Objectives

- **Analytic Subjects:** Identify potential analytic subjects in the SSC domain.
- **Analytic Tools:** Identify and assess available analytical tools to address subjects (capability, limitations, etc). Highlight analytic tool shortfalls.
- **Data:** Identify and assess data needs to support analytic tools to address subjects (robustness, limitations, etc). Highlight data voids.
- **Measure of Effectiveness (MOE):** Identify and assess MOEs for analytic subjects in the SSC domain (appropriateness, utility, etc).
  - One joint database
  - Process matters - QDR process needs to be as explicit as possible
- Suggest ways to improve joint analysis in the 21st Century.
  - Analytical “modules” (e.g., process, database, results) on the shelf that can be used whatever problem is posed to the analytical community
- Identify issues and concerns for QDR 2001
SSC and OOTW: Goals and Composition

- **Goals**
  - Explore analytic subjects, tools, data and MOEs for SSCs
  - Identify issues and concerns to improve QDR 2001 and 21st century joint analysis

- **Composition**
  - COL Forrest Crain - Chair
  - Dr. Dean Hartley - Co Chair
  - Dr. Warren Switzer
  - Dr. Phil Barry
  - Major Glen Roussos
  - Ms R. Beall
  - Mr Bruce Harris
  - Mr Karsten Engleemann
  - ...and the usual suspects
Ability to accomplish SSC - How does one define success, end state - Is the nominated for sufficient for the particular vignette - Adequacy of projected DoD program for achieving U.S. objectives for SSC operations
SSCs effect on TEMPO - Tradeoff between PERSTEMPO or OPTEMPO vs. Shortfalls - Approaches for reducing stresses/tempo problems
Relationship between the Force posture and Force structure for SSCs
Force capabilities
Tolerance for collateral damage and US losses
Disengagement under a variety of circumstances (e.g., completion, MTW)
Requirement for specialized units for SSCs
Specialized command and control
More training on SSCs
Refugee resettlement
Assisting in local elections
SSCs effect on MTW
Funding to support SSCs - Projections based on historical information as to the cost of SSCs
Effect of Force ceilings
POE vs. simultaneous with MTW (e.g., what if you can't disengage from an OOTW to go to a MTW) - Implications of rapidly disengaging from SSC operations
Post SSC reconstitution of units
Cumulative impact of SSCs on force readiness
SSCs impact of readiness
Infrastructure (rail and road networks, communications, airbases, ports, etc.)
Resource needs e.g., PGMs for OOTWs per year
Force structure, readiness, OPTEMPO, sustainability, mobility
How many SSCs can be undertaken?
Potential impact of SSC operations on MTW posture
What MTW elements are most impacted by SSCs
Military support fo civil laws and order and public security, not just military security
Roles, responsibilities and resources for liaisons to support both SSC responses and engagement activities
HUMINT to support SSCs
What changes to the force structure and/or doctrine would better enable US military forces to successfully conclude SSC
What are the utilization rates and tasked core/collateral missions for each SOF major force element or platform
What are the reserve components utilization rates and contribution to the core/collateral mission
What is the impact of contingency and other operations on SOF readiness levels
What mission shortfalls occur in contingency and theater engagement activities
What is the effect of SOF engagement activities (Peacetime psyop, FID, etc.) on NCA/Theater Cinc's flexible deterrent options and the likelihood, intensity and duration of conflicts
What is the role of contract support personnel and what military forces can/should they replace?
What is the international, NGOs and private voluntary organizations (IO/NGO/PVO) in contingency operations and what military forces can/should they replace
What is the effect of non-combatants/displaced persons in the battle area and how does that affect civil affairs missions (civil-military vs. civil administration operations)?
What is the additional cost of engagement and contingency activities?
What critical equipment/skills are required for engagement activities and various contingency operations
What are the critical equipment/skills are required for engagement activities and various contingency operations
Is there sufficient lift to deliver SOF forces to the operation in time to be effective
What are the logistical requirements to sustain engagement activities and conflict?
What is the effect of forward basing on personnel, operational costs, support costs, C4ISR and mobility requirements?
Do engagement activities reduce the cost of contingency operations by reducing the likelihood, intensity and duration of conflicts?
SSC/OOTW Unresolved Analysis Issues

• How to restructure the US Government interagency process to better manage SSCs?
• How do we quantify the importance of SSCs to DOD's mission as compared to MTW?
• How do we balance low risk but high frequency operation with high risk low frequency operators?
• How do we recognize and measure success
SSC/OOTW Tools

- SOFAS-DCBY2K Special Operations Force Allocation System Dynamic Commitment Beyond Year 2000
- Force Allocation and Deployment System (USMC)
- GCAM SSC Applications General Campaign Analysis Model (Navy)
- FA&CT Force Allocation and Capabilities Tool (Army)
- FSA - Full Spectrum Analysis Tool (USAF)
- UOB Unit Order of Battle Data Access Tool (DMSO)
- MRM Mission Requirements Module (JWFC/J-7)
- SABRINA (UK/OSD PA&E)
- FORSAT Force Structure Analysis Tool (Navy)
- FDP KAT Formal Data Products Knowledge Acquisition Tool (DMSO)
- DOD KAT DOD Knowledge Acquisition Tool (DMSO)
- CMMS Conceptual Models of the Mission Space (DMSO)
- SEASTATE (Navy)
- COST Contingency Operations Support Tool (USD-C/IDA)
SSC/OOTW Tool Organization

- There are innumerable tools, versions of tools, models and so forth that have varying degrees of applicability to SSC analysis. Therefore, a list of tools etc. is of limited use both because of its size and complexity and because of its continued growth and change.

