS plan, FS matrix, and maneuver execution matrix should be synchronized with the maneuver plan in the rehearsal.

- 0 Not applicable
- 1 No support plans were synchronized with the maneuver plan in the rehearsal.
- 2 Few support plans were synchronized with the maneuver plan in the rehearsal.
- 3 Most support plans were synchronized with the maneuver plan in the rehearsal.
- 4 All support plans were synchronized with the maneuver plan in the rehearsal.

The rehearsal provides a means of synchronizing the various support plans and matrices with the maneuver plan. To be effective, the rehearsal must include as many of the support plans and matrices as possible. The rehearsal will show if the plans are synchronized and to what extent additional requirements exist to assure synchronization.

CHAPTER IV

SCENARIO-SPECIFIC PERFORMANCE MEASURE

This chapter contains an in-depth discussion of each item in the Scenario-Specific Performance Measure. The evaluation criteria for each item are given with expanded explanations of the criteria. As will be observed, the description of many of the items is similar or identical to the items contained in the General Performance Measure. However, because the criteria are based on a specific PE, the Fort Irwin PE, the elements or components of the criteria are more clearly defined than in the General Performance Measure. This section is primarily for use by raters who are unfamiliar with the PE process. The Scenario-Specific Performance Measure is provided in Appendix F without the additional explanatory material found in this section and is intended for raters who are more familiar with the PEs and who do not need further information regarding the criteria for scoring each of the items.

Section I - Mission Analysis

Item I-1: Identification and Description of TF Structure

Evaluation criteria: identification should include all elements of TF 1-3, TF 1-78, 1-2 Armor, and Brigade Control.

- 0 Not applicable
- 1 The task force structure was not identified or the task force structure was identified incorrectly.
- 2 Little of task force structure was identified correctly.
- 3 Most of task force structure was identified correctly.
- 4 All of task structure was identified correctly.

This item concerns the structure of the next higher organization (the headquarters publishing the OPORD) to the staff conducting the PE. For example, if the organization that published the OPORD being analyzed is the 1st Brigade, then the identification of components is that of the 1st Brigade. If the PE staff is that of a TF or battalion, then the identified components are those of the Brigade. However, if the PE staff is being played at Brigade level, then the identified components are those of the Division. The identification of the components provides a knowledge of what is available to the staff from not only its own resources, but also the resources of the next higher headquarters. Identification of the components provides information regarding the capabilities of the various units.

The staff should pay special attention to the make-up, type, and number of forces. It is important to know not only the number of TFs or battalions available to a Brigade, but the organization of the TFs in order to know the capabilities. For example, in the identification of the components of a Brigade the following items should be considered:

- 1. Make-up of the organization - TFs or battalions, armor or infantry heavy, forces under Brigade control, reserve forces.
- 2. Type of forces - Light or heavy, mission of supporting units, capability of supporting or attached units.
- 3. Number of Forces - The number of TFs and battalions as well as separate companies and units under Brigade control.

In the Fort Irwin PE, the task organization should be analyzed to determine how the 1st Brigade, 52nd Infantry Division (Mechanized) is organized to perform the mission outlined in OPORD 4-88 (DESERT RAT). Points of interest include:

1. Organized as 2 TFs with one Armor pure battalion.
2. Each TF and battalion have a DS ADA unit.
3. Each TF has a DS Engineer Company.
4. Each TF has a GSR Military Intelligence platoon.
5. The 1-40 FA is in DS.
6. The Brigade retains additional engineer and ADA support under Brigade control.

Items 1-2.3.4.5: Description of Assets Available

The assets available to the planning staff are listed in the task organization section of the OPORD or discussed in the execution paragraph. The planning staff is most interested in the assets listed under their particular TF heading in the task organization, but must also consider missions assigned to the units under higher headquarters control and determine how they will affect their own mission. To illustrate, an artillery battalion with a Direct Support (DS) mission to Brigade will furnish artillery fires to a TF under the Brigade. A supporting unit with a mission of DS is usually much more responsive in time and quantity than a unit with a mission of General Support Reinforcing (GSR).

Item 1-2: Assets Available to TF 1-3

Evaluation criteria: description should include 1-3 Armor; A/1-78 Mechanized; 1/B/1-144 ADA, Vulcan, DS; 1/4/B/1-144 ADA, Stinger; A/C/501st Engineers, DS; 2/1/C/52nd Military Intelligence, GSR.

- 0 Not applicable
- 1 The assets of TF 1-3 were not identified or the assets of TF 1-3 were identified incorrectly.
- 2 Few assets of TF 1-3 were identified correctly.
- 3 Most assets of TF 1-3 were identified correctly.
- 4 All assets of TF 1-3 were identified correctly.

In describing these assets, the staff of TF 1-3 in the Fort Irwin PE should note that TF 1-3 is composed of elements of the 1st battalion, 3rd Armor minus one company (1-3 Armor (-)), and has a company of Mechanized Infantry (A/1-78 Mech) attached.

Also, the assets of TF 1-3 should be analyzed to provide a description of the capabilities of the units attached or in support of the TF. The following are some of the areas that should be considered:

- 1. TF is armor heavy - A Company has been cross-attached to TF 1-78, A/1-78 Mechanized has been attached to TF 1-3.
- 2. The TF has Vulcan and Stinger ADA in DS.
- 3. A and C Companies of the 501st Engineers are in DS.
- 4. FS is provided by the 1-40 FA.

Item I-3: Assets Available to the TF 1-78

Evaluation criteria: assets should include 1-78 Mechanized; A/1-3 Armor; 3/B/1-144 ADA, Vulcan, DS; 3/4/B/1-144 ADA, Stinger; 3/1/C/52nd Military Intelligence, GSR; B/501st Engineers DS.

- 0 Not applicable
- 1 The assets of TF 1-78 were not identified or the assets of TF 1-78 were identified incorrectly.
- 2 Few assets of TF 1-78 were identified correctly.
- 3 Most assets of TF 1-78 were identified correctly.
- 4 All assets of TF 1-78 were identified correctly.

In describing these assets, the staff of TF 1-78 in the Fort Irwin Pe should note that TF 1-78 is composed of elements of the 1st battalion, 78th mechanized minus one company (1-78 Mech (-)) and has a company of Armor (A/1-3 Armor) attached.

Also, the assets of TF 1-78 should be analyzed to provide a description of the capabilities of the units attached or in support of the TF. The following are some of the areas that should be considered:

- 1. TF is infantry heavy - A Company has been cross-attached to TF 1-3, A/1-3 Armor has been attached to TF 1-78.
- 2. The TF has Vulcan and Stinger ADA in DS.
- 3. B Company of the 501st Engineers is in DS.
- 4. FS is provided by the 1-40 FA.

Item I-4: Assets Available to the 1-2 Armor

Evaluation criteria: assets should include 1-2 Armor; 2/B/1-144 ADA, Vulcan, DS; 2/4/B/1-144 ADA, Stinger.

- 0 Not applicable
- 1 The assets of 1-2 AR were not identified or the assets of 1-2 AR were identified incorrectly.
- 2 Few assets of 1-2 AR were identified correctly.
- 3 Most assets of 1-2 AR were identified correctly.
- 4 All assets of 1-2 AR were identified correctly.

The assets of the 1st Battalion, 2nd Armor should be analyzed to determine the capabilities of the battalion or units in support of the battalion. The following are some of the areas that should be considered:

- 1. The battalion is an armor pure force - no infantry is attached.
- 2. The battalion has Vulcan and Stinger ADA in DS.
- 3. No Engineer support is designated.
- 4. FS is provided by the 1-40 FA.

Item I-5: Assets Available to Brigade Control

Evaluation criteria: assets should include 151st Attack Helicopter Battalion, operational control; 1-40 FA, DS; A/1-144 ADA; 1/52 Chemical Company, decontamination; Team C Military Intelligence; 501st Engineers, corps; 1st Forward Support Battalion, DS; 1/52 MP Company.

- 0 Not applicable
- 1 The assets of brigade control were not identified or the assets of brigade control were identified incorrectly.
- 2 Few assets of brigade control were identified correctly.
- 3 Most assets of brigade control were identified correctly.
- 4 All assets of brigade control were identified correctly.

The assets listed in the evaluation criteria should be analyzed and described emphasizing the capabilities provided.

Item I-6: Identification of the Area of Operations

Evaluation criteria: area of operations should include deep area east of Tiefort Mountains, main battle area at PL Polly, and rear boundary west of PL Sam.

- 0 Not applicable
- 1 The areas were not identified or the areas were identified incorrectly.
- 2 Few areas were identified correctly.
- 3 Most areas were identified correctly.
- 4 All areas were identified correctly.

The area to be identified is that area listed in the higher order as the responsibility of the unit played by the PE staff. The area is generally detailed in the Operation Overlay Annex to the OPORD and may be further defined in the execution paragraph of the OPORD. It is the responsibility of the S3 to identify the area of operations. If the area must be deduced, the S3 coordinates with the S2 (Intelligence Staff Officer) to make an estimate of the area. The identification of the area should include the main battle area, the rear area, and the deep area forward of the main battle area where reconnaissance and surveillance should occur.

Identification of the area of operations in the Fort Irwin PE includes not only the areas of immediate concern to the TFs, but the entire area of concern to the Brigade. The area to the east of the Tiefort Mountains is in the brigade zone and is expected to be a deep objective of the aggressor. The main battle area forward of PL POLLY is important because the Brigade mission is to deny the enemy penetration of PL Polly.

Item I-7: Assessment of Enemy Strength and Capabilities

Evaluation criteria: assessment should include description of the 41st MRD occupying a position south of the Quail Mountains, the enemy is at 75% strength overall, second echelon is the 199th Tank Regiment (TR) - at 80% strength, and all other characteristics of the enemy.

- 0 Not applicable
- 1 The enemy strength and capabilities were not assessed or the enemy strength and capabilities were identified incorrectly.
- 2 Little of enemy strength and capabilities were assessed correctly.
- 3 Most of enemy strength and capabilities were assessed correctly.
- 4 All of enemy strength and capabilities were assessed correctly.

The S2 should provide known enemy information as well as assumptions of enemy terrain, weather, and COAs. The information should include such things as plotting and maintaining known enemy units and locations within the area of interest. The S2 should develop the enemy order of battle that lists identified units and should prepare a summary of known enemy weaknesses, peculiarities, activities, and capabilities. An estimate of the enemy strength and time of attack (if applicable) should also be furnished.

In addition to the evaluation criteria items, the assessment should contain the following:

- 1. The 41st MRD will resume offensive operations within 48 to 72 hours at a minimum of 85% strength.
- 2. The enemy has nuclear and chemical capabilities, but is not expected to use them.
- 3. The enemy is likely to employ air assault units in our brigade rear.
- 4. The enemy can achieve local air superiority for limited periods of time.

Item I-8: Assessment and Description of Friendly Forces

Evaluation criteria: assessment and description should include 10th US Corps; 52nd Mechanized division; 2nd brigade, 52nd Mechanized division; 1-23 Cavalry (CAV); 313th Separate Infantry Brigade (SIB); 67th FA brigade.

- 0 Not applicable
- 1 There was no assessment of friendly forces or the friendly forces were identified incorrectly.
- 2 Few friendly forces were assessed or identified correctly.
- 3 Most friendly forces were assessed or identified correctly.
- 4 All friendly forces were assessed or identified correctly.

The friendly forces can be identified from paragraph 1b (Friendly Forces) of the OPORD and the assessment can be supplemented from the information concerning organizations given in Chapter 2 of the Battle Book (USAFAS, 1990). The OPORD usually gives the mission of higher headquarters up to two levels above the headquarters issuing the OPORD and includes the missions of organizations of the same relative size that may affect the operation. The assessment of the friendly forces should produce information such as:

- 1. Type of unit - to determine size and capability.
- 2. Number of units - to determine relative strength.
- 3. Mission - to determine location and position in relationship to own forces.

Item I-9: Identification of the Commander's Intent

Evaluation criteria: identification should include destruction of the 41st MRD forward of PL Folly setting up the division's counterattack to block the 17th tank division (TD), and all other aspects of the commander's intent.

- 0 Not applicable
- 1 The commander's intent was not identified or the commander's intent was identified incorrectly.
- 2 Little of commander's intent was identified correctly.
- 3 Most of commander's intent was identified correctly.
- 4 All of commander's intent was identified correctly.

The intent of the commander two levels up must be known in order to plan properly. Therefore, the OPORD must contain the intent of the issuing commander as well as the commander one level higher. Knowledge of the commander's intent is necessary to allow the staff to develop plans to support the overall scheme of the operation. It also gives the S3 the option of making decisions and issuing orders that may not follow the original directions specifically, but will accomplish the mission. Elements of the commander's intent which may be identified include the following:

- 1. Maneuver directions - avenue of approach, axis of advance.
- 2. Counterattack plans - reserve unit, mission.
- 3. Designation of main battle force - priority of fire.
- 4. Deposition of the enemy - destruction.

The commander's intent can be identified from paragraph 1b(2), and paragraph 2 of OPORD 4-88. In addition, the small group leader will usually make a specific point of presenting the commander's intent.

Item I-10: Analysis of the Higher Headquarters Mission

Evaluation criteria: analysis should include the 52nd Mechanized Brigade's destruction of the 41st MRD forward of PL Polly, setting up the division's counterattack to block the 17th TD, preparation to assist the 313th SIB through the sector, and all other aspects of the mission.

- 0 Not applicable
- 1 The mission was not analyzed or the mission was misinterpreted.
- 2 Little of mission was interpreted correctly.
- 3 Most of mission was interpreted correctly.
- 4 All of mission was interpreted correctly.

The analysis of the higher headquarters mission provides information as to what the various elements of the force will be doing during the operation. It also provides items such as the main battle objectives, counterattack objectives, and overall mission of the higher headquarters. The analysis should give the staff the overall picture of the operation so that they better understand their unit's role. It should also give the staff information as to what adjacent and supporting units are doing to support the operation.

The mission of the higher headquarters is found in paragraphs 1b(1) and (2) and in paragraph 2 of OPORD 4-88. Analysis of these missions provides the planning staff a clearer picture of the operation and a better understanding of where their unit fits into the operation. The proper analysis of these missions will keep the staff from operating in a vacuum and will better direct their planning to accomplish the mission. Proper analysis will also result in planning to complement and assist operations of the 1-23 CAV and the 313th SIB.

Item I-11: Presentation of Intelligence Preparation of the Battlefield

Evaluation criteria: IPB should include a description of the battlefield area in the vicinity of the Soda Mountains, probable enemy COA through the Soda Mountains, identification of key terrain points around the Quail and Soda Mountains, and all other relevant aspects of IPB.

- 0 Not applicable
- 1 IPB was not presented or IPB was identified incorrectly.
- 2 Little of IPB was presented correctly.
- 3 Most of IPB was presented correctly.
- 4 All of IPB was presented correctly.

The IPB provides a guide for the allocation and employment of the combat resources of the planning staff and gives an indication of where and in what quantity the enemy will mass forces. An appropriately conducted IPB also gives an indication of where friendly forces can best maneuver and deploy. A detailed description of the IPB is given in Chapter 9 of the Battle Book (USAFAS, 1990).

Item I-12.13: Derivation of Implied and Specified Tasks

I-12 Evaluation criteria: Description of tasks should include establishing passage of lines, liaison with covering forces, use of priority of fires, use of ADA, and all other implied tasks.

- 0 Not applicable
- 1 There was no listing and description of implied tasks or the implied tasks were identified incorrectly.
- 2 Few implied tasks were listed and described correctly.
- 3 Most implied tasks were listed and described correctly.
- 4 All implied tasks were listed and described correctly.

I-13 Evaluation criteria: description of tasks should include the destruction of the 127th MRD conducting battle handover at PL Sam, denying enemy penetration of PL Polly, priority of fires to TF 1-3, and all other specified tasks.

- 0 Not applicable
- 1 There was no listing and description of specified tasks or the specified tasks were identified incorrectly.
- 2 Few specified tasks were listed and described correctly.
- 3 Most specified tasks were listed and described correctly.
- 4 All specified tasks were listed and described correctly.

The staff, directed by the S3, identifies and records the implied and specified tasks in order to verify that all of the tasks are covered during planning. Specified tasks are stated in higher headquarters plans or orders. They come primarily from the mission and execution paragraphs, but may be found anywhere in the OPORD. Any task that pertains to the unit or an element of the unit should be identified. Examples of specified tasks for the Fort Irwin PE are (a) defend in sector, (b) conduct battle handover at PL Sam, and (c) TF 1-3 is the main effort.

Implied tasks are not stated, but are those tasks that must be accomplished to satisfy the overall mission or to accomplish the specified tasks. Implied tasks are derived from an analysis of the order, the enemy situation, and terrain. Examples of implied tasks are (a) liaison with covering force, (b) establish passage of lines, and (c) use priority of fires.

Item I-14: Identification of Essential Tasks

Evaluation criteria: identification should include denying enemy penetration of PL Polly, TF 1-3 defense in sector, conducting battle handover at PL Sam, and all other essential tasks.

- 0 Not applicable
- 1 There was no listing of the essential tasks or the essential tasks were identified incorrectly.
- 2 Few essential tasks were identified correctly.
- 3 Most essential tasks were identified correctly.
- 4 All essential tasks were identified correctly.

The essential tasks are identified from the list of implied and specified tasks. The primary requirement for a task to be deemed essential is that it must be accomplished to successfully complete the overall mission. In order for the staff to identify a task as essential, the intent of the higher commanders must be known. Simply stated, the failure to accomplish an essential task causes a failure of the mission as stated in the OPORD. A task such as "use family of scatterable mines (FASCAM) to protect flanks" would not be an essential task as other means could be employed to protect the flanks if the FASCAM failed. However, a task such as "deny enemy penetration" must be accomplished to complete the mission and is therefore essential. Although there is general agreement among the small group leaders as to what tasks are essential, there are some differences.

Essential tasks for the Fort Irwin PE include the following:

1. Defend in sector.
2. Deny enemy penetration of PL POLLY.
3. Destroy the 41st MRD.

Item I-15: Description of Constraints and Restraints on the Mission

Evaluation criteria: description should include defending in sector NLT 17 August at 0100 and all other constraints and restraints on the mission.

- 0 Not applicable
- 1 Constraints or restraints were not described or constraints or restraints were identified incorrectly.
- 2 Few constraints or restraints were described correctly.
- 3 Most constraints or restraints were described correctly.
- 4 All constraints or restraints were described correctly.

Limitations placed on the command by higher headquarters are usually listed in the OPORD and may be specified tasks. Constraints are limitations that restrict the freedom of action in planning a mission, but are still directive in nature. Examples of constraints to TF 1-3 in the Fort Irwin PE are: defend in sector no later than (NLT) 170100 Aug 19__, and deny enemy penetration of PL POLLY. Restraints are limitations that restrict the command from doing something. An example of a restraint would be do not engage with direct fire forward of PL HUCK. The identification and description of constraints and restraints early in the mission analysis helps define COAs available to the planning staff.

The major constraints and restrains of TF 1-3 and TF 1-78 are to: (a) defend in sector in compliance with the coordinates and time indicated in the OPORD, and (b) deny enemy penetration of PL POLLY.

Item I-16: Restatement of the Mission

Evaluation criteria: restatement should include who (TF 1-3), what (defend in sector, deny enemy penetration of PL Polly), when (NLT 0100 on August 17), where (vicinity of the Soda Mountains at PL Polly), and why (to destroy the 41st MRD) of the mission.

- 0 Not applicable
- 1 No restatement of mission was given or mission was identified incorrectly.
- 2 Few components of mission were restated.
- 3 Most components of mission were restated.
- 4 All components of mission were restated.

The restated mission is the mission statement developed by the staff (S3) and recommended to the commander. It must contain all the elements of a mission statement answering who, what, when, where, and why, as well as the essential tasks listed previously. In the case of multiple tasks, they should be listed in the sequence in which they are to occur. In the Fort Irwin PE, the restated mission of TF 1-3 might be that TF 1-3 defends in sector from vicinity grid NK247258 to NK230195 NLT 170100 Aug 19__ to destroy the 127th Motorized Rifle Regiment (MRR) and deny the enemy penetration of PL POLLY. This statement is not final but can be changed or modified as the process continues or modified by the commander until the order is published.

The restated mission should include all the elements found in the evaluation criteria for this item.

Section II - Execution of Mission

Item II-1.2.3.4.5: Identification of Tasks Assignments

An outline of the tasks assigned to maneuver units are found in paragraph 3b of the next higher headquarters OPORD. The planning staff is interested in the tasks assigned to their unit, but must also identify the tasks of adjacent, reserve, counterattack, and supporting units in order to properly execute the mission. Items to consider include location of the units, type of mission, maneuver expected, and inherent responsibilities of the maneuver units.

Item II-1: Identification of Tasks to the Maneuver Forces

Evaluation criteria: identification should include tasks to TF 1-3, TF 1-78, 1-2 Armor, and Brigade Control.

- 0 Not applicable
- 1 Tasks to maneuver forces were not identified or tasks to maneuver forces were identified incorrectly.
- 2 Few tasks to maneuver forces were identified correctly.
- 3 Most tasks to maneuver forces were identified correctly.
- 4 All tasks to maneuver forces were identified correctly.

In order to fully understand the TF mission, the TF staff must also understand the missions of the other elements of the 1st Brigade. These tasks are outlined in paragraph 3b of OPORD 4-88. Maneuver forces under Brigade control, such as the 151st Attack Helicopter Battalion, are also given in this paragraph. Additional information can be found in paragraph 3a(1) of the OPORD.

Item II-2.3: Identification of Maneuver Tasks to TF 1-3 and TF 1-78

II-2 Evaluation criteria (TF 1-3): identification should include defend in sector to destroy the 127th MRR, denying enemy penetration of PL Polly, coordination of passage of lines to 1-23 CAV, and all other maneuver tasks.

- 0 Not applicable
- 1 Maneuver tasks to TF 1-3 were not identified or maneuver tasks to TF 1-3 were identified incorrectly.
- 2 Few maneuver tasks to TF 1-3 were identified correctly.
- 3 Most maneuver tasks to TF 1-3 were identified correctly.
- 4 All maneuver tasks to TF 1-3 were identified correctly.

II-3 Evaluation criteria (TF 1-78): identification should include defend in sector to destroy the 133rd MRR, denying enemy penetration of PL Polly, coordination of passage of lines to 1-23 CAV, and all other maneuver tasks.

