

MSTP Pamphlet 7-0.1

Observer/Trainer Handbook



MAGTF Staff Training Program
(MSTP)

U.S. Marine Corps
December 1999

MSTP Pamphlet 7-0.1

Observer/Trainer Handbook

This pamphlet supports the academic curricula of the Marine Air Ground Task Force Staff Training Program (MSTP).

U.S. Marine Corps
December 1999

UNITED STATES MARINE CORPS
MSTP Center (C 467) MCCDC
3300 Russell Road
Quantico, Virginia 22134-5069

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FOREWORD

1. **PURPOSE.** MSPT Pamphlet 7-0.1, *Observer/Trainer Handbook*, is a reference document for use by observer/controllers (O/Cs) as they perform their duties.
2. **SCOPE.** This pamphlet provides information on the organization and responsibilities, and roles, duties, daily routine, and tools of the O/Cs. It also provides procedures for the after action review and final exercise report.
3. **SUPERSESSION.** None
4. **CHANGES.** Recommendations for improvements to this pamphlet are encouraged from commands as well as from individuals. The attached User Suggestion Form can be reproduced and forwarded to:

Commanding General (C 467)
Training and Education Command
3300 Russell Road
Quantico, Virginia 22134-5001

Recommendations may also be submitted electronically to:
opso@mstp.quantico.usmc.mil

5. **CERTIFICATION.** Reviewed and approved this date.

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Quantico, Virginia

Throughout this pamphlet, masculine nouns and pronouns are used for the sake of simplicity. Except where otherwise noted, these nouns and pronouns apply to either sex.

USER SUGGESTION FORM

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To: Commanding General, Marine Corps Combat Development
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Part I

Exercise Organization

This section presents the organization for a Marine expeditionary force (MEF) Phase III exercise developed and conducted by MSTP. The observer/controller (O/C) plays a central role in the exercise. It is the O/C who observes, documents and analyzes exercise activity to determine the causes and effects of MEF actions during the planning and execution of the exercise.

To be effective, the O/C should have a working knowledge of the organization and function of MSTP during a command post exercise (CPX). For a more detailed explanation of how the entire organization functions during an exercise, see the *MSTP Exercise SOP*. Figure 1-1 is an organizational chart for a typical MSTP exercise. While the organization may vary between exercises, the baseline functions are performed for each exercise. The roles and responsibilities of each of the offices on the chart are explained in the following paragraphs.

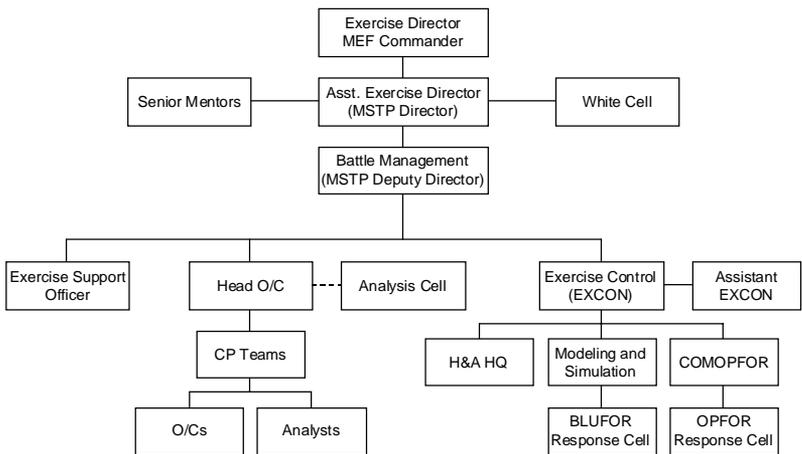


Figure 1-1. Typical exercise organization.

1001. Exercise Director

The MEF commander is the Exercise Director. He is responsible for the overall conduct of the exercise and establishes the training objectives and starting condition for the exercise.

1002. Assistant Exercise Director

The MSTP Director is the Assistant Exercise Director. He is responsible for designing and executing a CPX that accomplishes the MEF's training objectives. The Assistant Exercise Director's overall responsibilities also include, but are not limited to—

- Designing the exercise to meet the goals of Marine Corps Order 1500.53:
 - Improving the warfighting skills of senior commanders and staffs.
 - Developing common understanding of MEF doctrine.
 - Enhancing capabilities to employ MEF in a joint environment.
 - Promoting team building between MEF and major subordinate command (MSC) staffs.
- Directing CPX planning, coordination and execution.
- Ensuring focus of MSTP team to attain the MEF Commander's training objectives.
- Controlling opposition forces (OPFOR) to accomplish the MEF's training objectives.
- Approving resource allocation.
- Chairing the White Cell.
- Approving the form and content of the after action review (AAR) and final exercise report (FER).

