

Assessing the transmission of Command Intent

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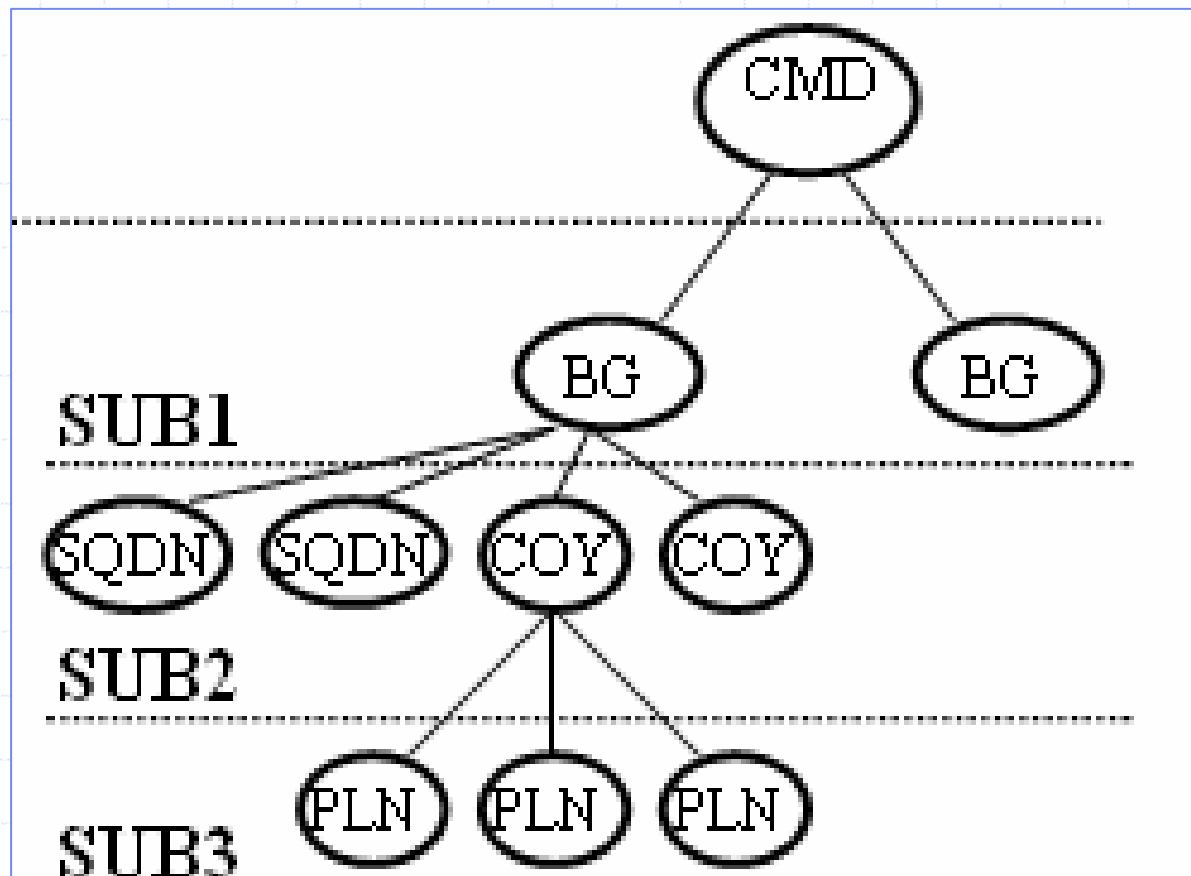
Introduction

- ◆ RUDE Cycle describes passage of orders down command structure
- ◆ Commander assess orders of direct subordinates, and their subordinates etc
- ◆ Range of potential variables
- ◆ Assessment Tool
- ◆ Plot communication events on timeline