- 0 Not applicable
- 1 Maneuver tasks to TF 1-78 were not identified or maneuver tasks to TF 1-78 were identified incorrectly.
- 2 Few maneuver tasks to TF 1-78 were identified correctly.
- 3 Most maneuver tasks to TF 1-78 were identified correctly.
- 4 All maneuver tasks to TF 1-78 were identified correctly.

The staffs of TF 1-3 and TF 1-78 are interested primarily in the tasks assigned to their respective units and will further develop them during mission analysis. A knowledge of the other TF's tasks is required to properly identify the overall mission. The major tasks are given in the evaluation criteria. Further evaluation of the OPORD identifies two additional tasks that are required of each TF. Both TFs must plan for on order tasks to assist the forward passage of lines of the 3rd Brigade and the 313th SIB.

**Item II-4.5: Identification of Maneuver Tasks to 1-2 Armor
and the 151st Attack Helicopter Battalion**

II-4 Evaluation criteria (1-2 Armor): identification should include initial designation as brigade reserve, occupation at aerial axis CHUCK, and on order attack to destroy enemy forces penetrating PL Polly.

- 0 Not applicable
- 1 Maneuver tasks to 1-2 AR were not identified or maneuver tasks to 1-2 AR were identified incorrectly.
- 2 Few maneuver tasks to 1-2 AR were identified correctly.
- 3 Most maneuver tasks to 1-2 AR were identified correctly.
- 4 All maneuver tasks to 1-2 AR were identified correctly.

II-5 Evaluation criteria (151st Attack Helicopter Brigade): identification of maneuver tasks should include initial designation as a brigade reserve located at aerial axis forward arming and refueling point, on order conduct joint air attack team operations along axis ZOOM to destroy the 199th TR, and on order destroy threat vehicles penetrating PL Polly.

- 0 Not applicable
- 1 Maneuver tasks to 151st Attack Helicopter BN were not identified or maneuver tasks to 151st Attack Helicopter BN were identified incorrectly.
- 2 Few maneuver tasks to 151st Attack Helicopter BN were identified correctly.
- 3 Most maneuver tasks to 151st Attack Helicopter BN were identified correctly.
- 4 All maneuver tasks to 151st Attack Helicopter BN were identified correctly.

The TF staffs in the PE, while not playing the other maneuver units, must identify and understand the other maneuver units' tasks. The tasks of these units are given in paragraph 3b of the OPORD and in the evaluation criteria.

Item II-6.7.9.10: Description of Support Elements (Air Support, FA Support, Engineer Support, and MP Support)

II-6 Evaluation criteria: description should include allocation of 8 sorties to brigade, 2 to TF 1-3, 2 to TF 1-78, 4 to the 151st Attack Helicopter Battalion, ADA warning = yellow, weapon control status = tight, and all other aspects of air support.

- 0 Not applicable
- 1 No air support was described or air support was identified incorrectly.
- 2 Little air support was described or identified.
- 3 Most air support was described or identified.
- 4 All air support was described or identified.

II-7 Evaluation criteria: description should include priority of counterfire to multiple rocket launchers, tube artillery, and mortars; passage of all counterfire targets to the 67th FA Brigade CP; copperhead priority to TF 1-3; organization for combat; and all other aspects of FA support.

- 0 Not applicable
- 1 No FA support was described or FA support was identified incorrectly.
- 2 Little FA support was described correctly.
- 3 Most FA support was described correctly.
- 4 All FA support was described correctly.

II-9 Evaluation criteria: description should include DS of TF 1-3 by the 501st Engineer and TF 1-78 by the B/501st Engineers on Day 1-4, DS of 1-2 Armor by A/Engineers on Day 4, and all other aspects of engineer support.

- 0 Not applicable
- 1 No engineer support was described or engineer support was identified incorrectly.
- 2 Little engineer support was described correctly.
- 3 Most engineer support was described correctly.
- 4 All engineer support was described correctly.

II-10 Evaluation criteria: description should include priority of support to the main supply routes in TF 1-3 sector, security in the brigade support area, and all other aspects of MP support.

- 0 Not applicable
- 1 No MP support was described or MP support was identified incorrectly.
- 2 Little MP support was described correctly.
- 3 Most MP support was described correctly.
- 4 All MP support was described correctly.

The description of the tasks assigned to the support units can be found in paragraph 3c of OPORD 4-88 and are included in the evaluation criteria. A detailed description of the inherent responsibilities of the various missions assigned to combat support units can be found in Chapter 1 in the Battle Book (USAFAS, 1990). In the description of support items, the following is provided as an example of the criteria necessary to understand the support capabilities:

1. FS - priority of fire, counterfire priority, type of ammunition available, requirement for FPFs, FA unit missions, and inherent responsibilities.

2. Engineer support - mission and tasks of engineer units, priority of engineer effort, unit capabilities.

3. MP support - assets available, priority of effort, area security missions.

4. Air support - number of sorties, allocation of sorties to maneuver units, disposition of unused sorties, counterair capabilities.

Item II-8: Priority of Intelligence Efforts

Evaluation criteria: priority of effort should include finding out where, when, and in what strength the enemy will attack, location of reconnaissance forces and ADA systems, and, on order, locate the second echelon TR.

- 0 Not applicable
- 1 Priority of intelligence effort was not identified or priority of intelligence effort was identified incorrectly.
- 2 Little of priority of intelligence effort was identified correctly.
- 3 Most of priority of intelligence effort was identified correctly.
- 4 All of priority of intelligence effort was identified correctly.

The interpretation and gathering of intelligence information is a function of the S2. The intelligence information should include a description of the following 4 areas:

- 1. Battlefield area
 - Developed jointly by the S2 and S3.
 - Should be measured in depth, width, height and time.
 - Must be at least as large as the area of operations.
 - Designed to focus on information collection.
 - Used to identify where intelligence collection is required.
- 2. Terrain analysis
 - Evaluates terrain.
 - Identifies avenues of approach.
 - Identifies zones of entry (deep, close, rear).
 - Identifies key and decisive terrain.
- 3. Weather
- 4. Enemy information
 - Locate enemy positions.
 - Develop enemy order of battle.
 - Identify enemy capabilities and weaknesses.
 - Develop summary of enemy activities.

The priority of effort requirement is found in paragraph 3a (4) of OPORD 4-83 and is included in the evaluation criteria. This information is considered the most important intelligence that needs to be collected regarding the enemy in order to assist in accomplishing the mission.

Item II-11: Description of Service Support

Evaluation criteria: description should include amounts of Class I, II, IV, and V supplies, priority of Class IV to TF 1-3, TF 1-78, and 1-2 Armor, ammunition supplies on Day 1 through Day S, number of 155mm dual purpose improved conventional munitions on Day 1-S, number of 155mm improved conventional munitions on Day 1-S, and all other aspects of service support.

- 0 Not applicable
- 1 No service support was described or service support was identified incorrectly.
- 2 Little service support was described correctly.
- 3 Most service support was described correctly.
- 4 All service support was described correctly.

Service support is given in paragraph 4 of the OPORD and is primarily the responsibility of the S4 (Logistics Staff Officer), although some S1 (Personnel Staff Officer) items are included. In evaluating and describing service support, attention should be given to items such as priority of support, classes of supplies, availability of supplies, resupply capabilities, ammunition, and availability of non-organic transportation assets. These evaluations must be directed toward the planning staff level and not just lifted from the higher headquarters OPORD.

Item II-12: Description of Command and Signal Information

Evaluation criteria: description should include current and future locations of the Tactical CP, Main CP, Rear CP, and designation of alternate CP as 1-2 Armor CP.

- 0 Not applicable
- 1 No command and signal information was described or command and signal information was identified incorrectly.
- 2 Little command and signal information was described correctly.
- 3 Most command and signal information was described correctly.
- 4 All command and signal information was described correctly.

Command and signal information is given in paragraph 5 of the OPORD for the higher headquarters and must be derived by the planning staff. Current and future locations should be determined for the tactical and main command post (CP). At a minimum, the location of the Rear CP should be determined as well as the designation of the alternate CP. Signal information is generally the responsibility of the Signal or Communications-Electronics Officer and is seldom played during the PEs.

Item II-13: Description of Electronic Warfare Information

Evaluation criteria: description should include priority of identification and jamming of FS nets and regiment to division command and intelligence nets.

- 0 Not applicable
- 1 No electronic warfare information was described or electronic warfare information was identified incorrectly.
- 2 Little electronic warfare information was described correctly.
- 3 Most electronic warfare information was described correctly.
- 4 All electronic warfare information was described correctly.

Information to develop the description of electronic warfare information is found in paragraph 3a(5) of OPORD 4-88. This is the requirement that the commander and staff consider the most important assets of the enemy to jam. It also tells the priority of the command's efforts to identify the enemy communications capability.

Section III - Development of COA

Item III-1: Integration of the Commander's Intent into the COAs

Evaluation criteria: integration should include destruction of the enemy forward of PL Polly setting up the division's counterattack to block the 17th TD, and all other aspects of the commander's intent.

- 0 Not applicable**
- 1 None of commander's intent was integrated.**
- 2 Little of commander's intent was integrated.**
- 3 Most of commander's intent was integrated.**
- 4 All of commander's intent was integrated.**

To develop a COA that will be accepted by the commander, it is necessary to integrate the commander's intent up to two levels above the planning headquarters. In the Fort Irwin PE, the commander's intent was identified as "destroy the enemy forward of PL POLLY." Therefore, each COA developed by the S3 with the assistance of the staff should include the destruction of the enemy forward of PL POLLY. To be acceptable, the commander's intent must be integrated into a COA. Failure to include the commander's intent almost surely causes the COA to be discarded.

The commander's intent is given in paragraph 3a of OPORD 4-88. A statement of the next higher commander's intent is included in paragraph 1b. The intent of both commanders should be incorporated into each COA.

Item III-2.3.4.6.7.8: COA Incorporation of Essential Tasks, Engineer Support, Organizational Assets, FS Plan, Maneuver Execution Matrix, and FS Matrix

III-2 Evaluation criteria: incorporation should include denying enemy penetration of PL Polly, TF 1-3 defense in sector, conducting battle handover at PL Sam, and all other essential tasks listed in the operations order.

- 0 Not applicable
- 1 No essential tasks were incorporated.
- 2 Few essential tasks were incorporated.
- 3 Most essential tasks were incorporated.
- 4 All essential tasks were incorporated.

III-3 Evaluation criteria: incorporation should include DS of TF 1-3 by the 501st Engineers, TF 1-78 by B/501 Engineers, 1-2 Armor by A/Engineers on Day 4, and all other aspects of engineer support.

- 0 Not applicable
- 1 No engineer support was incorporated.
- 2 Little engineer support was incorporated.
- 3 Most engineer support was incorporated.
- 4 All engineer support was incorporated.

III-4 Evaluation criteria (organizational assets): incorporation should include engineer elements, FA support elements, air support elements, combat support elements, and all other assets.

- 0 Not applicable
- 1 No assets were incorporated.
- 2 Few assets were incorporated.
- 3 Most assets were incorporated.
- 4 All assets were incorporated.

III-6 Evaluation criteria: incorporation should include FA support (e.g., counterfire priority, copperhead priority to TF 1-3), air support (allocation of Close Air Support (CAS) sorties), and all other components of the FS Plan.

- 0 Not applicable
- 1 COA did not incorporate Fire Support Plan.
- 2 Few Fire Support Plan components were incorporated in COA.
- 3 Most Fire Support Plan components were incorporated in COA.
- 4 All Fire Support Plan components were incorporated in COA.

III-7 Evaluation criteria: incorporation should include TF 1-3 defense in sector, denying enemy penetration of PL Polly, and conduct of passage of lines with 1-23 CAV; TF 1-78 defense in sector, denying enemy penetration of PL Polly, and conduct of passage of lines with 1-23 CAV; and all other maneuver execution matrix components.

- 0 Not applicable
- 1 COA did not incorporate maneuver execution matrix.
- 2 Few maneuver execution matrix components were incorporated in COA.
- 3 Most maneuver execution matrix components were incorporated in COA.
- 4 All maneuver execution matrix components were incorporated in COA.

III-8 Evaluation criteria: incorporation should include use of priority of fires to TF 1-3, use of 2 FPFs to TF 1-3, use of 2 CAS sorties to TF 1-3, use of 1 combat operations lasing team (COLT) to TF 1-3; use of 2 FPFs to TF 1-78, use of 2 CAS sorties to TF 1-78; and all other components of the FS matrix.

- 0 Not applicable
- 1 COA did not incorporate Fire Support matrix.
- 2 Few Fire Support matrix components were incorporated in COA.
- 3 Most Fire Support matrix components were incorporated in COA.
- 4 All Fire Support matrix components were incorporated in COA.

For a COA to be effective, the information gained from the mission analysis concerning the essential tasks, support, maneuver, and assets must be incorporated. It is a common pitfall to develop a COA and forget to include a supporting element or essential tasks. This information was developed to guide the development of the COAs. Incorporation of these items should include the following:

1. Essential tasks - the COA should include all the tasks determined to be essential during mission analysis.
2. Organizational assets - the COA should include all the assets of the force such as maneuver units, engineers, air, FS, ADA, and combat service support.
3. Engineer support - the COA should include or support the use of the identified Engineer units.

4. FS Plan - The FS plan from the higher headquarters OPORD should be used to develop the COA and elements of this plan should provide guidance for the COA.

5. Maneuver execution matrix - the information from this matrix should be incorporated into the COA if a matrix is developed or if it is available from the OPORD. A matrix for the planning organization is not usually developed until after selection of a COA.

Item III-5: Use of IPB to Develop the COAs

Evaluation criteria: development should include terrain considerations in the vicinity of the Soda Mountains, probable avenue of approach of the 41st MRD into TF 1-3's sector, probable employment of air assaults to brigade rear, and other aspects of IPB.

- 0 Not applicable
- 1 IPB was not used to develop COA.
- 2 Little of IPB was used to develop COA.
- 3 Most of IPB was used to develop COA.
- 4 All of IPB was used to develop COA.

The IPB provides a guide to the commander and the staff for determining where and when to employ limited resources to achieve decisive results. For this reason, the IPB is a valuable tool that should not be overlooked in the development of the COAs. A detailed description of the IPB is given in Chapter 9 of the Battle Book (USAFAS, 1990). The IPB includes many products important for planning the COAs such as:

- 1. Weather and terrain overlays.
- 2. Event analysis matrix.
- 3. Doctrinal templates.
- 4. Situation templates.

Section IV-Final Briefing

Item IV-1: Presentation of Statement of Purpose

Evaluation criteria: presentation of statement of purpose should include all appropriate elements of the mission.

- 0 Not applicable**
- 1 No appropriate elements of the statement of purpose were presented in briefing.**
- 2 Few appropriate elements of the statement of purpose were presented in briefing.**
- 3 Most appropriate elements of the statement of purpose were presented in briefing.**
- 4 All appropriate elements of the statement of purpose were presented in briefing.**

The statement of purpose should be an integral part of all briefings. The briefer should use a statement of purpose to set the tone for the entire briefing. It should cover the setting of the briefing and what is expected if a decision is required.

Item IV-2: Presentation of the Mission Overview

Evaluation criteria: presentation should provide a clear and concise overview and include all appropriate elements of the mission.

- 0 Not applicable**
- 1 Mission overview was not presented.**
- 2 Little of mission overview was presented appropriately.**
- 3 Most of mission overview was presented appropriately.**
- 4 All of mission overview was presented appropriately.**

The briefing should include an overview of the mission as determined during mission analysis. The overview should include all elements of the mission, but be presented in a clear and concise manner. The extent of the overview depends upon the type of briefing to be presented. For example, if the overview is for a mission analysis that develops the mission, the overview will not be as complete as it would be for a later briefing.

Item IV-3: Use of Graphics to Support the Briefing

Evaluation criteria: briefing should include maps showing location of the 41st MRD, location of friendly forces (10th US Corps, 52nd Mechanized Division, 2nd Brigade 52nd Mechanized Division, 1-23 CAV, 313th SIB), identification of key terrain points in the vicinity of the Soda Mountains, and all other relevant information.

- 0 Not applicable
- 1 None of briefing was supported by appropriate use of graphics.
- 2 Little of briefing was supported by appropriate use of graphics.
- 3 Most of briefing was supported by appropriate use of graphics.
- 4 All of briefing was supported by appropriate use of graphics.

The briefing should be complemented by visual aids to present a clearer understanding of the terrain and maneuver. Maps must be used to present the overall area, but terrain and maneuver are much easier to understand if supplemented by sketches and overlays. However, the use of graphics on overlays must not be so widespread as to clutter up the presentation and make the underlying map unreadable.

Item IV-4: Completeness of the Briefing

Evaluation criteria: complete presentation should include maneuvers to TF 1-3, TF 1-78, 1-2 Armor, 151st Attack Helicopter Battalion, restatement of mission (who, what, when, where, and why), intelligence descriptions of the 41st MRD and location, and all other relevant elements of the COA.

- 0 Not applicable
- 1 No elements of the COA were presented.
- 2 Few elements of the COA were presented.
- 3 Most elements of the COA were presented.
- 4 All elements of the COA were presented.

The briefing should contain all the elements as presented in the appropriate section in Chapter 11 of the Battle Book (USAFAS, 1990). In presenting the COAs each should include a statement and sketch. The sketch should include the array of forces and the control measures for the entire operation. Each COA should include the following:

1. Deductions resulting from relative combat power analysis.
2. Reasons for unit array (sketch).
3. Reasons for control measures.

Item IV-5: COA Coordination of all Staff Positions

Evaluation criteria: coordination should include S3, TF FS Coordinator, TF S2, Engineer, ADA, and ALO.

- 0 Not applicable
- 1 No assigned staff positions were coordinated.
- 2 Few assigned staff positions were coordinated.
- 3 Most assigned staff positions were coordinated.
- 4 All assigned staff positions were coordinated.

The input for the briefing should be coordinated so that all staff sections have the necessary information for the briefing. Good coordination of the staff occurs when each staff officer understands the responsibilities of his or her position and when there is little duplication of work among the staff positions.

Item IV-6: Use of the Appropriate Format

Evaluation criteria: briefing should include assets available, restatement of mission, essential tasks, COA, and all other appropriate components of the CEP.

- 0 Not applicable
- 1 No appropriate components of the Command Estimate Process were used for briefing.
- 2 Few appropriate components of the Command Estimate Process were used for briefing.
- 3 Most appropriate components of the Command Estimate Process were used for briefing.
- 4 All appropriate components of the Command Estimate Process were used for briefing.

Briefing formats, including the staff officer who is responsible for each section of the briefing are given in Chapter 11 of the Battle Book (USAFAS, 1990). These formats should be followed unless the small group leader designates a different format due to time constraints, etc. Even though the S3 may assign portions of the briefing to a subordinate, it is still primarily his or her responsibility to ensure that the proper format is followed.

Item IV-7: Coverage of Assigned Staff Positions

Evaluation criteria: briefing should include S3, TF FS Coordinator, TF S2, Engineer, ADA, and ALO.

- 0 Not applicable
- 1 No assigned staff positions were covered in briefing.
- 2 Few assigned staff positions were covered in briefing.
- 3 Most assigned staff positions were covered in briefing.
- 4 All assigned staff positions were covered in briefing.

The decision about who will brief is the responsibility of the Chief of Staff (i.e., the PE S3). The S3 may present the briefing or have each staff member brief their respective parts. Regardless of who briefs, it is the responsibility of the S3 to see that all important information gathered by the staff is presented. However, each staff officer must be prepared to conduct the briefing and to answer questions if necessary. Additional information regarding the responsibilities of each staff position in the briefing is given in Chapters 6 and 11 of the Battle Book (USAFAS, 1990).

Item IV-8: Rehearsal of the Plan

Evaluation criteria: the FS plan, FS matrix, and maneuver execution matrix should be synchronized with the maneuver plan in the rehearsal.

- 0 Not applicable
- 1 No support plans were synchronized with the maneuver plan in the rehearsal.
- 2 Few support plans were synchronized with the maneuver plan in the rehearsal.
- 3 Most support plans were synchronized with the maneuver plan in the rehearsal.
- 4 All support plans were synchronized with the maneuver plan in the rehearsal.

The rehearsal provides a means of synchronizing the various support plans and matrices with the maneuver plan. To be effective, the rehearsal must include as many of the support plans and matrices as possible. The rehearsal will show if the plans are synchronized and to what extent additional requirements exist to assure synchronization.

CHAPTER V

INDIVIDUAL PERFORMANCE MEASURE

This chapter contains an in-depth discussion of each item in the Individual Performance Measure. The evaluation criteria for each item are given with expanded explanations of the criteria. This section is primarily for use by raters who are unfamiliar with the PE process. The Individual Performance Measure is provided in Appendix G without the additional explanatory material found in this section and is intended for raters who are more familiar with the PEs and who do not need further information regarding the criteria for scoring each of the items.

Section I - Content of the Briefing

Item I-1: Planning Effectiveness

Evaluation criteria: planning should include all relevant aspects of staff position(s).

- 0 Not applicable
- 1 Planning of briefing was ineffective.
- 2 Little planning of briefing was effective.
- 3 Most planning of briefing was effective.
- 4 All planning of briefing was effective.

It is important that planning of the mission briefing incorporate the responsibilities associated with each staff position. For example, planning by the S2 should include the IPB, while planning by the FSO should include the FS matrix. For additional descriptions of the responsibilities of each staff position, see Appendix C.

Item I-2: Cooperation with other Team Members

Evaluation criteria: cooperation should include interaction among all staff positions.

- 0 Not applicable
- 1 There was no cooperation with other team members.
- 2 There was little cooperation with other team members.
- 3 There was cooperation with other team members most of the time.
- 4 There was full cooperation with other team members.

Full cooperation among all staff positions is an important part of the briefing. Less than full cooperation among the staff positions will impede the exchange and flow of information necessary to conduct the briefing.

Item I-3: Organization of the Briefing

Evaluation criteria: briefing should include a well-defined introduction, body, and conclusion.

- 0 Not applicable
- 1 None of briefing was organized.
- 2 Little of briefing was organized.
- 3 Most of briefing was organized.
- 4 All of briefing was organized.

The briefing should be organized with a definite introduction, body, and conclusion. The introduction should not only introduce the subject of the briefing, but also alert the listener to any decisions or requirements expected from the briefing. The body should provide the background and all relevant points. The conclusion should emphasize the main points and reiterate the need for any required action.