1003. Senior Mentors

The senior mentors are retired Marine Corps general officers with significant MEF warfighting experience and knowledge. They observe all facets of the CPX and provide personal observations and recommendations to the commander and his principal staff. Some of the key activities of the senior mentors are to—

- Mentor the commanding generals during the course of the exercise.
- Evaluate the progress of the CPX and provide feedback to the MSTP Director and Deputy Director.
- Assist O/Cs with access to relevant information from the training unit's command elements.
- Conduct sidebars/executive seminars with MEF general officers.
- Provide input to the AAR and FER.
- Participate in White Cell meetings, as required.

1004. White Cell

The White Cell is the executive level control organization that curbs gamepath tangents and resolves simulation anomalies by redirecting CPX activities through Exercise Control (EXCON) as required to achieve the MEF's training objectives. The Assistant Exercise Director or his designee, e.g., the battle management officer-in-charge (BATMAN) or EXCON, chairs the White Cell.

1005. Battle Management Officer-in-Charge

The MSTP Deputy Director is the BATMAN. His focus is on the performance of the MSTP team members and their contribution to the success of the CPX. BATMAN directs the actions of all personnel supporting the CPX through the Exercise Support, Analysis and Exercise Control branches. BATMAN is the repository of "ground truth" for the CPX and coordinates the development of the AAR and FER. His specific responsibilities include, but are not limited to—

- Maintaining the team's focus on the MSTP Director's intent for the exercise to ensure a single battle effort.
- Managing the MSTP security program.
- Supervising the training of the MSTP team.
- Coordinating exercise planning, preparation and execution.
- Providing direction, through the Head O/C, to all O/Cs.
- Providing guidance to EXCON for execution of specific taskings to support MEF training objectives.
 - Participating in White Cell meetings.

- Supervising the development of the AAR and FER.
- Facilitating the AAR—if designated by the MSTP Director.

1006. Exercise Support Officer

The Exercise Support Officer provides technological, logistic and administrative support for the CPX. The Exercise Support Officer is often dual designated as an O/C. Duties and responsibilities of the Exercise Support Officer include, but are not limited to—

- Coordinating travel of the MSTP team to/from exercise site(s).
- Coordinating billeting of the MSTP team.
- Coordinating embarkation and setup of CPX equipment, including classified and unclassified computers, networks, telephones, video teleconferencing equipment, fax machines, etc.

1007. Head Observer/Controller

The Head O/C is responsible for directing the activities of those personnel who collect and process exercise information for the AAR and FER. He is assisted by a senior contractor analyst. Head O/C responsibilities and duties are addressed in detail in Part II of this pamphlet.

1008. Analysis Cell

The analysis cell is a group of contractors who assist the Head O/C in extracting root level causes and trends from the collected data to produce, through graphic support, the AAR.

1009. Exercise Control

EXCON is responsible for ensuring that the CPX is conducted in accordance with the Exercise Director's guidance to achieve the MEF training objectives. EXCON roles and responsibilities include, but are not limited to—

- Developing planning objectives and milestones for pertinent CPX activities.
- Creating a realistic and challenging training environment.
- Defining the “noncompetitive” and “competitive” environment within which the battle is fought.
- Directing the simulation and intelligence systems.
- Employing CPX model workarounds and scripting as required.
- Cueing the MSTP team to key upcoming CPX activities.
- Resolving CPX conflicts.
- Participating in all White Cell meetings.
- Supervising the set-up and training of the EXCON cells.
- Preparing the daily “Exercise Cartoon” depicting planned CPX events.

1010. Higher and Adjacent Headquarters

The higher and adjacent headquarters (H&A HQ) simulates the functions of the joint force commander and adjacent Service, functional, and coalition components to include any of their subordinate units necessary to ensure the fidelity of the exercise. The roles and responsibilities of H&A HQ include, but are not limited to—

- Publish the higher headquarters operation orders (OPORDs).
- Disseminate and manage taskings from White Cell meetings to joint and/or combined response cells.
- Coordinate training of MSTP augmentees for each H&A HQ cell.
- Coordinate and monitor the execution of all scripted items generated by, or injected through, EXCON during the CPX.
- Interact with the exercise audience by providing responses to questions based on mission, enemy, terrain and weather, troops and support available, time available (METT-T) and the training objectives.