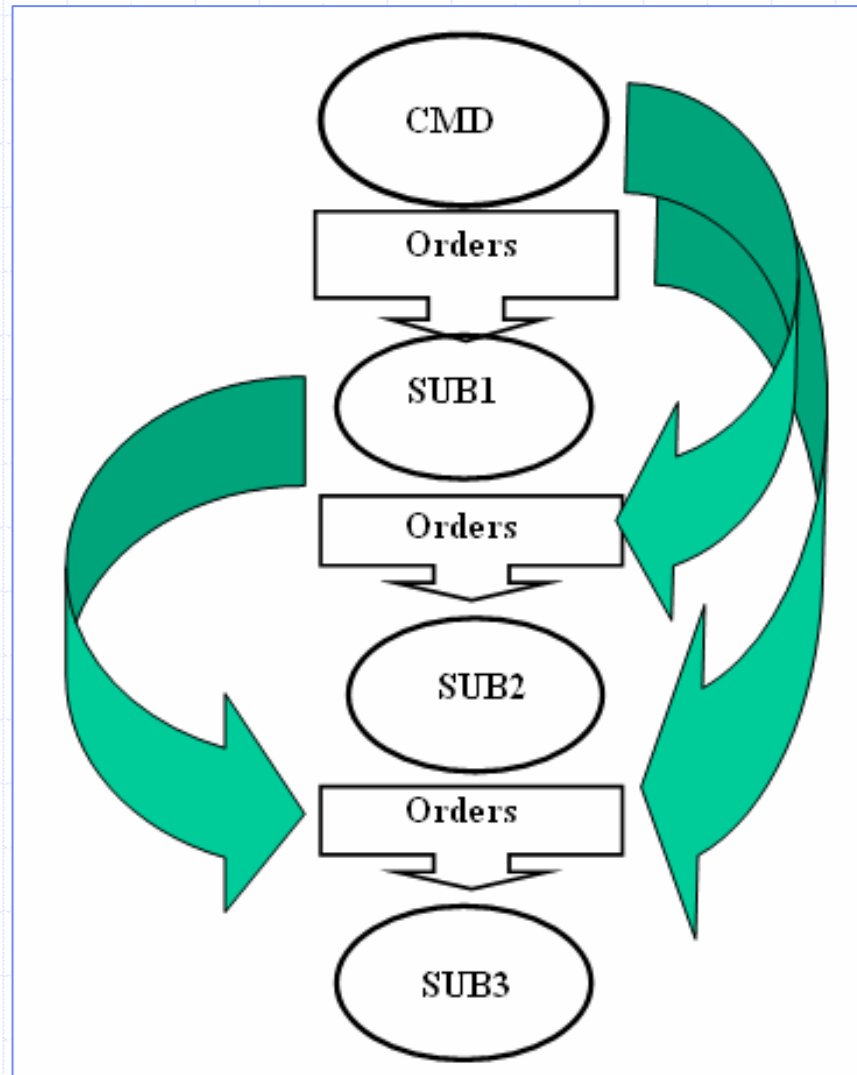
Command Structure

- ◆ Brigade Commander (**CMD**)
 - Battle-group Commander (**SUB1**)
 - ◆ Company/Squadron Commander (**SUB2**)
 - Platoon/Troop Commander (**SUB3**)

Command Structure



Scope for Order Assessment



Fundamental Question

Did SUBs show clear commitment to the Orders passed down to them?

- Requires military SME judgement
- Phrasing of question should be revised

Quantitative Measures

- ◆ British forces follow 1/3-2/3 rule
- ◆ Time-line from "Start" to "H-hour"
- ◆ Record events:
 - Time of issue of Warning orders
 - Time of issue of CONOP orders
 - Time of issue of Confirmatory orders

Quantitative Measures

- ◆ Further variables could also be measured:
 - Length of order (in pages, words etc)
 - Length of each sentence
 - Number of sentences
 - Time for each query (if any)
 - Number of queries (if any)

Terminology

Proposed notation:

Brigade Bde -CMD		Battlegroup BdeSub-1	
	O		O
Battlegroup BdeSub-1		Company Bde SUB-2	
	O-sub-1		O-sub-1
Company Bde SUB-2		Platoon/Troop Bde SUB-3	
	O-sub-2		O-sub-2
Platoon/Troop Bde SUB-3			
	O-sub-3		

Assessment

- ◆ Commander assesses orders at two (and perhaps) three levels down
- ◆ Assessment Tool in development
- ◆ Based on Osgood Semantic Differential
- ◆ Computerised survey with 5-7 questions applied to each Order

Assessment – 1st Step

First step: single assessment of each Order, one question asked:

“Do these Orders use the available forces to best serve my Intent?”

Assessment – 2nd Step

Second step: detailed assessment of Orders - set of questions based on:

UK OPORD	US 5-Paragraph	US 4-Paragraph
Situation	Situation	Situation
Mission	Mission	Mission
Execution	Execution	General Instructions
Service Support	Service Support	Special Instructions
Command & Signal	Command & Signal	

Tool Development

- Draft the initial questions
- Recast them so that they are not dichotomous
- Choose descriptors
- Write question set into tool

Tool Development

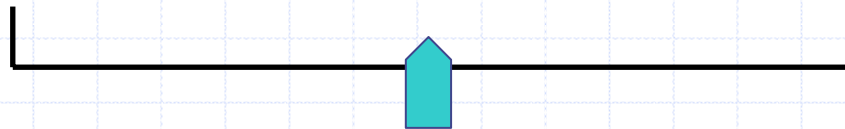
"Do these Orders use the available forces to best serve my Intent?"