Item I-4: Logical Flow of the Briefing

Evaluation criteria: briefing should flow from the introduction, to the body, and to the conclusion.

- 0 Not applicable
- 1 There was no logical flow of the briefing.
- 2 There was little logical flow of the briefing.
- 3 Most of briefing flowed logically.
- 4 All of briefing flowed logically.

In addition to the evaluation criteria, a briefing that flows logically from each part is important because it holds the briefing together.

Item I-5: Coverage of Tasks from the OPORD

Evaluation criteria: coverage should include all tasks outlined in the OPORD.

- 0 Not applicable
- 1 No tasks outlined in the OPORD were covered.
- 2 Few tasks outlined in the OPORD were covered.
- 3 Most tasks outlined in the OPORD were covered.
- 4 All tasks outlined in the OPORD were covered.

In the briefing, each staff member is responsible for covering those tasks outlined in the OPORD that pertain to his or her position. For example, the engineer should cover tasks in the OPORD such as priority of engineer support, and the S2 should cover tasks such as priority of intelligence effort and terrain description.

Item I-6: Completeness of the Introduction

Evaluation criteria: introduction should include an effective attention getting statement, appropriate statement of purpose, and a clear and concise overview, presented in a logical order.

- 0 Not applicable
- 1 No essential introduction components were presented.
- 2 Few essential introduction components were presented.
- 3 Most essential introduction components were presented.
- 4 All essential introduction components were presented.

The statement of purpose should be an integral part of all briefings. The briefer should use a statement of purpose to set the tone for the entire briefing. It should cover the setting of the briefing and what is expected if a decision is required.

The briefing should include an overview of the mission as determined during mission analysis. The overview should include all elements of the mission, but be presented in a clear and concise manner. The extent of the overview depends upon the type of briefing to be presented. For example, if the overview is for a mission analysis that develops the mission, the overview will not be as complete as it would be for a later briefing.

Item I-7: Completeness and Flow of the Body

Evaluation criteria: body should include clearly stated message, materials suitable to subject, fully developed and supported ideas, and ideas presented in a logical order.

- 0 Not applicable
- 1 No essential body of briefing components were presented.
- 2 Few essential body of briefing components were presented.
- 3 Most essential body of briefing components were presented.
- 4 All essential body of briefing components were presented.

The briefing should contain all the elements as presented in the appropriate section in Chapter 11 of the Battle Book (USAFAS, 1990). In presenting the COAs each should include a statement and sketch. The sketch should include the array of forces and the control measures for the entire operation. Each COA should include the following:

- 1. Deductions resulting from relative combat power analysis.
- 2. Reasons for unit array (sketch).
- 3. Reasons for control measures.

Item I-8: Completeness and Flow of the Conclusion

Evaluation criteria: conclusion should include a summary of main points presented in a logical order.

- 0 Not applicable
- 1 No conclusion components were presented.
- 2 Few conclusion components were presented.
- 3 Most conclusion components were presented.
- 4 All conclusion components were presented.

The conclusion, in addition to the summary of the main points, should provide an indication if a decision or other action is the expected outcome of the briefing. If the briefing supplements other briefings, this information should be clear to the audience.

Item I-9: Knowledge of the Subject

Evaluation criteria: briefing should include all essential information about staff position(s).

- 0 Not applicable
- 1 Briefing included no essential knowledge of subject.
- 2 Little of briefing included essential knowledge of subject.
- 3 Most of briefing included essential knowledge of subject.
- 4 All of briefing included essential knowledge of subject.

The briefer should cover all the essential information that is relevant to his or her staff position. The briefer must also have knowledge of the information gained from the higher headquarters OPORD to present the briefing in a logical manner. Often, students assigned a position within their specialty, such as assigning a Field Artilleryman as a FSO, have few problems. However, a Field Artilleryman assigned as a maneuver S3 may have to rely heavily on resource material such as the Battle Book (USAFAS, 1990).

Section II - Presentation of the Briefing

Item II-1: Presentation of the Mission Overview

Evaluation criteria: presentation should provide a clear and concise overview and include all appropriate elements of the mission.

- 0 Not applicable
- 1 Mission overview was not presented.
- 2 Little of mission overview was presented appropriately.
- 3 Most of mission overview was presented appropriately.
- 4 All of mission overview was presented appropriately.

The briefing should include an overview of the mission as determined during mission analysis. The overview should include all elements of the mission, but be presented in a clear and concise manner. The extent of the overview depends upon the type of briefing to be presented. For example, if the overview is for a mission analysis that develops the mission, the overview will not be as complete as it would be for a later briefing.

Item II-2: Use of Supporting Graphics

Evaluation criteria: briefing should include maps and visual aids of all the relevant information.

- 0 Not applicable
- 1 None of briefing was supported by appropriate use of graphics.
- 2 Little of briefing was supported by appropriate use of graphics.
- 3 Most of briefing was supported by appropriate use of graphics.
- 4 All of briefing was supported by appropriate use of graphics.

The briefing should be complemented by visual aids to present a clearer understanding of the terrain and maneuver. Maps must be used to present the overall area, but terrain and maneuver are much easier to understand if supplemented by sketches and overlays. However, the use of graphics on overlays must not be so widespread as to clutter up the presentation and make the underlying map unreadable.

Item II-3: Emphasis of Important Points

Evaluation criteria: important points should be emphasized with voice modulation, tone control, and enunciation.

- 0 Not applicable
- 1 No important points in briefing were emphasized.
- 2 Few important points in briefing were emphasized.
- 3 Most important points in briefing were emphasized.
- 4 All important points in briefing were emphasized.

In addition to the points identified in the evaluation criteria, the emphasis of important points in the briefing should include such techniques as sketches, lists, and visual aids.

Item II-4: Use of Appropriate Military Bearing

Evaluation criteria: military bearing should include appropriate military appearance and movement.

- 0 Not applicable
- 1 None of briefing was presented with appropriate military bearing.
- 2 Little of briefing was presented with appropriate military bearing.
- 3 Most of briefing was presented with appropriate military bearing.
- 4 All of briefing was presented with appropriate military bearing.

Standard practices for conducting instructional activities and briefings should also be followed.

Item II-5: Use of Appropriate Format

Evaluation criteria: briefing should include mission, mission analysis, essential tasks, and all other appropriate components of the CEP.

- 0 Not applicable
- 1 No appropriate components of the Command Estimate Process were used for briefing.
- 2 Few appropriate components of the Command Estimate Process were used for briefing.
- 3 Most appropriate components of the Command Estimate Process were used for briefing.
- 4 All appropriate components of the Command Estimate Process were used for briefing.

Briefing formats, including the responsibility for each section of the briefing, are given in Chapter 11 of the Battle Book (USAFAS, 1990). These formats should be followed unless the small group leader designates a different format due to time constraints, etc.

Item II-6: Handling of Questions and Answers

Evaluation criteria: questions should be handled with confidence and answers should reflect knowledge of the subject.

- 0 Not applicable
- 1 Questions and answers were not handled well.
- 2 Few questions and answers were handled well.
- 3 Most questions and answers were handled well.
- 4 All questions and answers were handled well.

The briefer should demonstrate the ability to handle questions and provide the correct answers. It must be done in a way that does not distract from the points of the briefing. A good briefer will use questions to emphasize or clarify points. It is standard practice to refer a question to a staff member within whose expertise the information falls. For example, a question asked of the S2 regarding targeting could be referred to the FSO. This practice, if used correctly, should not detract from the evaluation.

Item II-7: Adherence to Time Limits

Evaluation criteria: complete briefing should be presented within time limits assigned.

- 0 Not applicable
- 1 Briefing was not presented within appropriate time limits.
- 2 Some briefing components were presented within appropriate time limits.
- 3 Most briefing components were presented within appropriate time limits.
- 4 All briefing components were presented within appropriate time limits.

The time limits for the briefing are usually established by the small group leader. If a briefing includes several briefers, it must be determined whether one individual or the group as a whole exceeded the time limit. Questions may also cause the time limit to be exceeded. A briefing that exceeds the time limit due to numerous questions may indicate that the subject(s) were not covered adequately.

CHAPTER VI

PE DATA BASE SYSTEM AND USER INTERFACE

The PE data base system is a microcomputer-based system which incorporates compiled Clipper code and dBASE IV data files. The system was developed to provide an efficient storage and reporting system for data collected using the General, Scenario-Specific, and Individual Performance Measures. The PE data base system is composed of a menu-driven user interface which guides the user through the functions required to enter, edit, and report data. The use of these functions is described in detail in the following sections.

Installation

The PE data base system consists of executable code written and compiled in Clipper, a data base programming language and compiler compatible with dBASE IV which allows for very rapid execution of program code. The data files (all with a ".dbf" extension) are dBASE IV files. The system runs on a 286 or 386 (preferred) microcomputer.

The disk containing the PE data base system should be copied to its own subdirectory using the necessary DOS commands. The name of the subdirectory can be specified by the user. Assuming that the subdirectory to which the PE data base system will be copied will be named "User" and the "User" subdirectory will be located on the "C" drive, the system will be activated by typing "PE" at the "C:\USER>" prompt.

C:\USER>PE (Return)

When this is done, the PE data base system will be initiated. Note that dBASE IV does not have to be brought up to use the PE data base system. First, the system will ask the user to specify the kind of printer that will be used. If the printer is not a graphics printer, the graphics portion of Report 6 will not run; however, all other reports will run in addition to the first portion of Report 6, (see the "Report Data" section for a description of Report 6 and the other reports). After the printer is identified, the system will provide the user with a series of menus that will guide and prompt the user while using the system. These capabilities are described in the "Using the System" section.

If readers are primarily interested in using the PE data base system and less interested in the structure of the data files in the PE data base system, they are advised to proceed directly to the "Using the System" section.

Data Base Structure

There are two major types of data files in the PE data base system. The first type of data files are those that were created to store the PE ratings transcribed from the rating sheets and entered into the PE data base system. These files also contain file identification information (e.g., date of PE, group name, and rater). The three data files used to record responses for the three performance measures are named G_ANS.dbf, S_ANS.dbf, and I_ANS.dbf respectively. Note that the G in G_ANS.dbf was assigned because it stores General group-related data, the "ANS" refers to "answer" (i.e., the rating data for the PE measures that are stored in this file). The "S" in S_ANS.dbf was assigned because Fort Irwin is a Specific Scenario. I_ANS was named

because it stores individual level data.

The second set of data files contain the text of the performance measures. The files containing the text corresponding to the PE measures are named G_QUS.dbf, S_QUS.dbf, and I_ANS.dbf, respectively.

dBASE IV Interface

All of the data files described above can be accessed directly through dBASE IV for data manipulation or interactive data listings. This is done by accessing the specific subdirectory in which the PE data base system resides through dBASE IV, and opening the data file (e.g., G_ANS.dbf, I_ANS.dbf, and I_QUS.dbf) with the necessary dBASE IV commands.

Note: If the user alters the PE data base system file data, it is very important that the user activate the Reindex Data option on the Main Menu of the PE data base system (described below) before using any other of the PE data base system functions.

Note: If the structure (e.g., field size, number of fields, and type of fields) of any of the data files is altered, the performance of the PE data base system is likely to be affected. If it is necessary to alter the structure of the data files, this should only be done by an experienced dBASE programmer who can also alter the PE data base system code to accommodate the changes.

Data File Structure

Answer data file structure. G_ANS.dbf and S_ANS.dbf have an identical structure.

<u>Field</u>	<u>Field Name</u>	<u>Type</u>	<u>Width</u>	<u>Index</u>
1	SCENAR	Character	30	N
2	GROUP	Character	20	N
3	DATES	Character	8	N
4	RATER	Character	10	N
5	CLASS	Character	20	N
6	SECTION	Numeric	2	N
7	ITEMS	Numeric	2	N
8	SELECTION	Numeric	1	N

The I_ANS.dbf can contain ratings of individuals, so it must include additional fields to accommodate the name and position of the individuals rated. The structure of I_ANS.dbf, is defined as:

<u>Field</u>	<u>Field Name</u>	<u>Type</u>	<u>Width</u>	<u>Index</u>
1	SCENAR	Character	30	N
2	GROUP	Character	20	N
3	DATES	Character	8	N
4	RATER	Character	10	N
5	CLASS	Character	20	N
6	NAME	Character	20	N
7	POSITION	Character	20	N
8	SECTION	Numeric	2	N
9	ITEMS	Numeric	2	N
10	SELECTION	Numeric	1	N

Note: The reader will have a greater understanding of the contents of the data fields after reading the Using the System section.

For all files, the "SCENAR" field contains the identification of the performance measure (i.e., General, Scenario-Specific, or Individual), as previously discussed. This allows for the associated data to be evaluated separately since they are not directly comparable. The "GROUP" field contains the name of each group that was assessed in the PE. The "DATES" field is the date on which the PE took place. The rater is the individual who rated the performance of the group or individuals. The "CLASS" field contains the name of the instructor of the PE class. The "NAME" and "POSITION" fields correspond to the name and the position of individuals rated in I_ANS.dbf because this is the only data file that stores data corresponding to the assessment of individuals.

For all three answer data files, the "SECTION" and "ITEMS" fields indicate the section and item number of the performance measure, respectively (each of the PE performance measures is divided into several sections, each section containing a set of performance measurement items). The "SELECTION" field contains the rating (e.g., 1 - 4 or N/A) for each item that is entered by the rater.

Performance measure item data file structure. The G_QUS.dbf and the S_QUS.dbf files hold performance measurement items for the General or Scenario-Specific Performance Measures, respectively. The I_QUS.dbf file contains the performance assessment items that apply to the measurement of individuals. The structures of G_QUS.dbf, S_QUS.dbf, and I_QUS.dbf are identical:

<u>Field</u>	<u>Field Name</u>	<u>Type</u>	<u>Width</u>	<u>Index</u>
1	SECTION	Numeric	2	N
2	S_NAME	Character	70	N
3	ITEMS	Numeric	2	N
4	I_NAME	Character	70	N
5	DOCUM1	Character	63	N
6	DOCUM2	Character	63	N
7	DOCUM3	Character	63	N
8	DOCUM4	Character	63	N
9	DOCUM5	Character	63	N
10	DOCUM6	Character	63	N
11	QUS1A	Character	70	N
12	QUS1B	Character	70	N
13	QUS1A	Character	70	N
14	QUS1B	Character	70	N
15	QUS1A	Character	70	N
16	QUS1B	Character	70	N
17	QUS1A	Character	70	N
18	QUS1B	Character	70	N

An additional data file stores the names of group members. This file is called GN_E.dbf, the structure of this file is as follows:

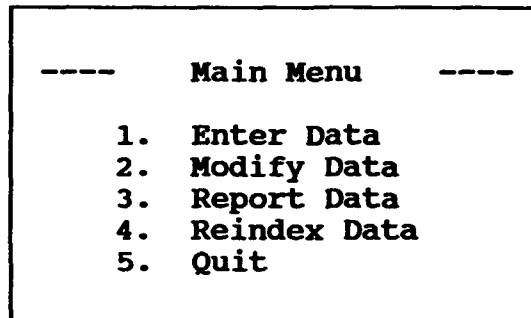
<u>Field</u>	<u>Field Name</u>	<u>Type</u>	<u>Width</u>	<u>Index</u>
1	SCENAR	Character	30	N
2	GROUP	Character	20	N
3	DATES	Character	8	N
4	NUMBER	Character	2	N
5	NAME	Character	20	N

Using the System

The PE data base system is composed of a branching menu system that allows the user to specify the system function desired. The menus are activated by highlighting the desired menu item and pressing return, or by simply entering the number of the desired menu item.

Main Menu

The Main Menu (see Figure 1) allows for the selection of the three major capabilities of the system: data entry, data modification, and reporting. A fourth capability is the Reindex Data option to be described below. It is suggested that the user activate the "Quit" option when exiting the PE data base system because the system will automatically close the data bases and reindex the index files if necessary.



Use Up/Down then Enter, or item number to select.

Figure 1. Main Menu.

The following discussion will guide the user through the PE data base system starting with the main menu selection and proceeding through the menus that follow. The reader is referred to Figure 2 for an overview of the system structure corresponding to main menu items.

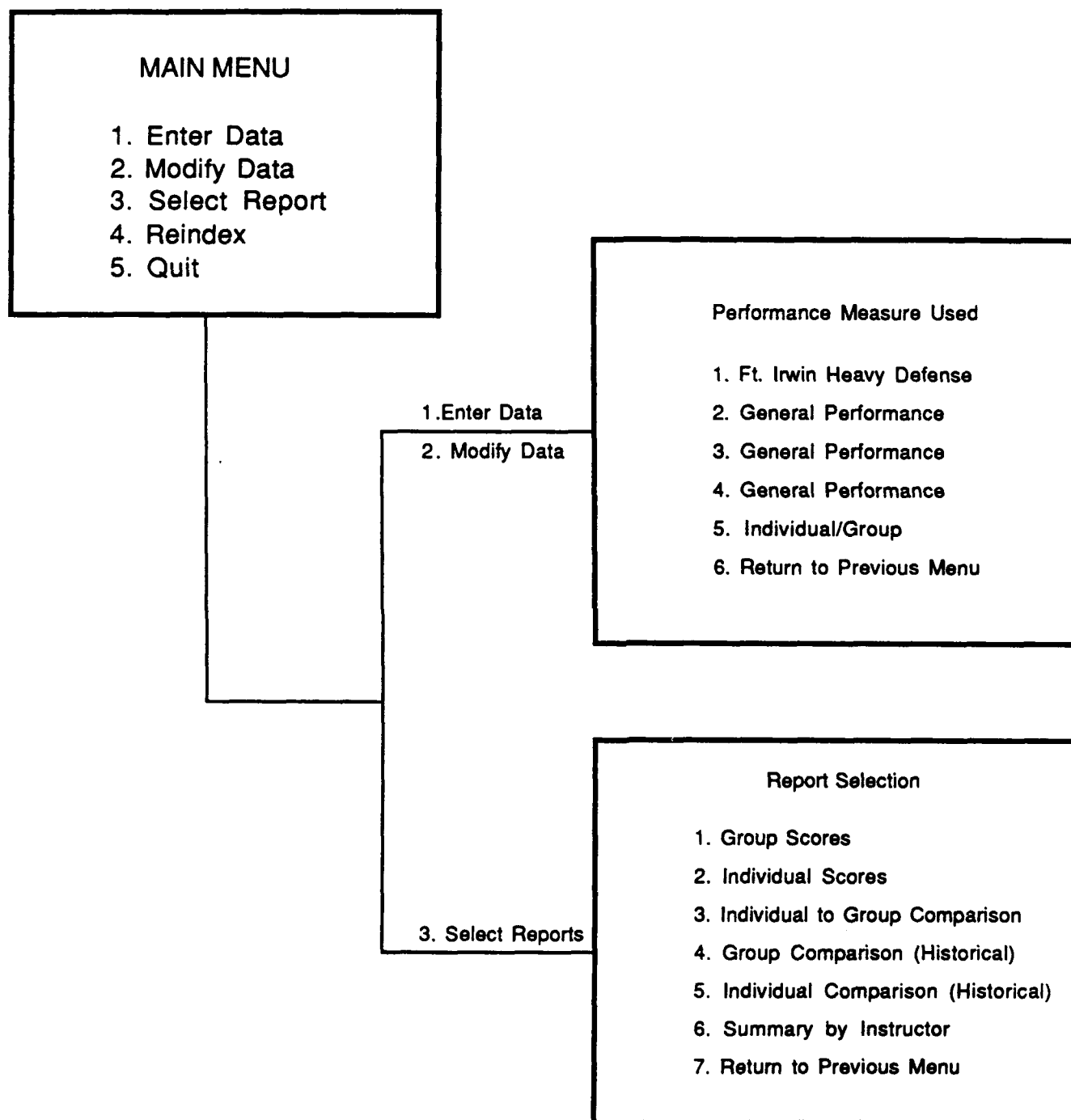


Figure 2. Function Flow Overview of Major Functions.

Enter Data

When the user wishes to enter data, Enter Data (option 1) is selected from the main menu (see Figures 3 and 4).

Note: For all menus in the PE data base system, a selection may be made by either moving the highlight bar over the desired option with the toggle keys and pressing the Enter key, or by simply pressing the numerical key corresponding to the desired option ("1" in this case).

Performance measure used. When the Enter Data option (described above) is activated, the "Performance Measure Used" menu appears. This menu asks the user to tell the system which of the following performance measures was used to rate PE participants:

1. Fort Irwin Heavy Defense scenario measure,
2. General measure, or
3. Individual/Group measure.

---Performance Measure Used Menu---

1. Fort Irwin Heavy Defense
2. General Performance
3. General Performance
4. General Performance
5. Individual/Group
6. Return to Main Menu

Use Up/Down then Enter, or item number to select.

Figure 3. Main Menu.