1011. Commander, Opposing Forces

Commander, Opposing Forces (COMOPFOR) is responsible for planning, portraying and fighting the designated opposing forces in accordance with

the Exercise Director's guidance to achieve the MEF training objectives. Specific functions and tasks of COMOPFOR are to—

- Develop OPFOR concept of operations to support CPX design.
- Supervise and monitor training of OPFOR response cell personnel.
- Direct execution of OPFOR concept of operations during the CPX.
- Disseminate taskings from White Cell meetings to OPFOR cells.
- Adjust “ground truth” to optimize training.
- Brief future OPFOR actions for next exercise period to MSTP team at daily meetings.

1012. Response Cells

Response cells represent the subordinate units (regiments/battalions, groups/squadrons, mobile combat service support detachments) of the MEF's MSCs—to include any U.S., joint or coalition force attached to the MEF. As such, response cells are physically separated from the player cells, and must rely on the existing communications architecture and information systems to convey information. Response cells enter tactical direction and operations orders into the model and provide players with the status or combat results of their subordinate units, such as unit locations, bomb damage assessment, contact with the enemy, supply status, personnel status, etc.

Part II

Observer/Controller Activities

O/Cs are the grass-roots level eyes and ears of the MSTP team observing and collecting information, to provide feedback to the exercise force. O/C observations and insights are the basis for the AAR and FER.

2001. Roles and Responsibilities

O/Cs are the first echelon in an information hierarchy that includes the command post (CP) team leaders, the Head O/C, the MSTP Director and Deputy Director. At each level through analysis and synthesis, exercise observations are distilled into meaningful feedback for the training audience. O/Cs develop useful information—in the form of knowledge—about the training audience by comparing observations with expectations. Differences, if any, are analyzed to gain insights into contributing factors and underlying causes. Over time, the O/C forms an understanding of how the training audience is doing within his area of interest.

The O/C must balance two ways of thinking, analysis and synthesis. As defined by Merriam-Webster's Collegiate Dictionary (Tenth Edition, Copyright 1994 by Merriam-Webster, Inc.), analysis is “separation of a whole into its component parts” and synthesis is “the composition or combination of parts or elements so as to form a whole; the combining of often diverse conceptions into a coherent whole.” *MCDP 5* summarizes these activities as—

Analysis can be used to turn a broad concept of operations into a practicable plan by decomposing the concept into individual tasks.

Synthesis is the creative process of integrating elements into a cohesive whole. Creativity is essential to the process of synthesis.

2002. Qualifications

The O/C is a subject matter expert (SME) in at least one of the warfighting functions or related training objectives. Coupled with his experience and an appreciation of warfighting dynamics, the O/C possesses the requisite skills to transform collected data into useful information.

2003. Organization

Within the MSTP exercise organization, O/Cs are normally grouped into teams that correspond with MEF and MSC command posts. These CP teams align with exercise audience organization for the Phase II planning effort, and reduce O/C footprint in the combat operations centers during the Phase III.

a. Command Post Teams

CP teams are manned by warfighting function representatives to provide a broad-based look at the MEF across all the training objectives.

b. Command Post Team Leaders

CP team leaders consolidate the input from their respective teams and conduct a second order analysis and synthesis to develop an understanding of how the training audience is performing relative to the training objectives. This information is shared with the other CP team leaders at the nightly azimuth checks and captured in the collection worksheets (CWS) to provide a cross-functional context to the team's assessment efforts. Essentially, CP team leaders are the links between stovepiped observations and an integrated assessment.

c. Head Observer/Controller

The Head O/C supervises the CP team leaders. Ideally, he is an experienced O/C with a sound understanding of all the warfighting functions and an ability to operate comfortably at the conceptual level to derive root causes from functional level observations. Head O/C duties include—

- Recommending O/C organization and manning.
- Providing collection plans for use by the O/Cs.

- Conducting the orders crosswalk.
- Conducting O/C training.
- Ensuring a collection database is established for O/C reporting.
- Providing game-day guidance to focus the collection effort.
- Attending white cell meetings, as required.
- Working closely with the AAR production team to build the AAR.
- Utilizing the database to assist BATMAN in the construction of the FER.

2004. Duties

The basic O/C tasks are to—

- **Observe.** O/Cs monitor: operational planning team (OPT) deliberations during the Phase II; research unit standing operating procedures (SOPs); and conduct an orders cross walk of the planning documents leading to the Phase III CPX. O/Cs also observe various boards and briefings, and, during execution, observe their assigned portion of the training audience to determine what actually occurs in comparison to what was expected (doctrine) or planned (OPORDs and fragmentary orders (FRAGOs)).
- **Collect.** O/Cs record and document their observations initially in their O/C notebooks, a cargo pocket sized, spiral binder. They note times and locations of events; capture quotes from training audience discussions; and make copies of logbook entries, FRAGOs and target lists. They can also pull electronic copies of the air tasking order to determine compliance with targeting guidance or extract “ground truth” data from the simulation.
- **Analyze.** O/Cs do two types of comparative analysis. First, they compare MEF processes and procedures with doctrinal standards, such as the Marine Corps planning process (MCP). Second, they compare plans with execution. Departures from the plan can represent adaptation to ongoing events provided by the simulation. Regardless of the reasons, observed differences are analyzed to determine underlying causes and contributing factors.
- **Synthesize.** Based on the knowledge gained through analysis and the reports from other members of the MSTP team, O/Cs create a

picture, or form an understanding, of how the training audience is performing within their assigned area of observation.