- What is of greater utility is a typology of the tasks that these analytic aids need to help us with. At its simplest level this typology is:
  - What: (Tasks etc. that need to be accomplished) – Action Required: Identify tasks
  - Who: (Capabilities to accomplish the what) – Action Required: Identify Who
  - How: (What is done by the capability to accomplish task) – Action Required: Identify How
  - Store: Archive the above in retrievable, analyzable, exportable form that is compatible with other common systems (microsoft? PC- Based Systems).

- Model development should focus on accurately capturing service processes and data and producing joint level results without losing service fidelity.

- Modeling SSC outcomes is a task for the future and it is little comfort to realize that we aren’t really that far behind those who model major theater war.
 SSC/OOTW MOEs

- Regional Stability, Democratization, Economics, etc. - May form initial set of metrics/MOE's
- Measures of conditions within the affected country/countries
- Measures of efforts to provide assistance - this is a measure of input
- Stress (caused by involvement in SSCs) on National Defense Resources
- OPTEMPO
- PERSTEMPO - PERSTEMPO for operators and support personnel
- Coalition involvement/capabilities - input measures
- How much does each SSC detract from the MTW
- Requirement usage of critical skills (LD/HD)
- Measurable impact of SSC on the MTW risk to warfighter
- Increase casualty
- Impact of SSCs on unit/force structure shortfalls
- Impact of SSCs on force projection capability to MTWs
- Status of active/reserve component (AC/RC) units/platforms accounting for location and type of activity
- Requirement for and usage of critical skills, units, platforms or equipment (both SOF and Non-SOF unique)
- Training/Readiness status of units
- Costs for deployment, operations in support of engagement activities, contingency operations, contract support and other incurred costs
- Consumption rates for selected logistical items
- Impact of varying levels of Peacetime engagement activities (Peacetime, Psyop, FID, exercises, etc.) on frequency and intensity of contingencies
- Changes in infrastructure, recruiting, training pipelines, retention, forward basing, PCS rates that affect operations
- C4ISR support rqmts. Generated within and between theaters by contingency operations
- Mobility/TPFDD to include relevant dates, numbers of PAX and cargo tonnage/outsize
SSC/OOTW MOE Issues

• Notes on Measures of Effectiveness:
  - All MOEs are determined by results. Results may be end results or step/phase results.
  - All MOE depend on: a: Who makes the assessment; b. the definition of "success"; c. the metrics used.
  - Effectiveness and efficiency are not the same. Excessive inefficiency may preclude effectiveness. In terms of finite resources and a varying milieu, efficiency relates to effectiveness as a matter of degree.
  - Care must be taken to understand what the metrics actually measure. Effectiveness often is a composite of a series, the ultimate result of which may be expressed in widely different form.

• Indicators and Warnings might lead to early intervention
• MOEs are quantitative and measures of success are qualitative
• Two types of MOEs - what effects us vs. what effects others
• View MOEs from the perspective of individual needing help, the coalition/nation/the US DoD perspective
SSC/OOTW Data

- Intel Data
- POM Forces
- Readiness - OPTEMPO, PERSTEMPO
- Force Availability
- Military capabilities required/SSC
- Historical database SSC response, training, exercises, maintenance, deployments and reasonable projections into the future
- Local infrastructure/SSC (at least big picture items that affect force selection)
- Logistics
- Alternate force structure variations (escalating forces)
- Climatology data for contingency operations
SSC/OOTW Data Issues

- What is the standard for readiness data
- How do you project readiness data
- Combat readiness vs. SSC readiness vs. peace time engagement readiness
- Quality Database for postgame analysis
- Data exchange among participants
- Assumptions that drive particular pieces of data
- Who is using data and what is the purpose for which it is being generated
- Standard template for database
- Security concerns/requirements for planning, civil security
- Clear definition of objectives before SSC begins
- Have we identified all POD responsibilities that the NSC has assigned responsibility for each task
- Identify SSC on US-only and combined
- Intel - Quality/Detail of Intel input to each quarter of DC play - each vignette sensitive to time at which it is played
## Assessment of Adequacy of Current Approaches

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Summary

• There is homework to be done...

• Briefings and work group products will be hosted on the MSIAC web site

http://www.msiac.dmsod.mil