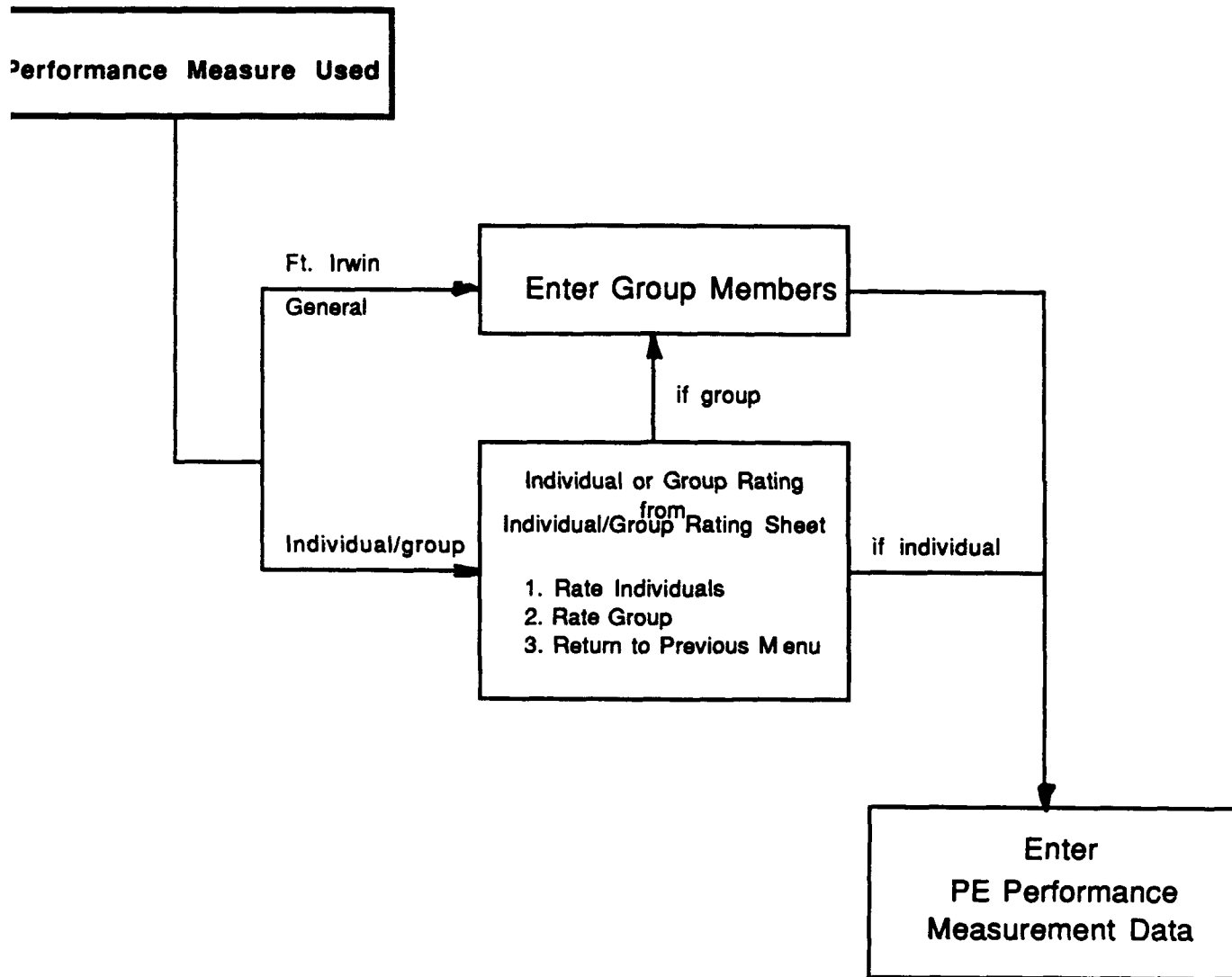


Figure 4. Function Flow Overview Leading to Data Entry.

The first type of measure is a performance measure specific to the Fort Irwin scenario. The second is a "general" or generic performance measure which could be applied to any scenario, and the third was created specifically to measure individual performance, but may be used to measure the performance of the group when the final briefing to the commander is performed by more than one individual.

Note: Selections 2, 3, and 4 all say "General Performance." As per the scope of the present project, scenario-specific criteria were developed for only one scenario (Fort Irwin). It is anticipated that scenario-specific criteria may be developed for other scenarios. Therefore, the present structure of the PE data base system was developed to allow for these modules to be added with minimal effort. Presently, any of these options (2, 3, or 4) can be used to select the General Performance measures.

The menus that follow will depend on whether the General, Fort Irwin, or Individual option is selected. Selection of the General or Fort Irwin Performance Measure will lead to equivalent sets of menus, while the selection of the Individual Performance Measure will lead to a menu that asks the user to specify whether the Individual criteria were applied to an individual or to a group of individuals. This will be discussed in the Individual or Group Data section. For the purposes of the discussion below, we will assume that either the General or Fort Irwin Performance Measure was selected.

Group members. After the group performance measure selection has been made (see Figure 5), the next screen that appears is the Group Members screen. This screen allows the user to specify identification information pertaining to the group being rated. The first entry is the group name. The next entry is the date that the PE was performed. "Scenario" will be filled in automatically by the system as per the previous selection on the Performance Measure Used menu. After the date has been entered, the system will ask if all entries are correct. The default for this question is a "Y". If all entries are correct, the user will press return to proceed. If not, "N" is typed and "enter" pressed.

When "N" is entered in response to this question, the system will place the cursor back to the Group Name field. The user can make changes in the fields as desired. Simply pressing return will advance the user to the next entry field without changing the information. The user will then press "Y" in response to the "Are all entries correct?" question to proceed.

Group Members

Group Name INPUT GROUP NAME Date 11/11/11
Perf. Measure: Ft. Irwin Heavy Defense

NAME	NAME
1 MEMBER 1	2 MEMBER 2
3 MEMBER 3	4 MEMBER 4
5 ...	6 ...
7 ...	8 ...
9 ...	10 ...
11 ...	12 ...
13 ...	14 ...
15 ...	16 ...
17 ...	18 ...
19 ...	20 ...
21 MEMBER 21	22 MEMBER 22

Are all group member names correct? (Y/N) Y

Figure 5. Group Member Data Entry Screen.

At this point, the system provides for the user to enter the names of the members of the group (see Figure 5). After two group member names are entered, the system asks if there are more group members, the default is "Y". If "enter" is pressed, the system proceeds in the group name entering mode until the user answers "N" to this question (up to 22 group members). The system then asks if all the group member names are correct. If not, the user enters "N", the system asks which number corresponding to the group member name is incorrect. When the number is specified, the cursor appears in the group member name field for that number. After the correction is made, enter is pressed. The system again asks if all the group member names are correct. When the user responds with the default "Y", the system responds with another screen that asks the user to enter the Class and the Rater. The class is the name of the instructor for the class in which the PE took place. The rater is the name of the individual who rated the performance of the PE participant(s) (not necessarily the name of the individual entering the data into the PE data base system).

Individual or group data. If the individual or group performance measure is selected, the system will respond by asking the user if the performance measure was used to rate individual or group performance. If the user replies that the measure was applied to a group, the system will proceed as described above (see Figure 6). If, however, the user replies that the performance measure was applied to individuals, the system responds with a different screen that asks the individual's name, staff position, group name and other data as in the group specification process described previously (see Figure 7).

Entering performance data ratings. When the identification data has been entered, the system brings up the first criteria rating scale; Section I, item 1 for the performance measure previously selected. The user will enter the number corresponding to the rater's selection for this item either by manipulating the selection bar over the corresponding number and pressing "enter" or by simply entering the number corresponding to the desired selection.

Note: A zero "0" rating corresponds to items that were not rated; the definition for this case is "Item not rated", and is reported on data summary reports as N/A. "0" ratings are not included in averages or any descriptive statistics employed in reporting the data.

After selecting the rating for an item, the system asks if the entry is correct. The default response is "Y", so pressing enter will result in the system recording the response and proceeding to the next item. Responding with "N" will put the user back in to selection mode for the item for re-selection of a rating number.

Note: The definitions of the rating numbers are only presented after the number is selected. This is because some of the definitions are relatively long, thus the screen would be cluttered and it would be cumbersome to use this function if all of the definitions were initially displayed.

Note: If "Return to main menu" (option 5) is selected before a rating sheet is completed, the user will have to complete the rating sheet in "modify" mode (to be discussed).

When the last performance rating is entered, the system automatically returns the user to the Main Menu.

----- Performance Measure Answer Sheet -----

Group Name: INPUT GROUP NAME

Perf. Measure: Ft. Irwin Heavy Defense

DATE: 99/99/99

Class: INPUT INSTRUCTOR

Rate:

INPUT RATE

1. Mission Analysis

1. Identification and description of task force (TF) structure.

Evaluation criteria: identification should include all elements of TF 1-3, TF 1-78, 1-2 AR, and Brigade Control.

- 0.
- 1.
2. Little of task force structure was identified correctly
- 3.
- 4.
5. Return to Previous Menu

Is This Selection Correct (Y/N)? Y

Figure 6. Performance Data Entry Screen (Group Scores).

----- Performance Measure Answer Sheet -----

Name: INPUT INDIVIDUAL

Staff Position: INPUT POSITION

Group Name: INPUT GROUP NAME

Perf. Measure: Individual/Group (Indiv.)

DATE: 99/99/99

Class: INPUT INSTRUCTOR

Rate:

INPUT RATE

2. Content of the Briefing

1. Effectiveness of planning.

Evaluation criteria: planning should include all relevant aspects of staff position(s).

- 0.
- 1.
- 2.
3. Most planning of briefing was effective
- 4.
5. Return to Previous Menu

Is this selection correct (Y/N)? Y

Figure 7. Performance Data Entry Screen (Individual Scores).

Modify Data

If the user realizes that an error was committed in data entry or if a performance rating sheet was exited from before it was completed, the user will use the "Modify Data" selection from the main menu to make changes or to continue with data entry.

After selecting the Modify Data option from the main menu, the system must identify the specific set of data in the data base that the user wishes to modify. The system will first present the user with the Performance Measure Used menu. After the user tells the system which performance measure to look for, the system will provide the user with all of the PE dates for which this performance measure was used. Selecting the date corresponding to the data that the user wishes to modify, the system will then provide a list of group names for the specified date and performance measure. After the group name is specified, the system will present all of the raters for this condition. Selecting the rater will complete the identification process.

Next, the system will present the user with the data identification portion of the data (e.g., group name and date) and allow for changes in this information if desired. If this information is not changed or after the user changes it, the system presents the user with the first performance rating item (i.e., Section I, item 1).

When the first performance rating item is presented, the system will create the screen format shown in Figure 8. Across the top, the user options Next, Previous, Modify, Continue Add, Query Item, and Quit will appear. These functions are selected with the light bar and initiated by pressing "Enter".

Next	Previous	Modify	Continue Add	Query Item	Quit
------	----------	--------	--------------	------------	------

Performance Measure Answer Sheet (Modify Mode)		
Class: S CLASS	Group: FT IRWIN	Date: 11/11/11
Perf. Measure: Ft. Irwin Heavy Defense	Rater: S RATER	

I. Mission Analysis

1. Identification and description of task force (TF) structure.

Evaluation criteria: identification should include all elements of TF 1-3, TF 1-78, 1-2 AR, and Brigade Control.

1. The task force structure was identified incorrectly.

Figure 8. Data Modification Screen.

Next: This function will cause the system to proceed to and display the next performance rating item.

Previous: This function will cause the system to move back to and display the previous rating item.

Modify: This function will place the system in modify mode for the displayed performance rating item. After this function is activated, the system prompts the user to re-enter the correct rating for the item displayed.

Continue Add: This function will take the user directly to the first item that was not rated in a previous data entry session. The user can complete the entire rating sheet in modify mode.

Query Item: This function allows the user to tell the system to proceed directly to a specific item to be corrected (see Figure 9). After this function is activated, the system asks the user to enter the Section # and also the Item # of the specific item. These entries correspond to the Section (e.g., I, II, and III) of the rating sheet, and the numbered items (e.g., 1, 2, and 3) within these sections.

Note: when entering the Section #, only numeric entries may be made, so the user must translate the section Roman numerals to their Arabic counterparts (e.g., I = 1 and II = 2) and enter the Arabic version. After the item number is entered, the system will display the item specified. To modify the item, the user will activate the Modify function described above.

Quit: The final modify mode function is Quit, the activation of Quit will take the user out of modify mode and return to the Main Menu.

Text Previous Modify Continue Add Query Item Quit

Performance Measure Answer Sheet (Modify Mode)

Class: S CLASS Group: FT IRWIN Date: 11/11/11
Perf. Measure: Ft. Irwin Heavy Defense Rater: S RATER

I. Mission Analysis

1. Identification and description of task force (TF) structure.

Evaluation criteria: identification should include all elements of TF 1-3, TF 1-78, 1-2 AR, and Brigade Control.

1. The task force structure was identified incorrectly.

ENTER SECTION #2

ENTER ITEM #2

Figure 9. Data Modification Screen (Query Mode).

Report Data

The third option on the Main Menu is Report Data. When this option is activated, the system displays the Report Selection Menu. The menu provides for the selection of any of six reports (see Figures 10, and 11): Group Scores (Report 1); Individual Scores (Report 2); Individual to Group Comparison (Report 3); Group Comparison (Historical) (Report 4); Individual Comparison (Historical) (Report 5); and Summary by Instructor (Report 6).

The user of the report generation portion of the PE data base system should be familiar with the data to the extent that he or she knows the essential parameters of the data to be reported. These parameters include the date on which the PE was held, the group or individuals that were rated, and the raters involved. Appendix H provides examples of the six PE data base system reports.

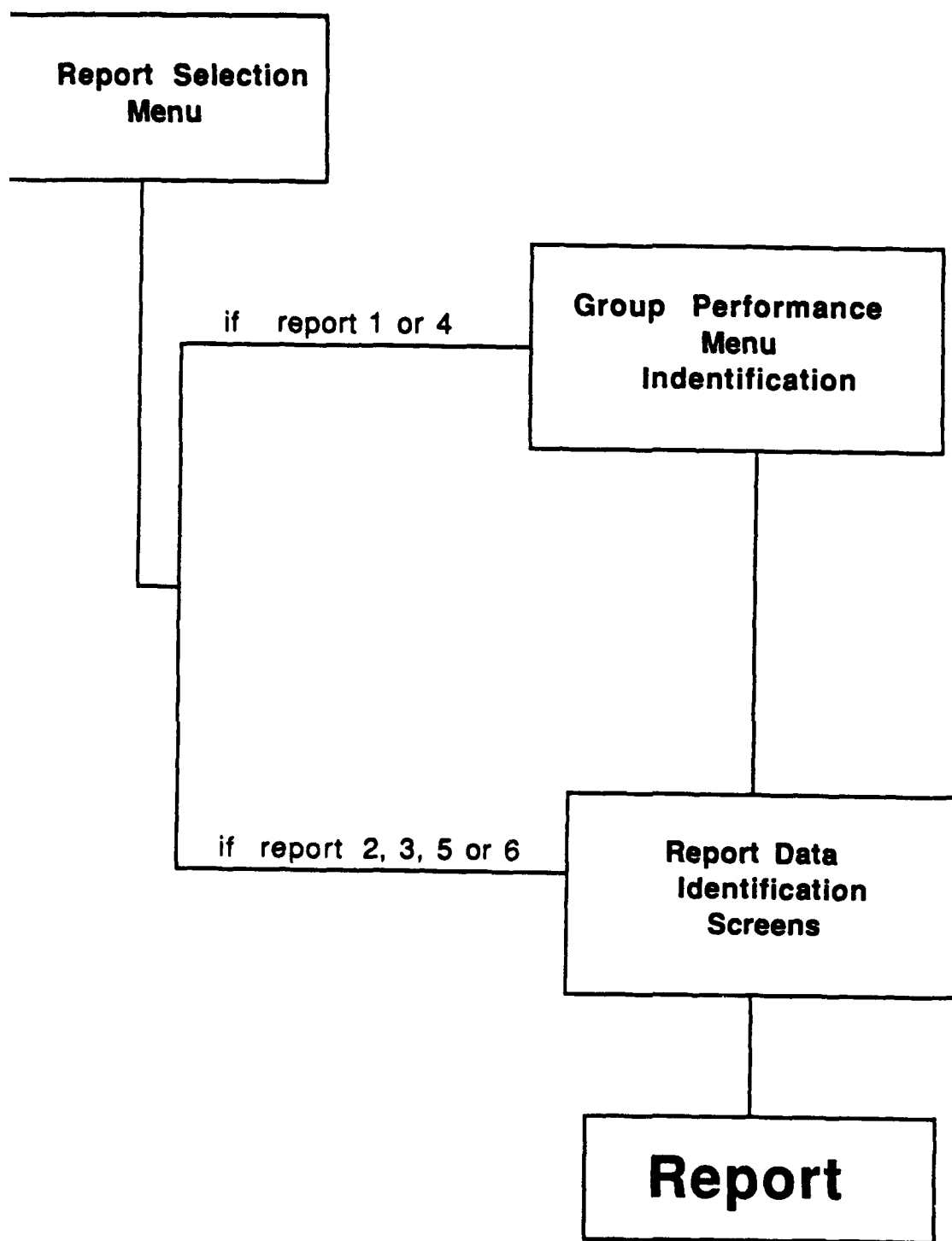


Figure 10. Function Flow Overview Leading to Report.

-----	Report Selection Menu	-----
1. Group Scores		
2. Individual Scores		
3. Individual to Group Comparison		
4. Group Comparison (Historical)		
5. Individual Comparison (Historical)		
6. Summary by Instructor		
7. Return to Main Menu		

Use Up/Down then Enter, or item number to select.

Figure 11. Report Selection Menu.

After a specific report has been selected and the parameters specified (as described below), the report will be displayed on the monitor, one page at a time. If the user wants a hardcopy of the report, he or she will respond with a "Y" to the question "Send report to printer?" which appears at the end of the report.

REPORT 1 - Group Scores. Report 1 reports raw and average data for group performance data. The report will list the raw scores by item, averages by section, and total averages for the entire rating sheets.

When Report 1, group scores is chosen, the system asks the user to specify which of the group performance measures was used, the General, Fort Irwin, or Individual (see Figure 12). After this specification has been made by the user, the system will provide a list of the PE dates for which performance rating data exists on the PE data base system. Similar to Modify mode described above, the user selects the correct date for the data desired. The system then provides the user with all of the group names for the performance criteria and date specified for which data exists. The user again selects the desired group name. The system then provides the user with a list of all of the raters that rated this group. The user has the option to select one or more than one of the raters for the report. If more than one rater is selected, the report will provide the raw data by item, section averages, and total averages for the performance measures for each rater. Following this, the report will provide a combined average consisting of the total averages for each of the raters selected.

Report #1 --- Group Performance Measure Used --- 1. Ft. Irwin Heavy Defense 2. General Performance 3. General Performance 4. General Performance 5. Individual/Group (for group) 6. Return to Report Selection Menu

Use Up/Down then Enter, or item number to select.

Figure 12. Group Performance Measure Used (for Reports 1 and 4).

REPORT 2 - Individual Scores. Report 2 is similar to Report 1 with the exception that the data reported correspond to the assessment of individual performance rather than to groups. As with Report 1, the data reported may be derived from one or more raters. The system asks the user to select the desired date, group, name, and rater(s).

REPORT 3 - Individual to Group Comparison. Report 3 allows for a comparison of individual scores to the scores of the group within which the individual was assessed. This report will use data obtained from the Individual or Group performance measure. Because the data for each individual will also include a group name, the system will be able to provide the overall group averages in addition to the individual score. The system asks the user to first specify the date of the PE, then the group (group name), the name, and finally the rater of the individual that will be compared to the members of his or her group.

REPORT 4: Group Comparison (historical). Report 4 compares the rating of a specific group to the historical data (i.e., all data that were ever entered into the data base) for a given performance rating criteria, either Fort Irwin, General, or Individual. The group average is provided, and the average of all of the group data regardless of the date on which they were assessed is provided. In addition, the standard deviation for the group and the historical comparison group is also provided. Note that when the average of all of the other groups is calculated, the single group that is compared is excluded from the calculation of the comparison historical group data. The system asks the user to chose the group performance measure, the date, the group name, and the rater.

REPORT 5 - Individual Comparison (historical). Report 5 is essentially the same as Report 4 with the exception that it compares a single individual to the historical data (i.e., all data that were ever entered into the data base for individuals). This report uses data resulting from the Individual or Group performance rating criteria. Again, when the historical comparison average is calculated, data specific to the individual to be compared are excluded from the calculation of the historical individual data.

Note: For clarification, Report 3 compares the individual to only his or her immediate group members. Report 5 compares the individual to all individuals evaluated regardless of when they were evaluated.

REPORT 6 - Summary by Instructor. Report 6 allows for the comparison of ratings by instructor. The user is provided a list of the performance criteria used in the PE, under each of which is a list of the instructors that were involved with groups or individuals that were assessed by the performance criteria. The user selects the desired instructors under the performance measurement category. Up to 10 instructors may be selected in one report.

Note: Each instructor selected will be compared to all of the performance categories corresponding to the other instructors selected. For example, if Fort Irwin and Individual data are available for instructor X and Fort Irwin and General data are available for instructor Y, and if instructor X is selected under Individual or Group and instructor Y is selected under General in Report 6, instructor X and Y will both be compared for General, Fort Irwin, and Individual. For the Fort Irwin comparison, a bar graph will depict the average score for instructor X's students followed by the average score for instructor Y's students. For the Individual or Group comparison, the average scores for instructor X and instructor Y will be presented. However, because there are no Individual or Group data for instructor Y, his average score will be 0.0. Similarly, for the General comparison, the average score for instructor Y will be presented and the average score for instructor X will be 0.0.

Reindex Data

This function will reindex the index files in the PE data base system so that the system will be able to perform editing and reporting functions after data in the PE data base files have been altered from outside of the PE data base system (i.e., through interactive use of dBASE IV). When data in the PE data base system files have been altered in this manner, it is important that the Reindex Data option be activated before using any PE data base system capabilities.

Note: Without reindexing the data, the PE data base system index files will not correspond to the altered data files and the system will fail to perform properly.

After entering Reindex Data, the system will reindex all of the index files in the PE data base system, and then return to the Main Menu. The user can then proceed to use the PE data base system as desired.

Note: If data files have not been altered outside of the PE data base system, this function is not required. The PE data base system automatically reindexes data base changes made while the system is operating.

Quit

This function closes down the data bases used by the PE data base system, and exits the user from the system. To protect the integrity of the data, it is suggested that the user use the quit function rather than the "Esc" key to exit the system.

References

- Cascio, W.F. (1982). Applied psychology in personnel management. Reston, VA: Reston Publishing Co.
- Rappold, V.A., Wilkinson, T.D., Kaye, R.D., & Pierce, L.G. (in preparation). Assessing individual and group performance during battle planning exercises. Alexandria, VA: U.S. Army Research Institute for the Behavioral and Social Sciences.
- U.S. Army Field Artillery School. (1990). Battle Book. Fort Sill, OK.

APPENDIX A
COMMAND ESTIMATE PROCESS

1. Mission.
 - a. Staff alerted.
 - b. Commander provides information to staff.
2. Mission Analysis.
 - a. Purpose of the higher headquarters mission.
 - b. Intent of the higher commander and two levels up.
 - c. Area of operations.
 - d. Tasks to be performed.
 - (1) Specified tasks.
 - (2) Implied tasks.
 - e. Assets available.
 - f. Constraints.
 - g. Restraints.
 - h. Acceptable risk (as stated by higher headquarters).
 - i. Initial time analysis.
 - j. Restated mission.
3. Commander's Guidance.
 - a. Intent.
 - b. Time of decision brief.
 - c. Warning notice.
4. Facts.
 - a. Terrain and weather.
 - b. Known enemy information
 - c. Time.