- **Report.** O/Cs report the results of their observations within their CP team at the O/C round up. In turn, CP team leaders distill team input into a verbal brief for the nightly azimuth checks. O/Cs also fill out collection worksheets that reflect their understanding of the exercise audience performance relative to an event, warfighting function, or training objective.
- **Train.** The MSTP Director will authorize selected O/Cs to provide instruction during the course of the exercise to maximize the learning environment by responding to questions or suggesting alternative methods to improve training audience performance. With that authorization comes the designation of observer/trainer (O/T). The purpose of O/T instruction is not to steer the exercise to a desired outcome, but to provide timely feedback allowing the exercise force to make mid-course corrections. Moreover, the ongoing interaction eliminates surprises at the AAR.

O/T Qualifications. O/T designation is based on a demonstrated understanding of the interrelationship of all the warfighting functions and their role in planning, execution, and the commander’s decisionmaking. With the ability to affect game play, the O/T must have a good sense of timing, interpersonal skills, and an appreciation for how his intervention in an ongoing process will impact the exercise as a whole.

2005. Additional Information

To do their job effectively, O/Cs should have access to the following—

- Copy of the Orders Crosswalk.
- Copy of all written orders, FRAGOs, and related planning documents (e.g., decision support template).
- Copy of unit SOPs.
- Schedule(s) of all staff members, meetings, and briefings.
- Doctrinal publications.

O/Cs may find the following hints useful in dealing with the training audience during the exercise:

- Introduce yourself to your training audience; discuss your role in the exercise. You're there to observe the exercise and not answer their questions, unless you've been designated an O/C.
- Stay impartial; we all want them to do well, but asking leading questions or giving away the gamepath can alter the thought process and gives false hope that certainty is a possibility.
- Take copious notes. When in doubt, take more notes; you never know when your observation will become a critical data point for your fellow O/C.
- Avoid taking notes in front of the training audience; find a quiet corner in a nearby tent/room to compose your thoughts.
- Never discuss training audience performance outside the O/C ready room—the walls have ears.
- Don't "gang up" on the audience at critical events. We don't want our collection behavior to undermine the exercise.
- Be aware of the learning curve—the training audience will undergo significant improvements just in the course of the simulation. You should temper your incredulity with an eye toward progress.
- **Unless designated as an O/T, do not coach, teach, or instruct. The O/C's worst nightmare is being mentioned at the AAR as the person who "told me to do it that way."**

2006. Collection Plans

Collection plans enable O/Cs to perform their duties by organizing the collection effort. Ultimately, collection plans should arm O/Cs with sufficient awareness to recognize what is worth noting for analysis. To do so, collection plans should address when and where to observe and what the O/C might expect to see.

a. Collection Plan Focus

Collection plans mirror image the training objectives, which represent the MEF commander's priorities and drive AAR and FER content.

b. Building the Collection Plan

Collection plans evolve from the general to the specific over the course of the exercise as the MEF moves from planning to execution. By the start of

the CPX, collection plans help determine the O/C's daily schedule. See Table 1 for a sample collection plan.

- **Phase I.** Once the training objectives are determined at the Phase I Initial Planning Conference, collection plans are built for each training objective. In anticipation of the Phase II OPT sessions, the collection plans emphasize the linkage between each training objective and the MCPP.
- **Post Phase II.** As the MEF finalizes its concept of operations, detailed planning necessary for execution will begin and continue through the start of the CPX. Similarly, the collection plans gain more detail now that the MEF and its MSC's major tactical activities are known and the orders have been cross-walked and a gamepath developed.

c. Sample Collection Plan

The table below depicts the basic structure and representative content of a collection plan. The first three rows contain the heading, proposition, and the categories for the supporting columns.

