

12TH ICCRTS

“Adapting C2 to the 21st Century”

Operational Assessment of Effects Based Strategies

Proposed approaches to measurement
Assessment in Effects Based Operations
Tools for Effects Based Assessment

JOHN J. SCHAEFER III, Major, USAF
ALAN D. KASTNER, Major, USAF

607th Combat Plans Squadron
Unit 2047 – Osan Air Base
APO, AP 96278-2047

DSN: 315-784-3811

John.Schaefer@osan.af.mil
Alan.Kastner@osan.af.mil

ABSTRACT

This paper details an emerging methodology and analytical tool used to conduct operational assessment(OA) of an effects based strategy. Effects based strategies present difficult assessment challenges to commanders because causation between friendly actions and results cannot always be assumed. Commanders must use their cumulative knowledge to make command and control adjustments in order to successfully achieve their objectives. The methodology and tool detailed in this paper serve to allow commanders to make such adjustments with greater confidence.

The opening section of the paper describes how commanders and planners should design an effects based approach to operations in order to facilitate effective operational assessment. The considerations for selecting good objectives, measures of effect(MoE), measures of performance(MoP), and success indicators(SI) are discussed followed by an explanation of the emerging OA tool. When coupled with good objectives, MoEs, MoPs, and SIs, the tool provides commanders with reliable information to adjust their strategy if required. Lastly, the outputs of the analytical tool are discussed with reference to the types of strategy corrections a commander might face. In summary, this emerging methodology promises to provide commanders with the information required to efficiently command and control forces engaged in an effects based approach to operations.

A. Operational Assessment when using an Effects Based Approach to Operations

- 1. *Development of Objectives, Effects and Tasks*

- a. What are they?
- b. Characteristics of good objectives, effects and, tasks
- c. Characteristics of bad

- 2. *Development of Measures of Effect (MoE) , Measures of Performance (MoP), and Success Indicators (SI)*

- a. What are they?
- b. Characteristics of good MoPs, MoEs, and SIs
- c. Characteristics of bad

B. Presentation of Objective – (technique used to analyze data and its impact on operations)

- 1. *Methodologies and tools for turning measures into data*

- 2. *Emerging tools for assessing effects based strategies*

- a. Measuring Performance
- b. Measuring Effects
- c. Analyzing the gap between Performance and Effect
 - i. When performance exceeds effect
 - ii. When effect exceeds performance

C. Adjusting Effects Based Strategy

- 1. *Doing things right*
- 2. *Doing the right things*
- 3. *What to do when analysis doesn't match expectations*