- d. Status of own forces.
- 5. Assumptions.
 - a. Terrain and weather.
 - b. Enemy forces.
 - c. Enemy COAs.
 - d. Own status.
 - e. Time.
- 6. Deductions.
 - Develop own COAs.
- 7. Analysis.
 - a. War game.
 - (1) Determine critical events.
 - (2) List resources and assets.
 - (3) Conduct action, reaction, and counteraction drills.
 - (4) Determine need for branches and sequels.
 - b. Compare and identify advantages and disadvantages.
- 8. Decision.
 - a. Staff recommendation.
 - b. Commander's decision.
- 9. Actions and Orders.
- 10. Supervision.

The Command Estimate

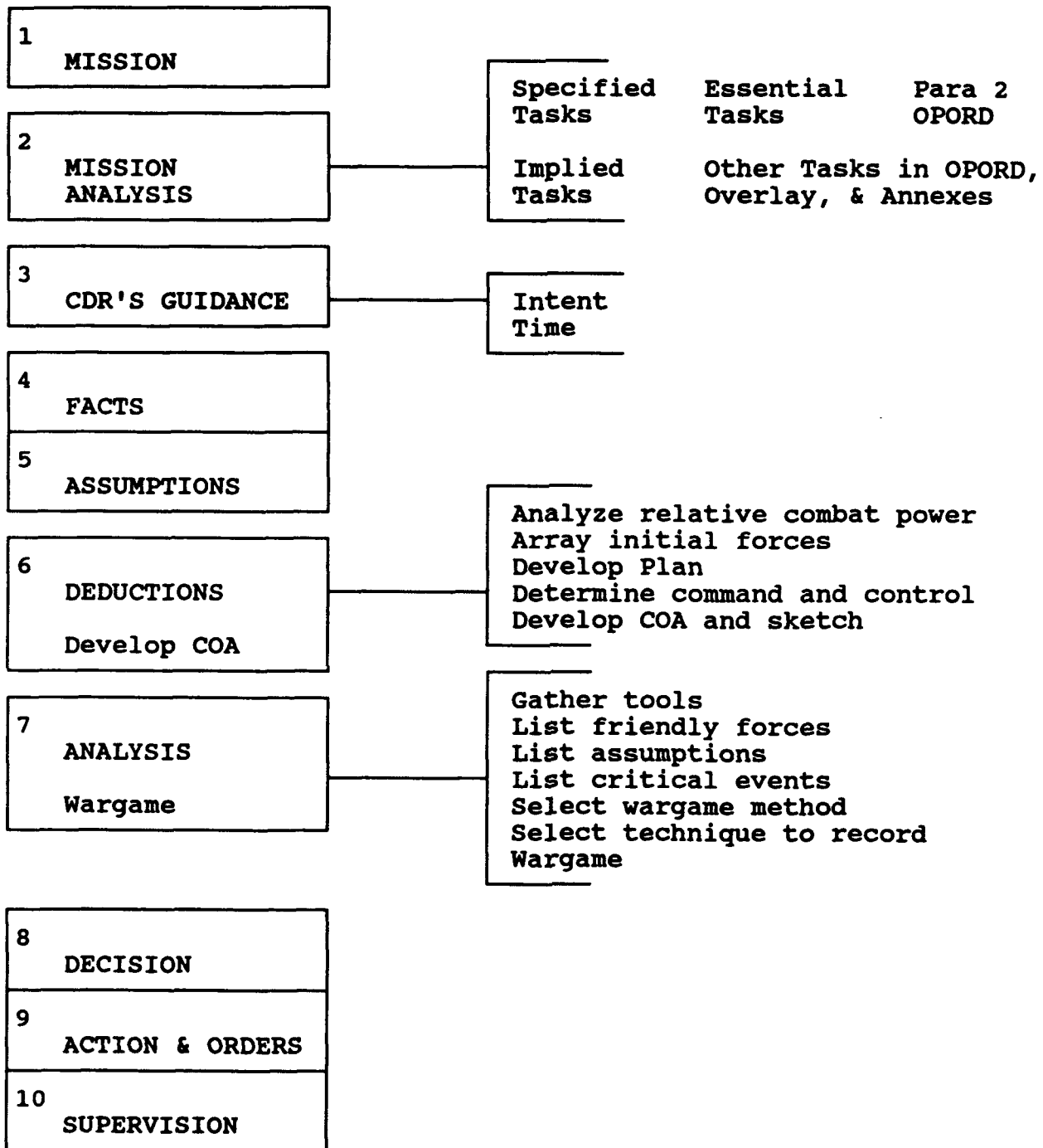


Figure A-1. The Command Estimate

APPENDIX B

DESCRIPTION OF TACTICAL TERMS

Task Organization and Tactical Missions

Performance or assessment of the Fort Irwin (DESERT RAT) PE, as well as the other PEs, requires a basic knowledge of task organization and tactical missions. To provide a better understanding of these areas, a short description of maneuver forces (Infantry and Armor) and FA missions will be presented.

Maneuver Forces

The next higher headquarters for the TFs played by the students in the Fort Irwin PE is the 1st Brigade of the 52nd Mechanized Infantry Division. Maneuver forces for this type of division generally consist of six to eight Mechanized Infantry battalions and three Armor battalions. These battalions are attached to one of three brigade headquarters. The brigade usually consists of three or four battalions, but may vary depending on the assigned mission. In addition, the brigade has other supporting units usually task organized for a specific mission. For the Fort Irwin PE, the 1st Brigade is composed of two Armor battalions and one Mechanized Infantry battalion.

Maneuver forces usually perform better when employed as combined forces. One company from one of the Armor battalions (1st battalion, 3rd Armor) and one company from the 1st battalion, 78th Mechanized Infantry have been cross-attached (temporarily attached for this operation). These infantry-armor organizations are known as TFs and assume the number of the battalion which retains their command element. For example, the TFs in the Fort Irwin PE are known as TF 1-3 and TF 1-78. Also, the second Armor battalion (1st battalion, 2nd Armor) in the Fort Irwin PE is retained as an armor pure battalion for use as the brigade reserve and the counter-attack force. In addition, various units such as ADA and Engineers support the TF and the reserve battalion.

Field Artillery Missions

The FA units of primary importance in the Fort Irwin PE are the 1st battalion, 40th FA (1-40 FA) and the 1st battalion, 616th FA (1-616 FA). The 1-40 FA is in DS of the 1st Brigade while the 1-616 FA is reinforcing the fires of the 1-40 FA. The mission assigned to an artillery unit tells not only who the unit supports but also what are its inherent responsibilities. The 1-40 FA and the 1-616 FA will be used as examples to explain the DS and reinforcing missions. FA units in the other PEs will be used to explain the General Support and GSR missions.

Direct Support. A FA battalion in a DS role not only provides

the primary fire for that unit but also provides FS planning and FS personnel. The 1-40 FA as a DS battalion has the following responsibilities:

1. Answer calls for fire, in priority, from the (a) supported unit (all elements of the 1st Brigade), (b) own observers, and (c) higher FA Headquarters.

2. Has as its zone of fire the zone of action of the supported unit (1st Brigade).

3. Furnishes Fire Support Teams (FISTs) to each maneuver company, and a Fire Support Element (FSE) for the 1st Brigade and each battalion (TF).

4. Establishes communication with FSOs, own target acquisition assets, and all supported maneuver Headquarters.

5. Is positioned in the supported unit zone by the DS FA battalion commander (coordinated with supported unit).

6. Develops its own fire plans to supplement the supported unit maneuver plans.

Reinforcing Mission. The 1-616 FA has been assigned the mission of reinforcing the 1-40 FA. A FA unit reinforces other artillery, never the maneuver forces. As a reinforcing battalion the 1-616 FA has the following responsibilities:

1. Answers calls for fire in priority from (a) reinforced Artillery Unit (1-40 FA), (b) own target acquisition assets, and (c) higher FA Headquarters.

2. Has as its zone of fire the zone of fire of the reinforced FA unit (1-40 FA).

3. Has no requirement to furnish FISTs.

4. Furnishes a liaison officer to the reinforced FA unit headquarters.

5. Establishes communication with the reinforced FA unit.

6. Is positioned in the supported unit zone by the reinforced FA unit or as ordered by higher FA headquarters.

7. Has its fires planned by the reinforced FA unit.

General Support Reinforcing. In the Fort Chaffee PE, A Battery, 2nd battalion, 48th FA (A/2-48 FA) has the mission of GSR to the 2-45 FA. 2-45 FA is assigned a DS mission. A/2-48 FA as a GSR unit, has the following responsibilities.

1. Answers calls for fire in priority from (a) force FA Headquarters (Division Artillery Headquarters), (b) reinforced unit (2-45 FA), and (c) own observers.

2. Has as its zone of fire the zone of action of the supported unit to include the zone of fire of the reinforced FA unit.

3. Furnishes a liaison officer to the reinforced FA unit headquarters.

4. Establishes communications with the reinforced FA unit headquarters.

5. Is positioned by the Force FA Headquarters or reinforced FA unit if approved by Force FA headquarters.

6. Has its fires planned by Force FA Headquarters.

General Support. In the Central American PE, A/2-48 FA has a General Support mission to the 21st Division. As a General Support unit A/2-48 FA has the following responsibilities:

1. Answers calls for fire in priority from (a) force FA Headquarters (21st Division Artillery) and (b) own observers.

2. Has as its zone of fire the zone of action of the supported unit (21st Division).

3. Is positioned by the Force FA Headquarters.

4. Has its fires planned by Force FA Headquarters.

FS Planning and Coordination

The DS battalion provides FS personnel at each maneuver headquarters from the brigade down to the company level. The personnel at company level are known as FISTs. The Fort Irwin PE involves only the personnel at TF (battalion) and brigade level. The organization at TF and Brigade level is known as a FSE. The officer in charge of the FSE is a FSO. The FSO has three primary duties: (a) control and training of section members and subordinate company FSOs, (b) FS planning for the supported maneuver force, and (c) FS coordination. In the PE, the FSO is primarily concerned with FS planning and coordination. FS channels are shown in Figure B-1.

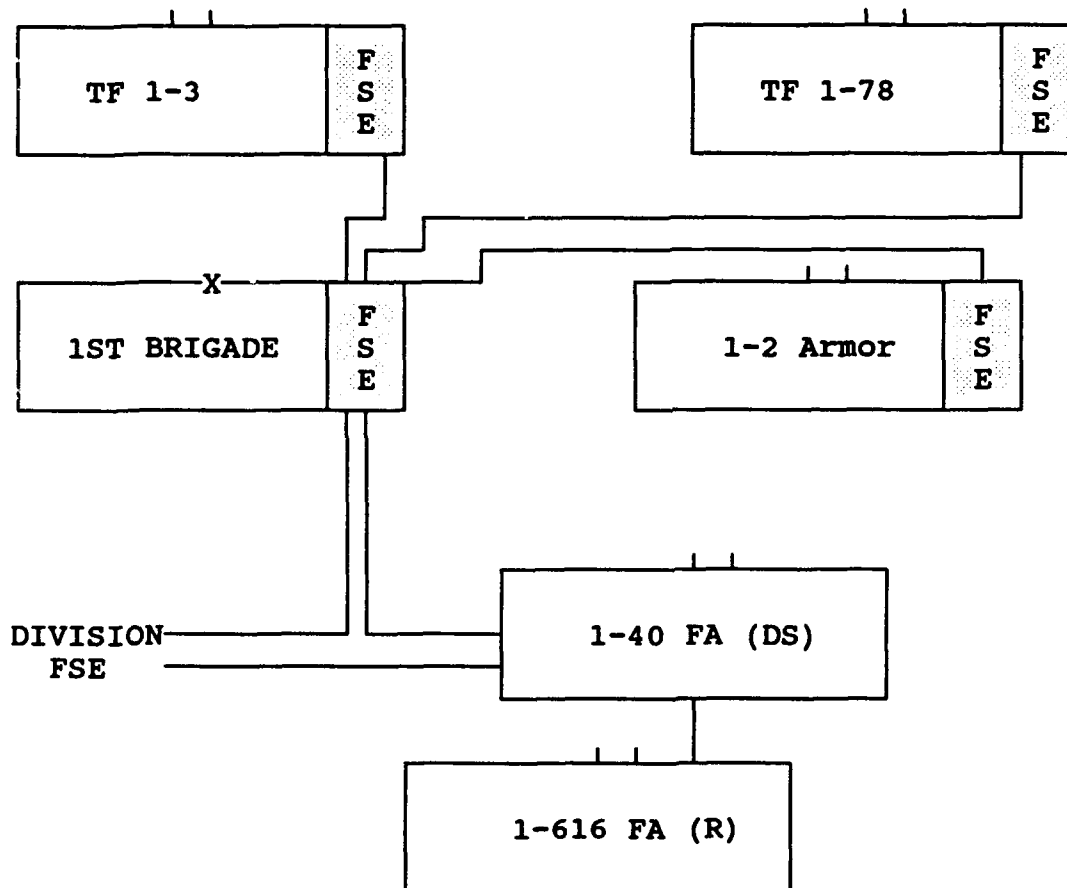


Figure B-1. FS Channels

APPENDIX C

PE STAFF POSITIONS

This appendix is a summary of the general duties of staff positions played by students during the PEs, and involves scenarios at battalion TF or higher echelons. However, the actual duties performed by the staff depends upon the scenario, the small group leader's method of operation, the organization of the staff by the S3 or executive officer (XO), and available time. The staff positions played in the various PEs are shown in Table D-1.

Table C-1

PE Staff Positions

S t a f f Position	PEs						
	Irwin	Sill	Chaffee	Cen. Am	W.	Ger.	SW Asia
S3	X	X	X	X	X		X
S2	X	X	X	X	X		X
FSO	X	X	X	X	X		X
Engineer	X	X	X	X			
ADA	X	w/ALO	C	X			w/ALO
ALO	X	w/ADA	C	X	X		w/ADA
Mortar		X	X				
S1		w/S4	C	w/S4			
S4		w/S1	C	w/S1			X
S3, Air			C	X	X		
NGLO				X			
DS FA BN					XO, S3, FDO *	S3, S4, FDO *	

X = Assigned position w/ = Position combined as indicated
 C = Positions combined as directed by the small group leader
 * = DS FA BN positions played by three student

Staff Positions

S3

Senior staff officer in charge of staff in the absence of a Chief of Staff or XO.
Organizes staff to perform mission analysis.
Organizes and conducts briefings.
Develops preliminary mission statement.
Identifies Area of operations.
Develops COA (with COA statement and sketch).
Recommends boundaries and other control measures.
Develops facts concerning time.
Provides input on status of own and friendly forces.
Develops current task organization.
Makes assumptions about status of forces and general ability of unit to conduct the mission.
Determines the impact that other developments and missions might have on potential operations.
Takes the lead in wargaming COAs.
Compares wargame results.
Identifies alternatives for COAs during wargaming.

S2

Conducts analysis of the battlefield using IPB.
Determines enemy:

- Avenues of approach.
- Zones of entry.
- Key and decisive terrain.

Develops current weather information.
Determines known enemy information including:

- Identifying and locating known enemy units.
- Developing enemy order of battle.
- Identifying enemy activities, capabilities, and weaknesses.
- Summarizing recent and present enemy activities.

Develops enemy COAs.
Develops intelligence requirements.
Identifies requirements for reconnaissance, surveillance, and target acquisition.
Recommends targets to the FSO.
Coordinates enemy vulnerabilities and own capabilities with the S3.
Assists the S3 and acts as adversary in wargaming.
Uses IPB to:

- Develop situational template based on known enemy location and activities.
- Determines enemy capabilities based on what could affect own operations.
- Develops event template at Named Areas of Interest.
- Develops decision support template.

- Coordinates target areas of interest with FSO.

S1

Develops personnel status of organization, subordinate units, and attached and supporting units.

Makes assessments of:

- Unit strength maintenance.
- Replacements.
- Noncombat matters.
- Soldier personal readiness.

Considers personnel factors for each COA.

During wargaming, analyzes each COA to determine if one COA could result in greater casualties than the others.

S4

Provides an accurate and current assessment of the logistical situation of the organization, subordinate units, and attached and supporting units in the following areas:

- Maintenance.
- Supply.
- Services.
- Transportation.
- Labor.
- Facilities and construction.

Discusses significant differences between current and anticipated logistical status at the time the operation is begun.

Analyzes each COA to identify potential logistical problems and deficiencies.

Recommends the general location of support units.

FSO

Assists in estimating the situation.

Informs the staff and commander of capabilities and limitations of all FS assets available.

Coordinates with the S2 on enemy locations and advises on enemy indirect FS capabilities and limitations.

Informs commander and staff on ammunition status.

Collects FS information through FS channels.

Advises other FS representatives.

Plans fires in accordance with the commander's guidance.

Develops the FS Plan.

Recommends FS coordinating measures.

Recommends type of FS assets to use.

Receives and distributes priorities for FS from the maneuver commander.

Informs staff of FS and fire unit situations.

Resolves conflicts between FS agencies.

Recommends allocation of FS means.

Assists in wargaming by:

- Determining the most effective weapon to attack emerging targets.
- Determining tasks for FS assets.
- Determining proper distribution of FS assets.
- Positioning mortars to support the scheme of maneuver (if authorized).
- Considering ammunition needs.

S3 Air

Provides information on Army Aviation assets.

Plans airmobile operations.

Requests Army Aviation support.

Coordinates corridors for approach and return to landing areas.

Coordinates corridors for command and control, supply, reconnaissance, liaison, and observation.

Coordinates with the ALO for Tactical Air support.

Coordinates air activities with the FSO.

Performs airspace management activities.

Engineer Officer

Determines the requirements for engineer support.

Recommends to the commander and staff the allocation of engineer resources.

Recommends the command and support relationships between maneuver and engineer units.

Prepares the engineer portion of plans and orders.

Plans engineer activities in the areas of:

- Mobility--bridges and breaching obstacles.
- Countermobility--construction of obstacles, mine operations, and demolitions.
- Survivability--construction of fighting positions, and prospective positions for tactical sites.
- General engineering.

ADA Officer

Advises the commander and staff on all matters about the employment of ADA units.

Determines the requirements for ADA units and makes recommendations to the S3.

Prepares the ADA portion of plans and orders.

Coordinates the integration of ADA operations with the S2.

Plans and coordinates the use of airspace in conjunction with the S3 Air or Aviation Officer.

Assists in analyzing enemy ADA capabilities.

ALO

Advises the commander and staff on employment of CAS, battlefield air interdiction, reconnaissance, and airlift.

Requests CAS and reconnaissance support.

Makes advance notification of impending, immediate airlift requirements.

Coordinates CAS missions with the FSO.

Assists in planning the simultaneous employment of air and surface fires.

Assists the S3 Air in the planning and coordinating of airspace.

Mortar Platoon Leader

Advises on the use of mortars.

Assists in planning FS.

Coordinates with the FSO on the use of mortars to support the overall operations.

Executive Officer (XO)

Acts as Chief of Staff.

Directs the staff.

Reviews staff actions.

Approves actions or obtains commander's approval.

APPENDIX D

FORT IRWIN PE SPECIFIED AND IMPLIED TASKS

This appendix contains a listing of the specified and implied tasks from the Fort Irwin PE (OPORD 4-88). This list was developed with the assistance of the small group leaders at the USAFAS. Because the identification and inclusion of a task as specified or implied varies depending on the instructor, this list may not be all inclusive (especially the implied tasks).

Specified Tasks

Assess Task organization for TF 1-3 and TF 1-78.
Conduct battle handoff with 1-23 CAV at PL SAM.
TF 1-3 main effort forward of PL POLLY.
Priority of fires is to TF 1-3.
ADA weapons control status: TIGHT.
ADA warning: YELLOW.
Priority of intelligence collection effort is to find when, where, and in what strength the enemy will conduct the main attack.
On order, identify and locate the second echelon TR.
Priority of identification and jamming is to FS nets.
Engineer priority to survivability, countermobility, and mobility.
Priority of FA delivered FASCAM to flank protection.
Defend in sector.
Destroy the 127th MRR (TF 1-3).
Destroy the 133rd MRR (TF 1-78).
Deny enemy penetration of PL POLLY.
Coordinate passage of lines with 1-23 CAV.
On order, assist forward passage of 3rd Brigade.
On order, assist forward passage of 313th SIB.
Counterfire priority: multiple rocket launchers, tube artillery, and mortars.
Pass all counterfire targets to the 67th FA Brigade CP.
Assess Organization for combat: 1-40 FA (DS), 1-616 FA (R).
Copperhead priority is to TF 1-3.
Priority of decontamination is initially to TF 1-3.
OEG: there is negligible risk to unwarned, exposed personnel.
Status is MOPP 2.
Antiterrorism Action: All rear area bases will have entrances barricaded to reduce traffic speed.
Services: priority to main effort.
2 FPFs per TF.
2 CASS per TF.
Develop high payoff target matrix.
Coordinate with adjacent units at control points on PL SAWYER.
Develop engineer matrix.

Implied Tasks

Plan routes for 1-23 CAV in sector.
Deploy security force between PL SAM and PL SAWYER.
Plan routes for 3rd Brigade.
Plan routes for 313th SIB.
Coordinate positions for 1-40 FA and 1-616 FA.
Report completion of battle handoff with 1-23 CAV.
Coordinate positions along PL POLLY with 1-2 Armor for counterattack.
Screen Brigade's northern flank after battle handoff.
Coordinate overflight of the 151st Attack Helicopter Battalion on aerial axis ZOOM.
Plan suppression of enemy air defense to support the joint air attack team.
Report when all elements are behind PL POLLY.
Coordinate security of main supply routes with MPs.
Plan decontamination sites for 152nd Chemical Company.
TF 1-78 be prepared to assume main effort to the South.
Use priority of fires (TF 1-3).
Use ADA.
Establish passage of lines.
Liaison with covering force.
Coordinate FS.
Conduct desert operations.
Coordinate with MPs in sector.
Establish contact point for on order mission.
Barrier plan must facilitate rearward passage of lines.
Barrier plan must facilitate counterattack.
Coordinate antiterrorism actions with 1 Forward Support Battalion.
Continue to defend in sector during 1-2 Armor counterattack.