FIRES COLLECTION PLAN		
Proposition: If the MEF is to exercise the training objective of Fires , then the MEF must plan, implement, and execute both lethal and nonlethal fires.		
As Evidence By The following actions	As Verified By Answers to the following:	Remarks
<p>1. The MEF will develop in planning a concept of fires that is nested w/in a concept of operations (COA) and that supports decisive and shaping actions.</p> <ul style="list-style-type: none"> • Fires reps in operational planning team (OPT). • Centers of gravity (COGs)/critical vulnerabilities (CVs) identified. • Plan guidance includes decisive and shaping actions. • Fires planned against CVs to be decisive. • Fires planned as part of combined arms concept. 	<p>a. Are there Fires reps in the OPT that span the arsenal available?</p> <p>b. Did the commander provide planning guidance? Did it include thoughts on decisive and shaping actions?</p> <p>c. Were COGs and CVs identified? Were they central to COA development?</p> <p>d. Does fires have an active role in the exploitation of CVs?</p> <p>e. Does the OPT leverage the power of combined arms by using maneuver to support fires and vice versa?</p>	<p>See CWS #F1201</p>

Table 2-1. Sample collection plan.

Propositions allow for hypothetical assertions to guide O/C analysis. The assertions are based on doctrine and provide the standards or measures to compare observed behavior. Propositions, if worded properly, are a viable method to accurately focus the collection effort.

Column one contains the assertions based on doctrine as to what the O/C should “expect” to see. Per the planning continuum hierarchy in MCDP 5, the column, from top to bottom, goes from the conceptual to the functional and detailed, and from planning to execution.

Column two contains a baseline list of directed questions to aid the O/C in determining when and where to observe and collect. The answers to the questions will promote the O/C’s understanding of how the training audience is performing relative to the training objective.

Column three contains administrative notations that link the first two columns to the O/C’s subjective comments on CWS. For example, F1201 would denote the first collection worksheet from an O/C (200 series) in the MEF cell (1000 series) with comments concerning the fires (F) training objective.

2007. Collection Worksheets

CWS provide a forum for O/Cs to capture and share with the MSTP team their understanding of the training audience performance within their area of interest. Worksheets are knowledge based, thus reflecting the results of the O/C’s observations, analysis and synthesis.

a. Collection Worksheet Program

Worksheets are filled out in a Microsoft® (MS) Access® database program tailored and maintained by contractor personnel. The database resides on an MSTP server at Quantico and is accessed by O/Cs through the MSTP Web site to enable entries from remote sites. The program enables “key word” searches which are vital to the AAR and FER production. As a manual workaround, a replica of the CWS is available in an MS Word® document in case the database crashes.

b. Processing Collection Worksheets

Collection worksheets are drafted by the O/C and validated by their respective CP Team leaders. The Head O/C and the senior analyst review all team CWS looking for trends and potential AAR topics. Hard copies of the CWS are placed in a binder as a backup. See Appendix A for a sample collection worksheet and amplifying comments.

2008. Collection

O/C collection begins during the MSTP Phase II planning and continues through the Phase III CPX. The majority of the collection during the Phase II is done by individual O/Ts who monitor and advise the MEF and MSC OPT sessions. The remainder of this section addresses the O/Cs' daily routine at the Phase III CPX. The daily schedule typically consists of the events summarized in Table 2-2.

Event	Frequency	Time
O/C Spinup	Daily	30 min prior to STARTEX
O/C Roundup	Daily	15 min after STOPEX
Azimuth Check	Daily	30 min after daily STOPEX

Table 2-2. MSTP team battle rhythm.

a. Morning Spin Up Brief

The morning spin up brief is for the entire MSTP team, which may require a video teleconference setup for O/Cs and H&A HQ's personnel at remote sites. The brief normally includes—

- Synopsis of previous simulation events.
- Gamepath graphic depicting current Blue/Red force laydown, and that day's forecast of major "muscle movements."
- Master Scenario Events List (MSEL) inputs.
- Head O/C and CP Team Leader updated guidance to O/Cs.

b. In the Trenches

O/Cs interact with the training audience to observe and collect data. Notations on times, locations, events, discussions, etc., are recorded in O/C notebooks. When appropriate and so designated, O/Cs may provide instruction. O/Cs meet with their analyst to discuss exercise events.

c. Observer/Controller Roundup

The CP Teams at the conclusion of each day's simulation conduct the O/C roundup. CP Team Leaders collect and review the information provided by their O/Cs and prepare a brief for the azimuth check. O/Cs draft collection worksheets reflecting the results of their analysis and synthesis for CP Team Leader review.

d. Nightly Azimuth Check

The nightly azimuth check is conducted for the entire MSTP team. It is a brief of the major items noted during that day's simulation. The intent is to share information to identify the emerging issues for the AAR and adjust the collection effort, accordingly.