Now might become:

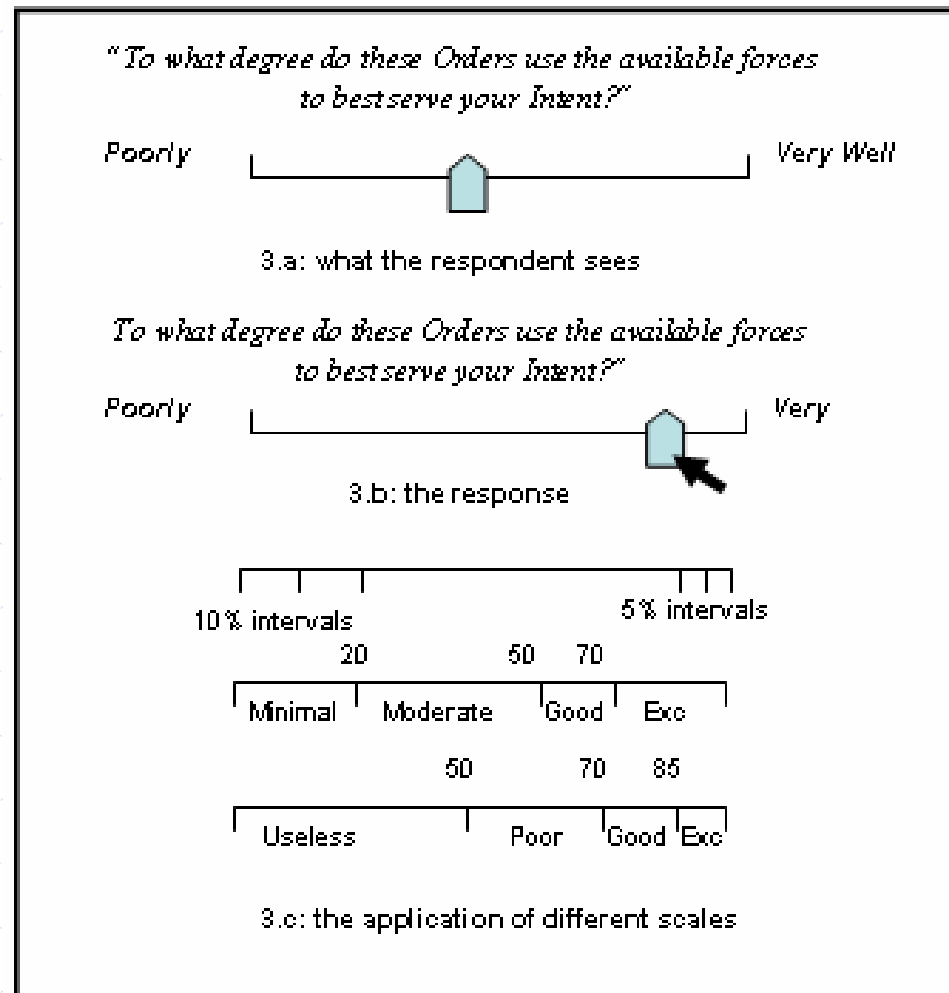
"To what degree do these Orders use the available forces to best serve my Intent?"

"Poorly"

"Very well"



Tool Development



Use of Tool Data

- ◆ **Saved as Comma Separated Values (.csv)**

- ◆ **Can export results to spreadsheet:**

Use templates for multiple correlations
(compare overall and detailed results)

- Highlights any problem areas
- Grade each instance separately, generate colour-coded rating (e.g. Traffic Light)

Analysis of Results

- ◆ Evaluate quantitative variables
- ◆ Judgement requires SME input
- ◆ E.g. SUB receiving good CMD assessment may have made fewer clarification requests
- ◆ Potentially high return of data

De-risking

Could be used in De-risking operations

CMD	SUB2
Were Orders issued in a timely manner?	Do you have sufficient time to plan/execute orders?
Was Urgency well conveyed?	Was Higher Command Intent (or intended effect) made clear?
Were Locations (AA, FUP, etc) clearly indicated?	Were Routes and Locations clearly indicated?
Are waypoint timings achievable?	Are waypoint timings achievable?
Are available forces well used?	Do you have adequate support and flank cover?
Is artillery support de-conflicted?	Are you happy with artillery support?
Are movement bounds clear and un-ambiguous?	Do advised bounds present any problem?

Conclusion

- ◆ We have outlined two-stage approach to assessment of Transmission of Commander's Intent
- ◆ Can produce Quantitative data
- ◆ Order Assessment tool in development
- ◆ Potential for use in De-risking operations and Junior Officer training

Questions?

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