APPENDIX E
GENERAL PERFORMANCE MEASURE

Group Name _____ Scenario _____
Class _____ Rater _____
Date _____ Group Members _____

I. Mission Analysis

- _____ 1. Identification of components of the organization for combat.

Evaluation criteria: identification should include make-up, type, number of forces, and all other important components.

- 0 Not applicable
- 1 The components were not identified or the components were misidentified.
- 2 Few components were correctly identified.
- 3 Most components were correctly identified.
- 4 All components were correctly identified.

Comments:

- _____ 2. Identification of the area of operations.

Evaluation criteria: identification should include deep, close, and rear areas.

- 0 Not applicable
- 1 The areas were not identified or the areas were misidentified.
- 2 Few areas were identified correctly.
- 3 Most areas were identified correctly.
- 4 All areas were identified correctly.

Comments:

_____ 3. Assessment of enemy strength and capabilities.

Evaluation criteria: assessment should include enemy position, strength, expected time of attack, terrain descriptions, and all other important characteristics of the enemy.

- 0 Not applicable
- 1 The enemy strength and capabilities were not assessed or the enemy strength and capabilities were not assessed correctly.
- 2 Few enemy strength and capabilities were assessed correctly.
- 3 Most enemy strength and capabilities were assessed correctly.
- 4 All enemy strength and capabilities were assessed correctly.

Comments:

_____ 4. Identification of the commander's intent.

Evaluation criteria: identification should include maneuver directions, plans for counterattack, designation of main battle force, and all other important aspects of the commander's intent.

- 0 Not applicable
- 1 The commander's intent was not identified or the commander's intent was misidentified.
- 2 Little of commander's intent was identified correctly.
- 3 Most of commander's intent was identified correctly.
- 4 All of commander's intent was identified correctly.

Comments:

_____ 5. Analysis of higher headquarters mission.

Evaluation criteria: analysis should include main battle objectives, counterattack objectives, and all other important aspects of higher headquarters mission.

- 0 Not applicable
- 1 The mission was not analyzed or the mission was misinterpreted.
- 2 Little of mission was interpreted correctly.
- 3 Most of mission was interpreted correctly.
- 4 All of mission was interpreted correctly.

Comments:

_____ 6. Derivation of implied tasks.

Evaluation criteria: description should include complete and accurate listing of implied tasks.

- 0 Not applicable
- 1 There was no listing and description of implied tasks or the implied tasks were misidentified.
- 2 Few implied tasks were listed and described correctly.
- 3 Most implied tasks were listed and described correctly.
- 4 All implied tasks were listed and described correctly.

Comments:

_____ 7. Derivation of specified tasks.

Evaluation criteria: description should include complete and accurate listing of specified tasks.

- 0 Not applicable
- 1 There was no listing and description of specified tasks or the specified tasks were misidentified.
- 2 Few specified tasks were listed and described correctly.
- 3 Most specified tasks were listed and described correctly.
- 4 All specified tasks were listed and described correctly.

Comments:

_____ 8. Identification of essential tasks.

Evaluation criteria: identification should include complete and accurate listing of essential tasks.

- 0 Not applicable
- 1 The essential tasks were not identified or the essential tasks were misidentified.
- 2 Few essential tasks were identified correctly.
- 3 Most essential tasks were identified correctly.
- 4 All essential tasks were identified correctly.

Comments:

_____ 9. Description of assets available.

Evaluation criteria: description should include forces attached, type of forces, number of forces, and all other assets.

- 0 Not applicable
- 1 The assets were not identified or the assets were misidentified.
- 2 Few assets were identified correctly.
- 3 Most assets were identified correctly.
- 4 All assets were identified correctly.

Comments:

_____ 10. Description of constraints or restraints on the mission.

Evaluation criteria: description should include time of mission, type of forces, and all other constraints or restraints on mission.

- 0 Not applicable
- 1 Constraints or restraints were not described or constraints or restraints were misidentified.
- 2 Few constraints or restraints on mission were identified correctly.
- 3 Most constraints or restraints on mission were identified correctly.
- 4 All constraints or restraints on mission were identified correctly.

Comments:

_____ 11. Assessment of friendly forces.

Evaluation criteria: assessment should include type, number, and all other important characteristics of the friendly forces.

- 0 Not applicable
- 1 There was no assessment of friendly forces or the friendly forces were misidentified.
- 2 Few friendly forces were assessed correctly.
- 3 Most friendly forces were assessed correctly.
- 4 All friendly forces were assessed correctly.

Comments:

_____ 12. Restatement of the mission.

Evaluation criteria: restatement of mission should include who, what, when, where, and why.

- 0 Not applicable
- 1 No restatement of mission was given or mission was misidentified.
- 2 Restated few components of mission.
- 3 Restated most components of mission.
- 4 Restated all components of mission.

Comments:

II. Execution of the Mission

1. Identification of tasks to the maneuver forces.

Evaluation criteria: identification of tasks to maneuver forces should include all elements, location, and types of maneuver.

- 0 Not applicable
- 1 Tasks to maneuver forces were not identified or tasks to maneuver forces were misidentified.
- 2 Few tasks to maneuver forces were identified correctly.
- 3 Most tasks to maneuver forces were identified correctly.
- 4 All tasks to maneuver forces were identified correctly.

Comments:

2. Description of fire support.

Evaluation criteria: description should include type of ammo, priority of fire, final protective fires, and all other aspects of fire support.

- 0 Not applicable
- 1 No fire support was described or fire support was misidentified.
- 2 Little fire support was described or identified correctly.
- 3 Most fire support was described or identified correctly.
- 4 All fire support was described or identified correctly.

Comments:

_____ 3. Description of air support.

Evaluation criteria: description should include priority of support, number of sorties allocated, counterair capabilities, and all other aspects of air support.

- 0 Not applicable
- 1 No air support was described or air support was misidentified.
- 2 Little air support was described or identified correctly.
- 3 Most air support was described or identified correctly.
- 4 All air support was described or identified correctly.

Comments:

_____ 4. Description of intelligence information.

Evaluation criteria: description should include battlefield area evaluation, terrain analysis, weather analysis, threat evaluation, and all other aspects of intelligence information.

- 0 Not applicable
- 1 No intelligence information was described or intelligence information was misinterpreted.
- 2 Little intelligence information was described correctly.
- 3 Most intelligence information was described correctly.
- 4 All intelligence information was described correctly.

Comments:

_____ 5. Description of engineer support.

Evaluation criteria: description should include priority of support, specific tasks, and all other aspects of engineer support.

- 0 Not applicable
- 1 No engineer support was described or engineer support was misidentified.
- 2 Little engineer support was described correctly.
- 3 Most engineer support was described correctly.
- 4 All engineer support was described correctly.

Comments:

_____ 6. Description of military police (MP) support.

Evaluation criteria: description should include priority of support, specific tasks to MPs, and all other aspects of MP support.

- 0 Not applicable
- 1 No MP support was described or MP support was misidentified.
- 2 Little MP support was described correctly.
- 3 Most MP support was described correctly.
- 4 All MP support was described correctly.

Comments:

_____ 7. Description of service support.

Evaluation criteria: description should include priority of support, classes of supplies, resupply information, ammo supplies, and all other aspects of service support.

- 0 Not applicable
- 1 No service support was described or service support was misidentified.
- 2 Little service support was described correctly.
- 3 Most service support was described correctly.
- 4 All service support was described correctly.

Comments:

_____ 8. Description of command and signal information.

Evaluation criteria: description should include present location, future locations, and all other aspects of command and signal information.

- 0 Not applicable
- 1 No command and signal information was described or command and signal information was misidentified.
- 2 Little command and signal information was described correctly.
- 3 Most command and signal information was described correctly.
- 4 All command and signal information was described correctly.

Comments:

III. Development of the Courses of Action (COAs)

_____ 1. Integration of commander's intent into the COA.

Evaluation criteria: integration should include all elements of commander's intent such as tasks to maneuver forces and designation of main battle force.

- 0 Not applicable
- 1 None of commander's intent was integrated.
- 2 Little of commander's intent was integrated.
- 3 Most of commander's intent was integrated.
- 4 All of commander's intent was integrated.

Comments:

_____ 2. COA incorporation of essential tasks specified in operations order (OPORD).

Evaluation criteria: incorporation should include all tasks in OPORD.

- 0 Not applicable
- 1 No essential tasks were incorporated.
- 2 Few essential tasks were incorporated.
- 3 Most essential tasks were incorporated.
- 4 All essential tasks were incorporated.

Comments:

_____ 3. COA incorporation of engineer support.

Evaluation criteria: incorporation should include all elements of engineer support.

- 0 Not applicable
- 1 No engineer support was incorporated.
- 2 Little engineer support was incorporated.
- 3 Most engineer support was incorporated.
- 4 All engineer support was incorporated.

Comments:

_____ 4. COA incorporation of organizational assets.

Evaluation criteria: incorporation should include engineer elements, air support elements, combat support elements, and all other assets.

- 0 Not applicable
- 1 No assets were incorporated.
- 2 Few assets were incorporated.
- 3 Most assets were incorporated.
- 4 All assets were incorporated.

Comments:

_____ 5. Formulation of the COA.

Evaluation criteria: COA should answer WHAT, WHEN, WHERE, HOW, WHY, and include a logical sequence (steps) of development.

- 0 Not applicable
- 1 COA included no logical sequence of development.
- 2 COA included few logical steps of development.
- 3 COA included most logical steps of development.
- 4 COA included all logical steps of development.

Comments:

_____ 6. COA appropriateness to the area of operations.

Evaluation criteria: COA should address deep operations, security operations, Main Battle area, reserve and rear operations.

- 0 Not applicable
- 1 COA did not address area of operations.
- 2 COA included few aspects of the area of operations.
- 3 COA included most aspects of the area of operations.
- 4 COA included all aspects of the area of operations.

Comments:

_____ 7. Use of Intelligence Preparation of the Battlefield (IPB) to develop the COA.

Evaluation criteria: use should include all components of IPB.

- 0 Not applicable
- 1 IPB was not used to develop COA.
- 2 Little of IPB was used to develop COA.
- 3 Most of IPB was used to develop COA.
- 4 All of IPB was used to develop COA.

Comments:

_____ 8. COA incorporation of the Fire Support Plan.

Evaluation criteria: incorporation should include all components of Fire Support Plan.

- 0 Not applicable
- 1 COA did not incorporate Fire Support Plan.
- 2 Few Fire Support Plan components were incorporated in COA.
- 3 Most Fire Support Plan components were incorporated in COA.
- 4 All Fire Support Plan components were incorporated in COA.

Comments:

_____ 9. COA incorporation of the maneuver execution matrix.

Evaluation criteria: incorporation should include all components of maneuver execution matrix.

- 0 Not applicable
- 1 COA did not incorporate maneuver execution matrix.
- 2 Few maneuver execution matrix components were incorporated in COA.
- 3 Most maneuver execution matrix components were incorporated in COA.
- 4 All maneuver execution matrix components were incorporated in COA.

Comments:

IV. Briefing

_____ 1. Presentation of statement of the purpose.

Evaluation criteria: presentation of statement of purpose should include all appropriate elements of mission.

- 0 Not applicable
- 1 No appropriate elements of statement of purpose were presented in briefing.
- 2 Few appropriate elements of statement of purpose were presented in briefing.
- 3 Most appropriate elements of statement of purpose were presented in briefing.
- 4 All appropriate elements of statement of purpose were presented in briefing.

Comments:

_____ 2. Presentation of the mission overview.

Evaluation criteria: presentation should provide clear and concise overview and include all appropriate elements of mission.

- 0 Not applicable
- 1 Mission overview was not presented.
- 2 Little of mission overview was presented appropriately.
- 3 Most of mission overview was presented appropriately.
- 4 All of mission overview was presented appropriately.

Comments:

_____ 3. Use of graphics to support the briefing.

Evaluation criteria: briefing should include maps and visual aids of all relevant information.

- 0 Not applicable
- 1 None of briefing was supported by appropriate use of graphics.
- 2 Little of briefing was supported by appropriate use of graphics.
- 3 Most of briefing was supported by appropriate use of graphics.
- 4 All of briefing was supported by appropriate use of graphics.

Comments:

_____ 4. Completeness of the briefing.

Evaluation criteria: presentation should include proposed maneuvers, statement of mission, intelligence data, tasks to engineers, and all other relevant elements of COA.

- 0 Not applicable
- 1 No elements of the COA were presented.
- 2 Few elements of the COA were presented.
- 3 Most elements of the COA were presented.
- 4 All elements of the COA were presented.

Comments:

_____ 5. Coordination of all staff positions.

Evaluation criteria: coordination should include S3, S2, FSO, and all other assigned staff positions.

- 0 Not applicable
- 1 No assigned staff positions were coordinated.
- 2 Few assigned staff positions were coordinated.
- 3 Most assigned staff positions were coordinated.
- 4 All assigned staff positions were coordinated.

Comments:

_____ 6. Use of the Command Estimate Process.

Evaluation criteria: briefing should include mission, mission analysis, commander's guidance, course of action, and all other appropriate components of the Command Estimate Process.

- 0 Not applicable
- 1 No appropriate components of the Command Estimate Process were used for briefing.
- 2 Few appropriate components of the Command Estimate Process were used for briefing.
- 3 Most appropriate components of the Command Estimate Process were used for briefing.
- 4 All appropriate components of the Command Estimate Process were used for briefing.

Comments:

_____ 7. Coverage of assigned staff positions.

Evaluation criteria: coverage should include S3, S2, FSO, engineer, and all other assigned staff positions.

- 0 Not applicable
- 1 None of assigned staff positions were covered.
- 2 Few assigned staff positions were covered.
- 3 Most assigned staff positions were covered.
- 4 All assigned staff positions were covered.

Comments:

_____ 8. Rehearsal of the plan.

Evaluation criteria: the Fire Support (FS) plan, FS matrix, and maneuver execution matrix should be synchronized with the maneuver plan in the rehearsal.

- 0 Not applicable
- 1 No support plans were synchronized with the maneuver plan in the rehearsal.
- 2 Few support plans were synchronized with the maneuver plan in the rehearsal.
- 3 Most support plans were synchronized with the maneuver plan in the rehearsal.
- 4 All support plans were synchronized with the maneuver plan in the rehearsal.

Comments:

APPENDIX F

SCENARIO-SPECIFIC PERFORMANCE MEASURE

Group Name _____ Class _____

Rater _____ Date _____

Group Members _____

I. Mission Analysis

- _____ 1. Identification and description of task force (TF) structure.

Evaluation criteria: identification should include all elements of TF 1-3, TF 1-78, 1-2 AR, and Brigade Control.

- 0 Not applicable
- 1 The task force structure was not identified or the task force structure was misidentified.
- 2 Little of task force structure was identified correctly.
- 3 Most of task force structure was identified correctly.
- 4 All of task structure was identified correctly.

Comments:

- _____ 2. Description of assets available to TF 1-3.

Evaluation criteria: description should include 1-3 Armor; A/1-78 Mechanized; 1/B/1-144 ADA, Vulcan, direct support; 1/4/B/1-144 ADA, Stinger; A/C/501 Engineers, direct support; 2/1/C/52nd Military Intelligence, General Support Reinforcing.

- 0 Not applicable
- 1 The assets of TF 1-3 were not identified or the assets of TF 1-3 were misidentified.
- 2 Few assets of TF 1-3 were identified correctly.
- 3 Most assets of TF 1-3 were identified correctly.
- 4 All assets of TF 1-3 were identified correctly.

Comments:

_____ 3. Description of assets available to TF 1-78.

Evaluation criteria: assets should include 1-78 Mechanized; A/1-3 Armor; 3/B/1-144 ADA, Vulcan, direct support; 3/4/B/1-144 ADA, Stinger; 3/1/C/52nd Military Intelligence, General Support Reinforcing; B/501 Engineers, direct support.

- 0 Not applicable
- 1 The assets of TF 1-78 were not identified or the assets of TF 1-78 were misidentified.
- 2 Few assets of TF 1-78 were identified correctly.
- 3 Most assets of TF 1-78 were identified correctly.
- 4 All assets of TF 1-78 were identified correctly.

Comments:

_____ 4. Description of assets available to the 1-2 AR.

Evaluation criteria: assets should include 1-2 Armor; 2/B/1-144 ADA, Vulcan, direct support; 2/4/B/1-144 ADA, Stinger.

- 0 Not applicable
- 1 The assets of 1-2 AR were not identified or the assets of 1-2 AR were misidentified.
- 2 Few assets of 1-2 AR were identified correctly.
- 3 Most assets of 1-2 AR were identified correctly.
- 4 All assets of 1-2 AR were identified correctly.

Comments:

_____ 5. Description of assets available to brigade control.

Evaluation criteria: assets should include 151st Attack Helicopter battalion, operational control; 1-40 FA, direct support; A/1-144 ADA; 1/52 Chemical Company, decontamination; Team C Military Intelligence; 501 Engineers, corps; 1st Forward Support Battalion, direct support; 1/52 MP Company.

- 0 Not applicable
- 1 The assets of brigade control were not identified or the assets of brigade control were misidentified.
- 2 Few assets of brigade control were identified correctly.
- 3 Most assets of brigade control were identified correctly.
- 4 All assets of brigade control were identified correctly.

Comments:

_____ 6. Identification of the area of operations.

Evaluation criteria: area of operations should include deep area east of Tiefort Mountains, main battle area at PL Polly, and boundary west of PL Sam.

- 0 Not applicable
- 1 The areas were not identified or the areas were misidentified.
- 2 Few areas were identified correctly.
- 3 Most areas were identified correctly.
- 4 All areas were identified correctly.

Comments:

_____ 7. Assessment of enemy strength and capabilities.

Evaluation criteria: assessment should include description of 41 MRD occupying position south of Quail Mountains, enemy is at 75% strength overall, second echelon is 199 TR - at 80% strength, and all other characteristics of enemy.

- 0 Not applicable
- 1 The enemy strength and capabilities were not assessed or the enemy strength and capabilities were misidentified.
- 2 Little of enemy strength and capabilities were assessed correctly.
- 3 Most of enemy strength and capabilities were assessed correctly.
- 4 All of enemy strength and capabilities were assessed correctly.

Comments:

_____ 8. Assessment and description of friendly forces.

Evaluation criteria: assessment and description should include 10th US Corps; 52nd Mechanized division; 2nd brigade, 52nd Mechanized division; 1-23 Cavalry; 313 Separate Infantry brigade; 67th FA brigade.

- 0 Not applicable
- 1 There was no assessment of friendly forces or the friendly forces were misidentified.
- 2 Few friendly forces were assessed or identified correctly.
- 3 Most friendly forces were assessed or identified correctly.
- 4 All friendly forces were assessed or identified correctly.

Comments:

_____ 9. Identification of the commander's intent.

Evaluation criteria: identification should include destruction of 41 MRD forward of PL Polly setting up the division's counterattack to block 17 TD, and all other aspects of commander's intent.

- 0 Not applicable
- 1 The commander's intent was not identified or the commander's intent was misidentified.
- 2 Little of commander's intent was identified correctly.
- 3 Most of commander's intent was identified correctly.
- 4 All of commander's intent was identified correctly.

Comments:

_____ 10. Analysis of the higher headquarters mission.

Evaluation criteria: analysis should include 52nd Mechanized Brigade's destruction of 41 MRD forward of PL Polly setting up the division's counterattack to block 17 TD, preparation to assist the 313th SIB through sector, and other aspects of mission.

- 0 Not applicable
- 1 The mission was not analyzed or the mission was misinterpreted.
- 2 Little of mission was interpreted correctly.
- 3 Most of mission was interpreted correctly.
- 4 All of mission was interpreted correctly.

Comments:

_____ 11. Presentation of Intelligence Preparation of the Battlefield (IPB).

Evaluation criteria: IPB should include description of battlefield area in vicinity of Soda mountains, probable enemy COA through Soda Mountains, identification of key terrain points around Quail and Soda Mountains, and all other relevant aspects of IPB.

- 0 Not applicable
- 1 IPB was not presented or IPB was misidentified.
- 2 Little of IPB was presented correctly.
- 3 Most of IPB was presented correctly.
- 4 All of IPB was presented correctly.

Comments:

_____ 12. Derivation of implied tasks.

Evaluation criteria: Description of tasks should include establishing passage of lines, liaison with covering forces, use of priority of fires, use of ADA, and all other implied tasks.

- 0 Not applicable
- 1 There was no listing and description of implied tasks or the implied tasks were misidentified.
- 2 Few implied tasks were listed and described correctly.
- 3 Most implied tasks were listed and described correctly.
- 4 All implied tasks were listed and described correctly.

Comments:

_____ 13. Derivation of specified tasks.

Evaluation criteria: description of tasks should include the destruction of the 127 MRD, conducting battle handover at PL Sam, denying enemy penetration of PL Polly, priority of fires to TF 1-3, and all other specified tasks.

- 0 Not applicable
- 1 There was no listing and description of specified tasks or the specified tasks were misidentified.
- 2 Few specified tasks were listed and described correctly.
- 3 Most specified tasks were listed and described correctly.
- 4 All specified tasks were listed and described correctly.

Comments:

_____ 14. Identification of essential tasks.

Evaluation criteria: identification should include denying enemy penetration of PL Polly, TF 1-3 defense in sector, conducting battle handover at PL Sam, and all other essential tasks.

- 0 Not applicable
- 1 There was no listing of the essential tasks or the essential tasks were misidentified.
- 2 Few essential tasks were identified correctly.
- 3 Most essential tasks were identified correctly.
- 4 All essential tasks were identified correctly.

Comments:

_____ 15. Description of constraints or restraints on the mission.

Evaluation criteria: description should include defending in sector no later than 17 August at 0100 and all other constraints or restraints on mission.

- 0 Not applicable
- 1 Constraints or restraints were not described or constraints or restraints were misidentified.
- 2 Few constraints or restraints were described correctly.
- 3 Most constraints or restraints were described correctly.
- 4 All constraints or restraints were described correctly.

Comments:

_____ 16. Restatement of the mission.

Evaluation criteria: restatement should include who (TF 1-3), what (defend in sector, deny enemy penetration of PL Polly), when (no later than 0100 on August 17), where (vicinity of Soda mountains at PL Polly), and why (to destroy the 41 MRD) of mission.

- 0 Not applicable
- 1 No restatement of mission was given or mission was misidentified.
- 2 Few components of mission were restated.
- 3 Most components of mission were restated.
- 4 All components of mission were restated.