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Part III

Exercise Reporting

3001. After Action Review

The AAR is the initial feedback on the exercise presented to the MEF commander and staff within 24 hours of the end of exercise (ENDEX). It is the culmination of a continuous filtering of collected data through multiple iterations of analysis and synthesis. The AAR is not an evaluation; it is the first opportunity to reinforce the training experience. The AAR lasts two hours, focuses on the training objectives and can include other notable events worthy of discussion.

a. Style

The AAR style is the MSTP Director's prerogative; however, most AARs are a combination of fact-based, objective critiques of functional processes, and subjective, facilitated dialogues that encourage discovery learning. Critiques appeal to the largest segment of the training audience, since they are directed at staff level functions and processes. In contrast, a guided review of selected topics fosters a dialogue among the participants, thus providing multiple points of view.

b. Content

Training objectives will be the focus of the AAR, but the nature of the comments and the methods by which training objectives are discussed will depend on events as they unfold during CPX execution. Comments are directed at observed command and staff performance that is linked to measurable behaviors relative to the training objectives and doctrinally based standards. The AAR will provide recommendations for enhancing strengths and correcting weaknesses.

c. Methodology

MSTP provides facts-based feedback to the MEF on the exercise. To do so, MSTP observes the training audience to collect data. The data is analyzed to determine causality and to explain deltas. The causes are collated (synthesized) to discern trends or themes, which become the framework for the reports (AAR, FER).

d. Format

Once the MSTP Director has approved the AAR topics, the Analysis Cell will build the graphic slides for his presentation. The slides are normally in MS PowerPoint® using bulleted information supported by graphics needed to amplify a point. Table 3-1 outlines the agenda of a two-hour AAR.

Item	Responsibility
Introduction <ul style="list-style-type: none">• Agenda• ROE	MSTP Director (or his designee)
7 Minute War <ul style="list-style-type: none">• Ground Truth• Red and Blue actions recap	EXCON
Exercise Comments <ul style="list-style-type: none">• Expectations vs. Observations• Differences, causes, results• Recommended corrections• DOTES takeaways	MSTP Director (or his designee)
Closing Remarks	MEF Commander

Table 3-1. After action review format.

3002. Final Exercise Report

The FER is a text heavy narrative containing the empirical data that supports the conclusions to be drawn out at the AAR. In a sense, it contains the “smoking guns.” At a minimum, the FER is the expanded speaker notes for the AAR slides. Optimally, the FER is delivered to the exercise audience concurrently with the AAR to provide relevant information while the exercise is still fresh in their minds. Too often in the past, the FER loses its impact because it arrives 30 days after the exercise when the MEF has moved on to other events on their training, exercise, and evaluation plan (TEEP). The collection worksheets completed by the O/Cs comprise the

initial draft of the FER. The worksheets are scrubbed for clarity, tact, veracity, classification and relevancy to the training objectives. Any conflicting comments are resolved and additional topics included as required by the MSTP Director. The final product is routed through the original authors for continuity of thought and submitted to the MSTP Director for release.

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Appendix A

Collection Worksheet

Figure A-1 shows a sample CWS. It was created as a database using MS Access®. All the data fields in the top section have drop-down lists (shown by the arrows) to prompt user selections and assist cross-functional coordination. The numbered data fields in the lower half of the page are expandable text boxes. Each text box can expand to 1½ pages. During O/C training prior to the orders crosswalk, the Head O/C and contractor personnel will provide keystroke and composition instruction for the CWS. General descriptions of each text box are provided below.

- 1. What Was Expected or Planned?** Expectations come in two forms: what we might expect to see based on doctrine, or, once the MEF has developed its concept of operations, what we might expect to see in execution per their plan. Thus, entries here should be written in perfect tense. For example, “The MEF would convene an OPT and the commander would provide his initial orientation as a result of his battlespace area evaluation,” or “The MEF would publish an appendix detailing the actions required to conduct a river crossing.” This second example presumes knowledge of their plan to conduct a river crossing.
- 2. What Happened?** State the facts as they were observed. Facts should be listed in spatial or chronological order and be relevant to the topic. Examples:
 - The MEF convened an OPT.
 - The commander did not brief the OPT until COA development.
 - The MEF planned for a river crossing.
 - The MEF did not write an appendix for the river crossing
- 3. Conclusions.** The O/C’s opinions as to causes and effects should be a logical extension of the facts. No new information can be introduced here. If it doesn’t directly link to the facts, don’t mention it. Example:

- (Cause) Lacking fires reps in the OPT, no counterfire plan was written.
- (Result) Stovepiped and redundant attacks of enemy targets, higher casualties rates, shortages of arty ammo, and stalled maneuver units.