Comments:

II. Execution of Mission.

_____ 1. Identification of tasks to the maneuver forces.

Evaluation criteria: identification should include tasks to TF 1-3, TF 1-78, 1-2 AR, and Brigade Control.

- 0 Not applicable
- 1 Tasks to maneuver forces were not identified or tasks to maneuver forces were misidentified.
- 2 Few tasks to maneuver forces were identified correctly.
- 3 Most tasks to maneuver forces were identified correctly.
- 4 All tasks to maneuver forces were identified correctly.

Comments:

_____ 2. Identification of maneuver tasks to TF 1-3.

Evaluation criteria: identification should include defend in sector to destroy 127th MRR, denying enemy penetration of PL Polly, coordination of passage of lines to 1-23 CAV, and all other maneuver tasks.

- 0 Not applicable
- 1 Maneuver tasks to TF 1-3 were not identified or maneuver tasks to TF 1-3 were misidentified.
- 2 Few maneuver tasks to TF 1-3 were identified correctly.
- 3 Most maneuver tasks to TF 1-3 were identified correctly.
- 4 All maneuver tasks to TF 1-3 were identified correctly.

Comments:

_____ 3. Identification of maneuver tasks to TF 1-78.

Evaluation criteria: identification should include defend in sector to destroy the 133rd MRR, denying enemy penetration of PL Polly, coordination of passage of lines to 1-23 CAV, and all other maneuver tasks.

- 0 Not applicable
- 1 Maneuver tasks to TF 1-78 were not identified or maneuver tasks to TF 1-78 were misidentified.
- 2 Few maneuver tasks to TF 1-78 were identified correctly.
- 3 Most maneuver tasks to TF 1-78 were identified correctly.
- 4 All maneuver tasks to TF 1-78 were identified correctly.

Comments:

_____ 4. Identification of maneuver tasks to 1-2 AR.

Evaluation criteria: identification should include initial designation as brigade reserve, occupation at AA CHUCK, and on order attack to destroy enemy forces penetrating PL Polly.

- 0 Not applicable
- 1 Maneuver tasks to 1-2 AR were not identified or maneuver tasks to 1-2 AR were misidentified.
- 2 Few maneuver tasks to 1-2 AR were identified correctly.
- 3 Most maneuver tasks to 1-2 AR were identified correctly.
- 4 All maneuver tasks to 1-2 AR were identified correctly.

Comments:

_____ 5. Identification of maneuver tasks to the 151st Attack Helicopter Battalion.

Evaluation criteria: identification of maneuver tasks should include initial designation as brigade reserve located at AA forward arming and refueling point, on/order conduct joint air attack team operations along axis ZOOM to destroy the 199 TR, and on/order destroy threat vehicles penetrating PL Polly.

- 0 Not applicable
- 1 Maneuver tasks to 151st Attack Helicopter BN were not identified or maneuver tasks to 151st Attack Helicopter BN were misidentified.
- 2 Few maneuver tasks to 151st Attack Helicopter BN were identified correctly.
- 3 Most maneuver tasks to 151st Attack Helicopter BN were identified correctly.
- 4 All maneuver tasks to 151st Attack Helicopter BN were identified correctly.

Comments:

_____ 6. Description of air support.

Evaluation criteria: description should include allocation of 8 sorties to brigade, 2 to TF 1-3, 2 to TF 1-78, 4 to the 151st Attack Helicopter BN, ADA warning = yellow, weapon control status = tight, and all other aspects of air support.

- 0 Not applicable
- 1 No air support was described or air support was misidentified.
- 2 Little air support was described or identified.
- 3 Most air support was described or identified.
- 4 All air support was described or identified.

Comments:

_____ 7. Description of field artillery (FA) support.

Evaluation criteria: description should include priority of counterfire to multiple rocket launchers, tube artillery, and mortars, passage of all counterfire targets to 67th FA Brigade Command Post, copperhead priority to TF 1-3, organization for combat, and all other aspects of FA support.

- 0 Not applicable
- 1 No FA support was described or FA support was misidentified.
- 2 Little FA support was described correctly.
- 3 Most FA support was described correctly.
- 4 All FA support was described correctly.

Comments:

_____ 8. Priority of the intelligence effort.

Evaluation criteria: priority of effort should include finding out where, when, and in what strength the enemy will attack, location of reconnaissance forces and ADA systems, and on/order locate second echelon TR.

- 0 Not applicable
- 1 Priority of intelligence effort was not identified or priority of intelligence effort was misidentified.
- 2 Little of priority of intelligence effort was identified correctly.
- 3 Most of priority of intelligence effort was identified correctly.
- 4 All of priority of intelligence effort was identified correctly.

Comments:

_____ 9. Description of engineer support.

Evaluation criteria: description should include direct support of TF 1-3 by 501 EN and TF 1-78 by B/501 EN on Day 1 - 4, direct support of 1-2 AR by A/EN on Day 4, and all other aspects of engineer support.

- 0 Not applicable
- 1 No engineer support was described or engineer support was misidentified.
- 2 Little engineer support was described correctly.
- 3 Most engineer support was described correctly.
- 4 All engineer support was described correctly.

Comments:

_____ 10. Description of military police (MP) support.

Evaluation criteria: description should include priority of support to main supply routes in TF 1-3 sector, area security in BSA, and all other aspects of MP support.

- 0 Not applicable
- 1 No MP support was described or MP support was misidentified.
- 2 Little MP support was described correctly.
- 3 Most MP support was described correctly.
- 4 All MP support was described correctly.

Comments:

_____ 11. Description of service support.

Evaluation criteria: description should include amounts of Class I, II, IV, and V supply, priority of Class IV to TF 1-3, TF 1-78, and 1-2 AR, ammunition supplies on Day 1 through Day S, number of 155mm dual purpose improved conventional munitions on Day 1 - S, number of 155mm improved conventional munitions on Day 1 - S, and all other aspects of service support.

- 0 Not applicable
- 1 No service support was described or service support was misidentified.
- 2 Little service support was described correctly.
- 3 Most service support was described correctly.
- 4 All service support was described correctly.

Comments:

_____ 12. Description of command and signal information.

Evaluation criteria: description should include current and future locations of the Tactical Command Post, Main Command Post, Rear Command Post, and designation of alternate Command Post as 1-2 AR Command Post.

- 0 Not applicable
- 1 No command and signal information was described or command and signal information was misidentified.
- 2 Little command and signal information was described correctly.
- 3 Most command and signal information was described correctly.
- 4 All command and signal information was described correctly.

Comments:

13. Description of electronic warfare information.

Evaluation criteria: description should include priority of identification and jamming to fire support nets and regiment to division command or intelligence nets.

- 0 Not applicable**
- 1 No electronic warfare information was described or electronic warfare information was misidentified.**
- 2 Little electronic warfare information was described correctly.**
- 3 Most electronic warfare information was described correctly.**
- 4 All electronic warfare information was described correctly.**

Comments:

III. Development of Courses of Action (COAs)

_____ 1. Integration of the commander's intent into the COAs.

Evaluation criteria: integration should include destruction of the enemy forward of PL Polly setting up the division's counterattack to block 17 TD, and all other aspects of commander's intent.

- 0 Not applicable
- 1 None of commander's intent was integrated.
- 2 Little of commander's intent was integrated.
- 3 Most of commander's intent was integrated.
- 4 All of commander's intent was integrated.

Comments:

_____ 2. COA incorporation of essential tasks specified in the operations order (OPORD).

Evaluation criteria: incorporation should include denying enemy penetration of PL Polly, TF 1-3 defense in sector, conducting battle handover at PL Sam, and all other essential tasks listed in operations order.

- 0 Not applicable
- 1 No essential tasks were incorporated.
- 2 Few essential tasks were incorporated.
- 3 Most essential tasks were incorporated.
- 4 All essential tasks were incorporated.

Comments:

_____ 3. COA incorporation of engineer support.

Evaluation criteria: incorporation should include direct support of TF 1-3 by 501 EN, TF 1-78 by B/501 EN, 1-2 AR by A/EN on Day 4, and all other aspects of engineer support.

- 0 Not applicable
- 1 No engineer support was incorporated.
- 2 Little engineer support was incorporated.
- 3 Most engineer support was incorporated.
- 4 All engineer support was incorporated.

Comments:

_____ 4. COA incorporation of organizational assets.

Evaluation criteria: incorporation should include engineer elements, field artillery support elements, air support elements, combat support elements, and all other assets.

- 0 Not applicable
- 1 No assets were incorporated.
- 2 Few assets were incorporated.
- 3 Most assets were incorporated.
- 4 All assets were incorporated.

Comments:

_____ 5. Use of Intelligence Preparation of the Battlefield (IPB) to develop the COA.

Evaluation criteria: development should include terrain considerations in vicinity of Soda Mountains, probable avenue of approach of 41 MRD into TF 1-3's sector, probable employment of air assaults to brigade rear, and other aspects of IPB.

- 0 Not applicable
- 1 IPB was not used to develop COA.
- 2 Little of IPB was used to develop COA.
- 3 Most of IPB was used to develop COA.
- 4 All of IPB was used to develop COA.

Comments:

_____ 6. COA incorporation of the Fire Support Plan.

Evaluation criteria: incorporation should include field artillery support (e.g., counterfire priority, copperhead priority to TF 1-3), air support (allocation of CAS sorties), and all other components of Fire Support Plan.

- 0 Not applicable
- 1 COA did not incorporate Fire Support Plan.
- 2 Few Fire Support Plan components were incorporated in COA.
- 3 Most Fire Support Plan components were incorporated in COA.
- 4 All Fire Support Plan components were incorporated in COA.

Comments:

_____ 7. COA incorporation of the maneuver execution matrix.

Evaluation criteria: incorporation should include TF 1-3 defense in sector, denying enemy penetration of PL Polly, and conduct of passage of lines with 1-23 CAV; TF 1-78 defense in sector, denying enemy penetration of PL Polly, and conduct of passage of lines with 1-23 CAV; and all other components of the maneuver execution matrix.

- 0 Not applicable
- 1 COA did not incorporate maneuver execution matrix.
- 2 Few maneuver execution matrix components were incorporated in COA.
- 3 Most maneuver execution matrix components were incorporated in COA.
- 4 All maneuver execution matrix components were incorporated in COA.

Comments:

_____ 8. COA incorporation of the Fire Support matrix.

Evaluation criteria: incorporation should include use of priority of fires to TF 1-3, use of 2 FPF's to TF 1-3, use of 2 CAS sorties to TF 1-3, use of 1 COLT to TF 1-3; use of 2 FPF's to TF 1-78, use of 2 CAS sorties to TF 1-78; and all other components of the fire support matrix.

- 0 Not applicable
- 1 COA did not incorporate Fire Support matrix.
- 2 Few Fire Support matrix components were incorporated in COA.
- 3 Most Fire Support matrix components were incorporated in COA.
- 4 All Fire Support matrix components were incorporated in COA.

Comments:

IV. Briefing

_____ 1. Presentation of the statement of purpose in briefing.

Evaluation criteria: presentation of statement of purpose should include all appropriate elements of mission.

- 0 Not applicable
- 1 No appropriate elements of the statement of purpose were presented in briefing.
- 2 Few appropriate elements of the statement of purpose were presented in briefing.
- 3 Most appropriate elements of the statement of purpose were presented in briefing.
- 4 All appropriate elements of the statement of purpose were presented in briefing.

Comments:

_____ 2. Presentation of the mission overview.

Evaluation criteria: presentation should provide a clear and concise overview and include all appropriate elements of mission.

- 0 Not applicable
- 1 Mission overview was not presented.
- 2 Little of mission overview was presented appropriately.
- 3 Most of mission overview was presented appropriately.
- 4 All of mission overview was presented appropriately.

Comments:

_____ 3. Use of graphics to support the briefing.

Evaluation criteria: briefing should include maps showing location of 41 MRD, location of friendly forces (10th US Corps, 52nd Mech Division, 2nd Brigade 52nd Mech Division, 1-23 CAV, 313th SIB), identification of key terrain points in vicinity of Soda Mountains, and all other relevant information.

- 0 Not applicable
- 1 None of briefing was supported by appropriate use of graphics.
- 2 Little of briefing was supported by appropriate use of graphics.
- 3 Most of briefing was supported by appropriate use of graphics.
- 4 All of briefing was supported by appropriate use of graphics.

Comments:

_____ 4. Completeness of the briefing.

Evaluation criteria: complete presentation should include maneuvers to TF 1-3, TF 1-78, 1-2 AR, 151st Attack Helicopter BN, restatement of mission (who, what, where, when, why), intelligence descriptions of 41 MRD and location, and all other relevant elements of the COA.

- 0 Not applicable
- 1 No elements of the COA were presented.
- 2 Few elements of the COA were presented.
- 3 Most elements of the COA were presented.
- 4 All elements of the COA were presented.

Comments:

_____ 5. Coordination of all staff positions.

Evaluation criteria: coordination should include S3, TF FS Coordinator, TF S2, Engineer, ADA, and Air Liaison Officer.

- 0 Not applicable
- 1 No assigned staff positions were coordinated.
- 2 Few assigned staff positions were coordinated.
- 3 Most assigned staff positions were coordinated.
- 4 All assigned staff positions were coordinated.

Comments:

_____ 6. Use of the Command Estimate Process.

Evaluation criteria: briefing should include assets available, restatement of mission, essential tasks, COA, and all other appropriate components of Command Estimate Process.

- 0 Not applicable
- 1 No appropriate components of the Command Estimate Process were used for briefing.
- 2 Few appropriate components of the Command Estimate Process were used for briefing.
- 3 Most appropriate components of the Command Estimate Process were used for briefing.
- 4 All appropriate components of the Command Estimate Process were used for briefing.

Comments:

_____ 7. Coverage of assigned staff positions.

Evaluation criteria: briefing should include S3, TF FS Coordinator, TF S2, Engineer, ADA, and Air Liaison Officer.

- 0 Not applicable
- 1 No assigned staff positions were covered in briefing.
- 2 Few assigned staff positions were covered in briefing.
- 3 Most assigned staff positions were covered in briefing.
- 4 All assigned staff positions were covered in briefing.

Comments:

_____ 8. Rehearsal of the plan.

Evaluation criteria: the Fire Support (FS) plan, FS matrix, and maneuver execution matrix should be synchronized with the maneuver plan in the rehearsal.

- 0 Not applicable
- 1 No support plans were synchronized with the maneuver plan in the rehearsal.
- 2 Few support plans were synchronized with the maneuver plan in the rehearsal.
- 3 Most support plans were synchronized with the maneuver plan in the rehearsal.
- 4 All support plans were synchronized with the maneuver plan in the rehearsal.

Comments:

APPENDIX G

INDIVIDUAL PERFORMANCE MEASURE

Name _____ Staff Position _____
Class _____ Group Name _____
Scenario _____ Rater _____
Date _____

I. Content Of Briefing

_____ 1. Effectiveness of planning.

Evaluation criteria: planning should include all relevant aspects of staff position(s).

- 0 Not applicable
- 1 Planning of briefing was ineffective.
- 2 Little planning of briefing was effective.
- 3 Most planning of briefing was effective.
- 4 All planning of briefing was effective.

Comments:

_____ 2. Cooperation with other team members.

Evaluation criteria: cooperation should include interaction among all staff positions.

- 0 Not applicable
- 1 There was no cooperation with other team members.
- 2 There was little cooperation with other team members.
- 3 There was cooperation with other team members most of the time.
- 4 There was full cooperation with other team members.

Comments:

_____ 3. Organization of the briefing.

Evaluation criteria: briefing should include a well-defined introduction, body, and conclusion.

- 0 Not applicable
- 1 None of briefing was organized.
- 2 Little of briefing was organized.
- 3 Most of briefing was organized.
- 4 All of briefing was organized.

Comments:

_____ 4. Logical flow of the briefing.

Evaluation criteria: briefing should flow from the introduction, to the body, and to the conclusion.

- 0 Not applicable
- 1 There was no logical flow of the briefing.
- 2 There was little logical flow of the briefing.
- 3 Most of briefing flowed logically.
- 4 All of briefing flowed logically.

Comments:

_____ 5. Coverage of tasks from the OPORD.

Evaluation criteria: coverage should include all tasks outlined in OPORD.

- 0 Not applicable
- 1 No tasks outlined in the OPORD were covered.
- 2 Few tasks outlined in the OPORD were covered.
- 3 Most tasks outlined in the OPORD were covered.
- 4 All tasks outlined in the OPORD were covered.

Comments:

_____ 6. Completeness and flow of the introduction.

Evaluation criteria: introduction should include effective attention getter, appropriate statement of purpose, and a clear and concise overview presented in a logical order.

- 0 Not applicable
- 1 No essential introduction components were presented.
- 2 Few essential introduction components were presented.
- 3 Most essential introduction components were presented.
- 4 All essential introduction components were presented.

Comments:

_____ 7. Completeness and flow of the body.

Evaluation criteria: body should include clearly stated message, materials suitable to subject, fully developed and supported ideas, and ideas presented in a logical order.

- 0 Not applicable
- 1 No essential body of briefing components were presented.
- 2 Few essential body of briefing components were presented.
- 3 Most essential body of briefing components were presented.
- 4 All essential body of briefing components were presented.

Comments:

_____ 8. Completeness and flow of the conclusion.

Evaluation criteria: conclusion should include summary of main points presented in a logical order.

- 0 Not applicable
- 1 No conclusion components were presented.
- 2 Few conclusion components were presented.
- 3 Most conclusion components were presented.
- 4 All conclusion components were presented.

Comments:

_____ 9. Knowledge of the subject.

Evaluation criteria: briefing should include all essential information about staff position (s).

- 0 Not applicable
- 1 Briefing included no essential knowledge of subject.
- 2 Little of briefing included essential knowledge of subject.
- 3 Most of briefing included essential knowledge of subject.
- 4 All of briefing included essential knowledge of subject.

Comments:

II. Presentation of Briefing

_____ 1. Presentation of the mission overview.

Evaluation criteria: presentation should provide a clear and concise overview and include all appropriate elements of mission.

- 0 Not applicable
- 1 Mission overview was not presented.
- 2 Little of mission overview was presented appropriately.
- 3 Most of mission overview was presented appropriately.
- 4 All of mission overview was presented appropriately.

Comments:

_____ 2. Use of graphics to support the briefing.

Evaluation criteria: briefing should include maps and visual aids of all relevant information.

- 0 Not applicable
- 1 None of briefing was supported by appropriate use of graphics.
- 2 Little of briefing was supported by appropriate use of graphics.
- 3 Most of briefing was supported by appropriate use of graphics.
- 4 All of briefing was supported by appropriate use of graphics.

Comments:

_____ 3. Emphasis of important points.

Evaluation criteria: important points should be emphasized with voice modulation, tone control, and enunciation.

- 0 Not applicable
- 1 No important points in briefing were emphasized.
- 2 Few important points in briefing were emphasized.
- 3 Most important points in briefing were emphasized.
- 4 All important points in briefing were emphasized.

Comments:

_____ 4. Use of appropriate military bearing.

Evaluation criteria: military bearing should include appropriate military appearance and movement.

- 0 Not applicable
- 1 None of briefing was presented with appropriate military bearing.
- 2 Little of briefing was presented with appropriate military bearing.
- 3 Most of briefing was presented with appropriate military bearing.
- 4 All of briefing was presented with appropriate military bearing.

Comments:

_____ 5. Use of the Command Estimate Process.

Evaluation criteria: briefing should include mission, mission analysis, essential tasks, and all other appropriate components of the Command Estimate Process.

- 0 Not applicable
- 1 No appropriate components of the Command Estimate Process were used for briefing.
- 2 Few appropriate components of the Command Estimate Process were used for briefing.
- 3 Most appropriate components of the Command Estimate Process were used for briefing.
- 4 All appropriate components of the Command Estimate Process were used for briefing.

Comments:

_____ 6. Handling of questions and answers.

Evaluation criteria: questions should be handled with confidence and answers should reflect knowledge of subject.

- 0 Not applicable
- 1 Questions and answers were not handled well.
- 2 Few questions and answers were handled well.
- 3 Most questions and answers were handled well.
- 4 All questions and answers were handled well.

Comments:

7. Adherence to time limits.

Evaluation criteria: complete briefing should be presented within time limits assigned.

- 0 Not applicable
- 1 Briefing was not presented within appropriate time limits.
- 2 Some briefing components were presented within appropriate time limits.
- 3 Most briefing components were presented within appropriate time limits.
- 4 All briefing components were presented within appropriate time limits.

Comments:

APPENDIX H

EXAMPLES OF THE DATA BASE SYSTEM REPORTS

=====

Report 1

<< Scenario Performance Measure - Ft. Irwin Heavy Defense >>
----- Group Scores Report -----

Group: 3-90, S5, TF 1-78

Date: 07/20/90

Group Member: MEMBER 1

MEMBER 2

MEMBER 3

MEMBER 4

MEMBER 5

MEMBER 6

=====

Rater: RATER 4

RAW SCORE

Section I

Item 1	4
Item 2	3
Item 3	4
Item 4	Not Rated
Item 5	Not Rated
Item 6	3
Item 7	3
Item 8	4
Item 9	4
Item 10	4
Item 11	3
Item 12	2
Item 13	3
Item 14	3
Item 15	3
Item 16	4

AVE

3.36

Section II

Item 1	4
Item 2	Not Rated
Item 3	3
Item 4	Not Rated
Item 5	4
Item 6	4
Item 7	3
Item 8	2

(see next page)

(continued)

Item 9	4
Item 10	1
Item 11	1
Item 12	1
Item 13	1

AVE	2.55
-----	------

Section III

Item 1	3
Item 2	3
Item 3	3
Item 4	3
Item 5	3
Item 6	3
Item 7	Not Rated
Item 8	Not Rated

AVE	3.00
-----	------

Section IV

Item 1	3
Item 2	3
Item 3	3
Item 4	2
Item 5	3
Item 6	3
Item 7	3
Item 8	Not Rated

AVE	2.86
-----	------

TOTAL AVE 2.97

=====

Report 1

<< General Performance Measure >>
---- Group Scores Report ----

Group: 3-90, S5, TF 1-78

Date: 07/20/90

Group Member: MEMBER 1

MEMBER 2

MEMBER 7

MEMBER 4

MEMBER 5

MEMBER 6

=====

Rater: RATER 4

RAW SCORE

Section I

Item 1	3
Item 2	3
Item 3	3
Item 4	3
Item 5	4
Item 6	2
Item 7	3
Item 8	3
Item 9	3
Item 10	3
Item 11	4
Item 12	4

AVE 3.17

Section II

Item 1	3
Item 2	3
Item 3	3
Item 4	2
Item 5	3
Item 6	1
Item 7	1
Item 8	1

AVE 2.13

Section III

Item 1	3
--------	---

(see next page)

(continued)

Item	2	3
Item	3	3
Item	4	3
Item	5	4
Item	6	3
Item	7	3
Item	8	3
Item	9	Not Rated

AVE	3.13
-----	------

Section IV

Item	1	3
Item	2	3
Item	3	3
Item	4	2
Item	5	3
Item	6	3
Item	7	3
Item	8	Not Rated

AVE	2.86
-----	------

TOTAL AVE 2.86

Rater: RATER 5

		RAW SCORE
Section I		
Item	1	4
Item	2	4
Item	3	3
Item	4	4
Item	5	4
Item	6	2
Item	7	3
Item	8	4
Item	9	4
Item	10	3
Item	11	3
Item	12	4

AVE	3.50
-----	------

Section II

Item	1	3
Item	2	3
Item	3	3
Item	4	2
Item	5	3
Item	6	3
Item	7	3
Item	8	4

AVE	3.00
-----	------

Section III

Item	1	2
Item	2	4
Item	3	2
Item	4	3
Item	5	4
Item	6	3
Item	7	3
Item	8	3
Item	9	Not Rated

AVE	3.00
-----	------

(see next page)

(continued)

Section IV

Item	1	4
Item	2	4
Item	3	3
Item	4	2
Item	5	3
Item	6	3
Item	7	4
Item	8	Not Rated

AVE 3.29

TOTAL AVE 3.23

Total Rater Ave: 3.04

Report 1

<< Individual/Group Performance Measure >>
---- Group Scores Report ----

Group: 3-90, S5, TF 1-78

Date: 07/20/90

Group Member: MEMBER 1

MEMBER 2

MEMBER 7

MEMBER 4

MEMBER 5

MEMBER 6

Rater: RATER 4

RAW SCORE

Section I

Item 1	3
Item 2	3
Item 3	3
Item 4	3
Item 5	3
Item 6	2
Item 7	3
Item 8	3
Item 9	3

AVE 2.89

Section II

Item 1	3
Item 2	3
Item 3	3
Item 4	4
Item 5	3
Item 6	3
Item 7	4

AVE 3.29

TOTAL AVE 3.06

Rater: RATER 5

RAW SCORE

Section I

Item	1	3
Item	2	3
Item	3	2
Item	4	3
Item	5	2
Item	6	3
Item	7	2
Item	8	3
Item	9	3

AVE 2.67

Section II

Item	1	3
Item	2	3
Item	3	3
Item	4	3
Item	5	3
Item	6	2
Item	7	3

AVE 2.86

TOTAL AVE 2.75

Total Rater Ave: 2.91

=====

Report 2

<< Individual/Group Performance Measure >>
---- Individual Scores Report ----

Name: MEMBER 1
Group: 3-90, S5, TF 1-78 DATE: 07/20/90
Staff Position: S3 Class: INSTRUCTOR E

=====

Rater: RATER 4

RAW SCORE

Section I

Item 1	3
Item 2	3
Item 3	3
Item 4	3
Item 5	3
Item 6	3
Item 7	3
Item 8	3
Item 9	3

AVE 3.00

Section II

Item 1	3
Item 2	3
Item 3	3
Item 4	3
Item 5	4
Item 6	4
Item 7	4

AVE 3.43

Total Ave. 3.19

=====

Report 3

<< Individual/Group Performance Measure >>

---- Individual to Immediate Group Comparison Report ----

Name: MEMBER 1 Position: S3
Group: 3-90, S5, TF 1-78 Date: 07/20/90
Rater :RATER 4 Class: INSTRUCTOR E

=====

Individual AVE is	3.19
Group AVE is	3.06
Number of individuals in this group	6

=====

=====

Report 4

<< Scenario Performance Measure - Ft. Irwin Heavy Defense >>
---- Group Comparison Report ----

Group: 3-90, S5, TF 1-78 DATE: 07/20/90
Rater :RATER 4 Class: INSTRUCTOR E

=====

	Std. Dev.	Average

Group	0.76	2.97
Groups (Historical)	0.99	3.01

The Number of Groups in the Historical Comparison is 6

=====

Report 4

<< General Performance Measure >>

---- Group Comparison Report ----

Group: 3-90, S5, TF 1-78 DATE: 07/20/90

Rater :RATER 4 Class: INSTRUCTOR E

=====

	Std. Dev.	Average

Group	0.52	2.86
Groups (Historical)	0.82	3.14

The Number of Groups in the Historical Comparison is 11

=====

Report 4

<< Individual/Group Performance Measure >>
---- Group Comparison Report ----

Group: 3-90, S5, TF 1-78 DATE: 07/20/90
Rater :RATER 4 Class: INSTRUCTOR E

=====

	Std. Dev.	Average
	-----	-----
Group	0.18	3.06
Groups (Historical)	0.32	3.13

The Number of Groups in the Historical Comparison is 1

=====

Report 5

<< Individual/Group Performance Measure >>

---- Individual Comparison Report ----

Name: MEMBER 1 Position: S3
Group: 3-90, S5, TF 1-78 DATE: 07/20/90
Rater :RATER 4 Class: INSTRUCTOR E

=====

	Std. Dev.	Average
	-----	-----
Individual	0.15	3.19
Individuals (Historical)	0.50	3.24

The Number of Individuals
in the Historical Comparison Group is 36

Report 6

<< Summary By Instructor >>

Instructor Name: INSTRUCTOR E

Ft. Irwin Heavy Defense:

Group Ave:	3.16
Number of Groups:	2

General Performance Measure:

Group Ave:	3.24
Number of Groups:	4

Individual/Group Performance Measure - (Individual)

Individual Ave:	3.23
Number of Individuals:	9

Individual/Group Performance Measure - (Group)

Group Ave:	3.11
Number of Groups:	4

Report 6

<< Summary By Instructor >>

Instructor Name: INSTRUCTOR F

Ft. Irwin Heavy Defense:

Group Ave: 3.13

Number of Groups: 2

General Performance Measure:

Group Ave: 3.24

Number of Groups: 2

Individual/Group Performance Measure - (Individual)

Individual Ave: 3.69

Number of Individuals: 6

Instructor 5

=====

Report 6

<< Summary By Instructor >>

Instructor Name: INSTRUCTOR H

=====

Ft. Irwin Heavy Defense:

Group Ave: 2.69

Number of Groups: 2

- - - - -

Individual/Group Performance Measure - (Individual)

Individual Ave: 2.77

Number of Individuals: 12

- - - - -

=====

Report 6

<< Summary By Instructor >>

Instructor Name: INSTRUCTOR G

General Performance Measure:

Group Ave: 3.00

Number of Groups: 6

Individual/Group Performance Measure - (Individual)

Individual Ave: 3.84

Number of Individuals: 7

----- Instructor Listing -----

1 INSTRUCTOR E

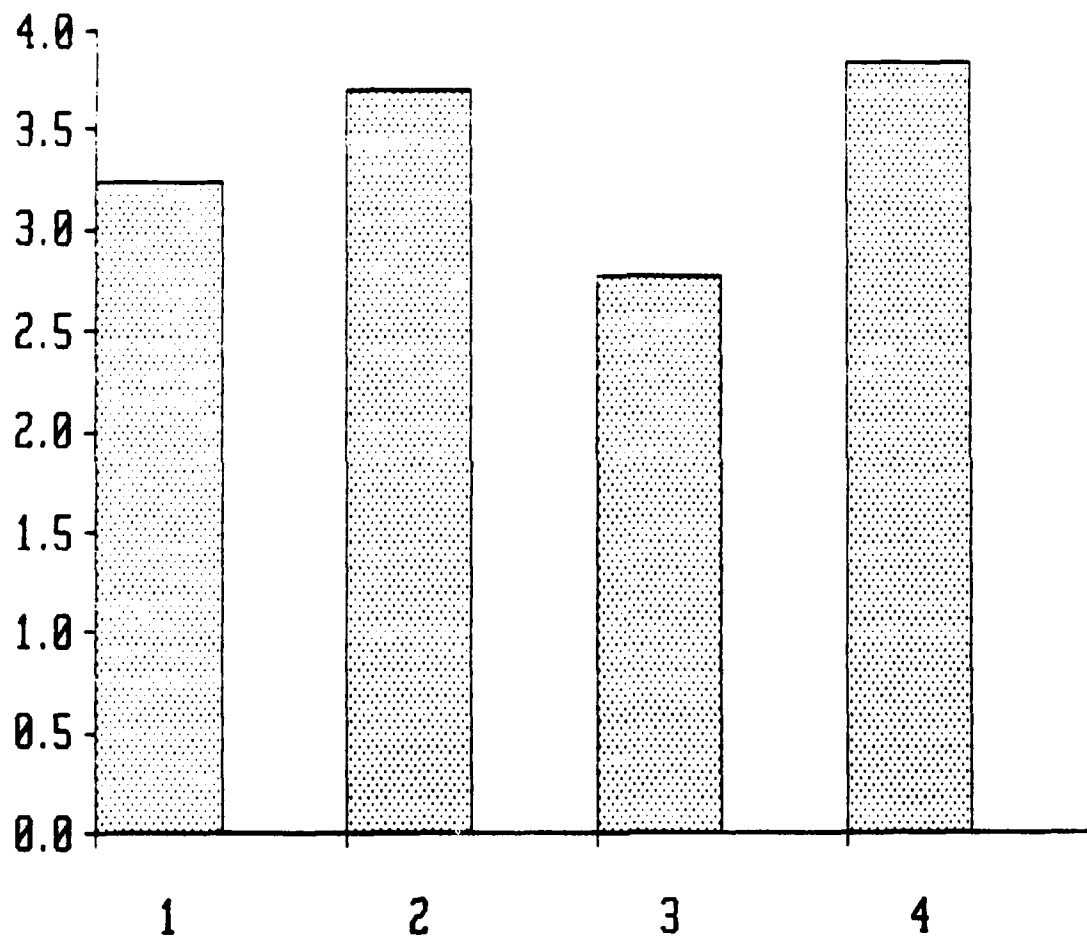
2 INSTRUCTOR F

3 INSTRUCTOR H

4 INSTRUCTOR G

Individual/Group (Individual)

--- Individual Average by Instructor ---



----- Instructor Listing -----

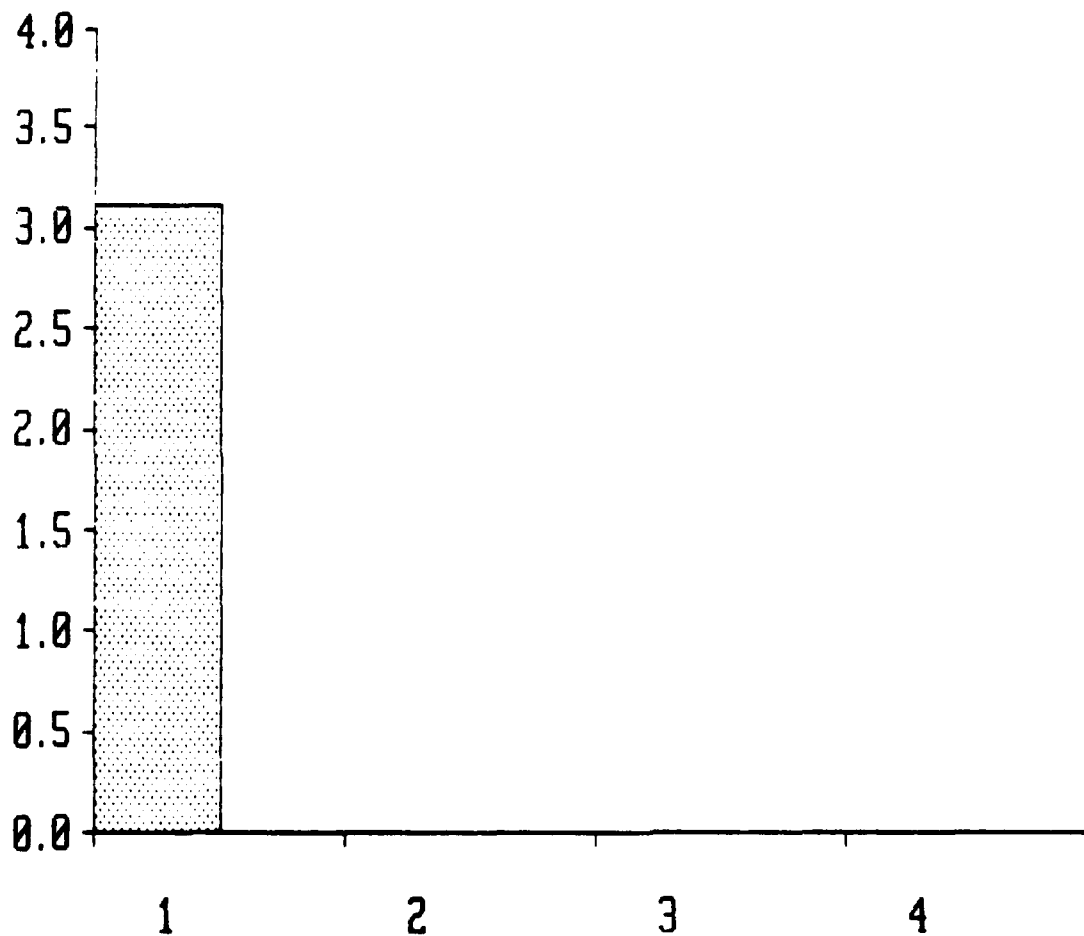
1 INSTRUCTOR E

2 INSTRUCTOR F

3 INSTRUCTOR H

4 INSTRUCTOR G

Individual/group (Group)
--- Group Average by Instructor ---



----- Instructor Listing -----

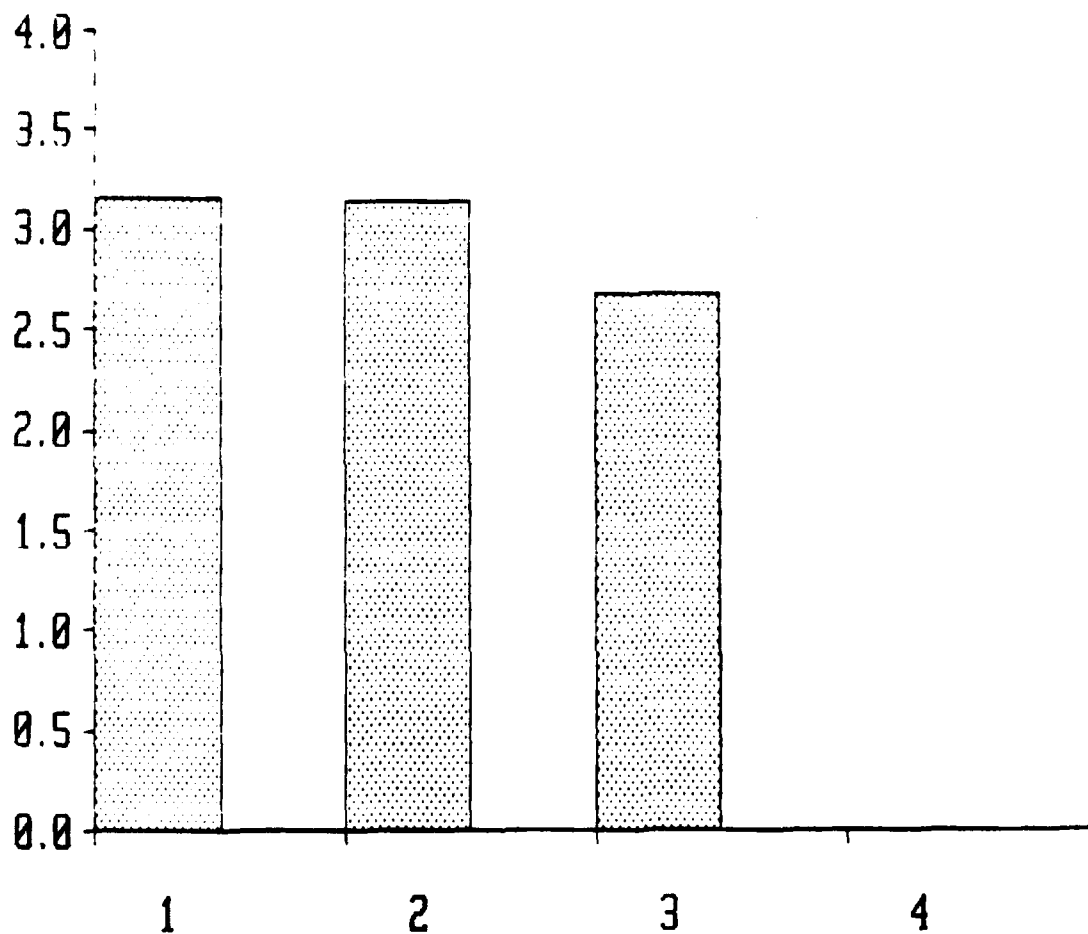
1 INSTRUCTOR E

2 INSTRUCTOR F

3 INSTRUCTOR H

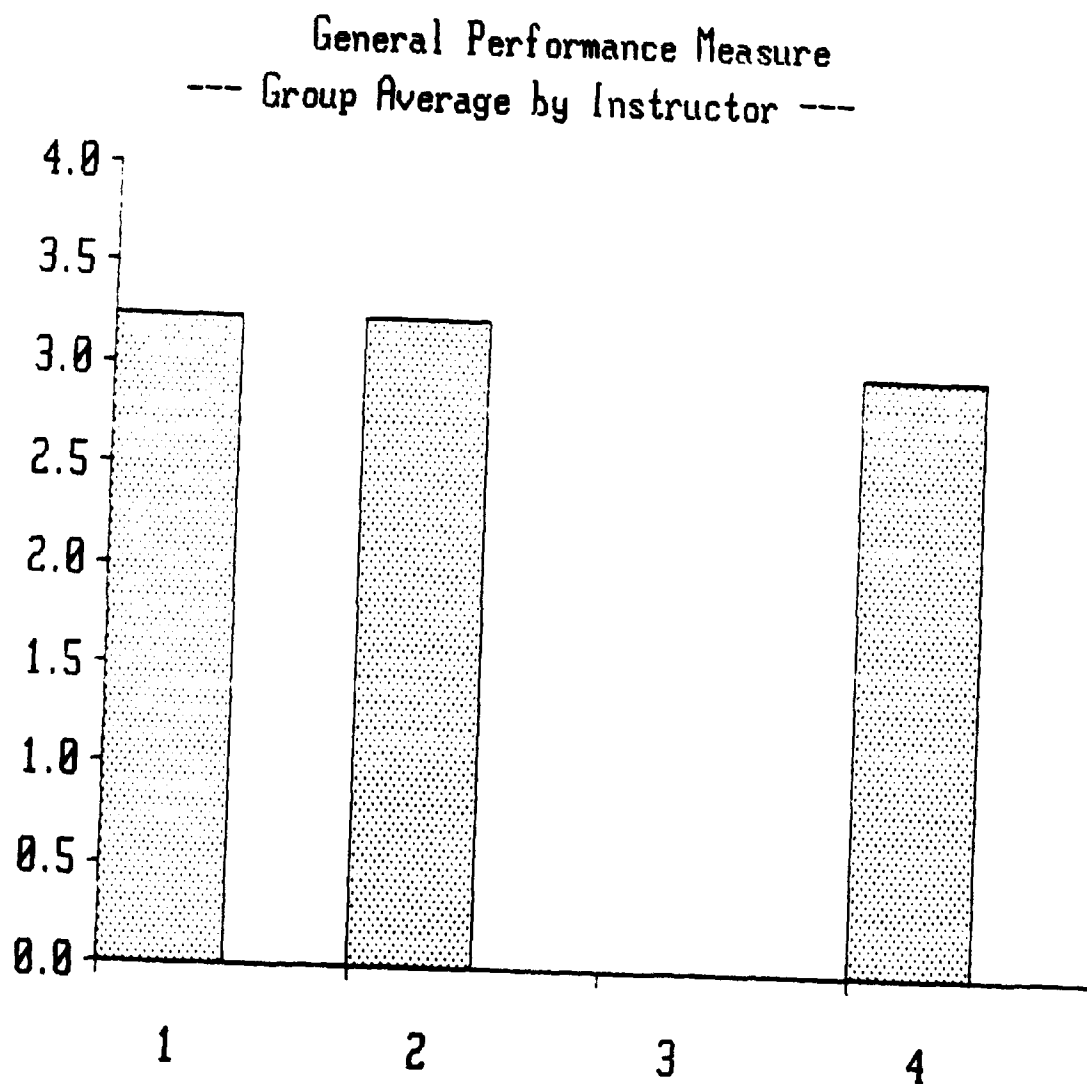
4 INSTRUCTOR G

Ft. Irwin Heavy Defense
--- Group Average by Instructor ---



----- Instructor Listing -----

1 INSTRUCTOR E	2 INSTRUCTOR F	3 INSTRUCTOR H
4 INSTRUCTOR G		



APPENDIX I

ABBREVIATIONS AND ACRONYMS

ADA	air defense artillery
ALO	air liaison officer
ARI	U.S. Army Research Institute
BARS	behaviorally anchored rating scales
BN	battalion
CAS	close air support
CAV	cavalry
CEP	command estimate process
COA	course of action
COLT	combat observations lasing team
CP	command post
DS	direct support
FA	field artillery
FASCAM	family of scatterable mines
FDO	fire direction officer
FIST	fire support team
FPF	final protective fire
FS	fire support
FSCoord	fire support coordinator
FSE	fire support element
FSO	fire support officer
GRS	graphic rating scale
GSR	general support reinforcing
IPB	intelligence preparation of the battlefield
MP	military police
MRD	motorized rifle division
MRR	motorized rifle regiment
NGLO	naval gunfire liaison officer
NLT	no later than
OAC	officers advanced course
OPORD	operations order
PE	practical exercise
PL	phase line
S1	personnel staff officer
S2	intelligence staff officer

S3	operations and training staff officer
S4	logistics staff officer
SIB	separate infantry brigade
TD	tank division
TF	task force
TR	tank regiment
USAFAS	United States Army Field Artillery School
XO	executive officer