4. Recommendations. The O/C should include appropriate corrective measures to enhance strengths or improve weaknesses.

Main Menu

Enter Data for New Observation
When finished click the **SAVE** button at the bottom of the Page

Observation #:

Date:

Time:

Exercise:

Location:

Last Name:

Training Objectives:

Applicable Warfighting Functions

Maneuver

Fires

Intelligence

Logistics

C2

Force Protection

Topic:

1. What was expected or planned?

2. What happened?

3. Conclusions

4. Recommendations

Figure A-1. Sample collection worksheet.

Appendix B

Glossary

Section I Acronyms

Note: Acronyms change over time in response to new operational concepts, capabilities, doctrinal changes and other similar developments. The following publications are the sole authoritative sources for official military acronyms:

1. Joint Publication 1-02, *Department of Defense Dictionary of Military and Associated Terms*.
 2. MCRP 5-12C, *Marine Corps Supplement to the Department of Defense Dictionary of Military and Associated Terms*.
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AAR	after action review
BATMAN	battle management
BLUFOR	blue forces
COA	course of action
COG	center of gravity
COMOPFOR	commander, opposing forces
CP	command post
CPX	command post exercise
CV	critical vulnerability
CWS	collection worksheet
ENDEX	end of exercise
EXCON	exercise control

Section II Definitions

Note: Definitions of military terms change over time in response to new operational concepts, capabilities, doctrinal changes and other similar developments. The following publications are the sole authoritative sources for official military definitions of military terms:

1. Joint Publication 1-02, *Department of Defense Dictionary of Military and Associated Terms*.
 2. MCRP 5-12C, *Marine Corps Supplement to the Department of Defense Dictionary of Military and Associated Terms*.
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A

after action review— A facilitated debrief of the exercise that is presented to the MEF Commander and other exercise participants. It summarizes MEF activity to provide feedback on both good and bad aspects of the exercise. The after action review is straightforward in that it derives from:

- What was expected (doctrinal processes) or planned.
- What actually happened.
- What was the difference.
- What is the reason for the difference.
- What—if any—are the necessary corrective actions. (MSTP)

analyst—Subject matter expert who analyzes data from observers and other sources to determine underlying causes and contributing factors in support of the after action review. (MSTP)

anticipated daily event list—List of anticipated events produced for each game day by exercise control. (MSTP)

augmentation—Personnel assigned to MSTP from external units specifically to support the exercise. (MSTP)

battle management—Personnel assigned to keep track of the exercise as it develops in the simulation. They monitor and brief the exercise situation, and ensure information flows to the head observer/controller and the command post teams. (MSTP)

battle truth—The picture and understanding of the battle held by the players. (MSTP)

blue forces—Friendly forces. Also called **BLUFOR**. (MSTP)

battle management officer-in-charge—Normally, the Deputy Director of MSTP. Also called **BATMAN**. (MSTP)

C

commander, opposing forces—Responsible for the employment of Red (enemy) forces during the exercise through the simulation. Also called **COMOPFOR**. (MSTP)

competitive zone—The geographical limits defined by the scenario (within the playbox) that includes the allowable maneuver areas for all Red and Blue forces actively played in the model. (MSTP)

critique—An objective, single-sided assessment of functional processes. (MSTP)

D

daily cartoon—A graphic overview of the day's planned events based on the forecast gamepath. It is the result of a war game of the MEF's concept of operations against the opposing force's planned actions and includes master scenario events list items. (MSTP)

E

exercise control—Organization and personnel that control the exercise. Also called **EXCON**. (MSTP)

exercise director—MEF Commander, assisted by the MSTP Director. He is responsible for overall planning and execution of the exercise. (MSTP)

exercise control—Responsible to the Exercise Director for all aspects of exercise control. Also called **EXCON**. (MSPT)

G

gamer—Personnel who man response cells and represent subordinate units and agencies within the MEF. Gamers interpret and execute operations plans and orders, as directed by the MEF and its major subordinate commands. Gamers provide connectivity from the players to the simulation, and provide combat results and requirements to the players. (MSTP)

game time—Time simulated in exercise play. Not normally real time of day. (MSTP)

ground truth—Actual knowledge of the battlefield—gained by complete access to the simulation. Includes knowledge of both Blue and Red situations. (MSTP)

H

head observer/controller—Directs the activities of all observer/controllers and their command post team leaders. Also called **Head O/C**. (MSTP)

higher and adjacent headquarters—An operational element of the MSTP. With augmentation, is simulates higher and adjacent unit headquarters. Also called **H&A HQ**. (MSTP)

L

learning objectives—Desired exercise goals. Normally related to non-doctrinal tactics, techniques and procedures that merit examination. (MSTP)

M

MTWS Analysis and Reporting System—The electronic data retrieval system used to extract specific game data from the model. Also called **MAARS**. (MSTP)

magic—Corrective actions entered into the model by a designated workstation. Approved by the exercise control officer-in-charge to meet training objectives and maintain control of the exercise. (MSTP)

master scenario events list—List of possible events that can be inserted into the exercise to prompt certain actions by the MEF. Some of the events will be scripted for input at specified times and others will be available for insertion on an as required basis. Also called **MSEL**. (MSTP)

N

non-competitive zone—Area outside of the competitive zone. Activities not replicated in the model that are scripted to shape events in the competitive zone. (MSTP)

O

observer/controller—A warfighting function subject matter expert trained to observe and collect exercise data, as well as provide instruction when authorized. Also called **O/C**. (MSTP)

opposing forces—An operational element of the MSTP. With augmentation, portrays threat military forces and operations. Also called **OPFOR**. (MSTP)

orders crosswalk—An audit of MEF and major subordinate command operation orders for understanding and compliance with higher headquarters' guidance, intent and taskings. Disagreements discovered during the orders crosswalk are reflected in the collection plans and can generate master scenario events list items to stress possible weak points. (MSTP)

P

players—Players are the training audience. Players include: the MEF command element and the major subordinate command. Players are located outside the simulation center in command posts representative of those they would use in an actual conflict. (MSTP)

proposition—A conditional statement composed of an antecedent and a consequent, e.g., “IF the MEF is to conduct single battle planning, THEN

the MEF commander defines his end state and issues his intent and guidance.” (MSTP)

R

red—The enemy side of the battle. (MSTP)

red cell—An organization within the operational planning team that “fights” the Red forces during COA wargaming. It is under the staff cognizance of the intelligence officer. (MSTP)

response cell—The response cell represents the subordinate units of the major subordinate commands and serves to enter tactical direction and operations orders into the model. Response cells, operating within exercise rules, provide players with the status or combat results of their subordinate units, such as unit locations, battle damage assessment, contact with the enemy, supply status, personnel status, etc. A response cell consists of the response cell controller, an officer-in-charge, the gamers and terminal operators. (MSTP)

response cell controller—A simulation control center subject matter expert responsible for use of the model in support of the response cells gamers. Coordinates the execution of the combat plan in the model based on the gamer’s desires. Assists with control of the exercise during execution. Monitors response cell gamers to ensure they role play to prevent unrealistic flow of information. Acts as a response cell observer/controller. (MSTP)

S

simulation control center—The simulation control center includes hardware, model software, personnel and facilities used to plan, operate, control, and manage the simulation. (MSTP)

simulation center coordinator—The senior Marine assigned to the simulation control center. He supervises the activities of the response cells, response cell controllers, and the simulation technical staff. He and his staff assist the response cells in portraying combat and combat-related actions from the model to the players. (MSTP)

scripting—Manually generated inputs that simulate real world systems, units, events and information not generated in the model. (MSTP)

T

terminal operator—Individual who enters commands into the simulation. Terminal operators work for the response cell controller and are part of the response cell. (MSTP)

training objectives—The MEF commander mandated exercise goals to be accomplished. These drive the development of the scenario, gamepath, collection plans, and the AAR and FER. They are usually one of the warfighting functions or a component thereof, or a critical event, like “a division passage of lines.” (MSTP)

W

warfighting functions—The six mutually supporting military activities integrated in the conduct of all military operations are:

- 1. command and control**—The means by which a commander recognizes what needs to be done and sees to it that appropriate actions are taken.
- 2. maneuver**—The movement of forces for the purpose of gaining an advantage over the enemy.
- 3. fires**—Those means used to delay, disrupt, degrade, or destroy enemy capabilities, forces, or facilities as well as affect the enemy’s will to fight.
- 4. intelligence**—Knowledge about the enemy or the surrounding environment needed to support decisionmaking.
- 5. logistics**—All activities required to move and sustain military forces.
- 6. force protection**—Actions or efforts used to safeguard own centers of gravity while protecting, concealing, reducing, or eliminating friendly critical vulnerabilities.

Also called **WF**. (MCRP 5-12C)

white cell—The executive level exercise control organization chaired by battle management officer-in-charge. It includes the assistant exercise director, battle management officer-in-charge, commander opposing force, senior mentors, simulation center coordinator, the higher and adjacent headquarters representative, and others as required based on the issue. (MSTP)

workaround—A procedure designed to replicate military operations not resident in the model to address unplanned or unique situations. (MSTP)

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