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CENTRAL INTELLIGENCE AGENCY

WASHINGTON, D.C. 20505

21 December 1977

MEMORANDUM FOR: The Director of Central Intelligence

FROM : William W. Wells
Deputy Director for Operations

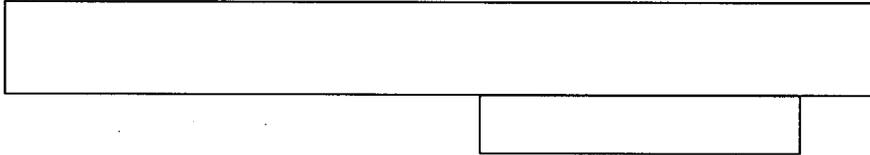
SUBJECT : WARSAW PACT JOURNAL: Improving in Every
Possible Way the Operational Training
of the Combined Armed Forces

1. The enclosed Intelligence Information Special Report is part of a series now in preparation based on articles from a SECRET Soviet publication called Information Collection of the Headquarters and the Technical Committee of the Combined Armed Forces. This article touches on the basic questions of operational training of Combined Armed Forces commands and staffs, discussing ways of improving it. The bulk of training methods treated are exercises providing practical training in troop control, including staff training sessions, staff exercises, special exercises, operational war games, command-staff exercises, and operational-tactical exercises. Here, each training method is discussed individually. In addition, the organization and conduct of training measures in general are highlighted. This journal is published by Warsaw Pact Headquarters in Moscow, and it consists of articles by Warsaw Pact officers. This article appeared in Issue No. 1, which was published in 1970.

2. Because the source of this report is extremely sensitive, this document should be handled on a strict need-to-know basis within recipient agencies. For ease of reference, reports from this publication have been assigned

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Intelligence Information Special Report

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COUNTRY USSR/WARSAW PACT

DATE OF
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21 December 1977

SUBJECT

WARSAW PACT JOURNAL: Improving in Every Possible Way the Operational Training of the Combined Armed Forces

SOURCE Documentary

Summary:

The following report is a translation from Russian of an article from a SECRET Soviet publication called Information Collection of the Headquarters and the Technical Committee of the Combined Armed Forces. This journal is published by Warsaw Pact Headquarters in Moscow, and it consists of articles by Warsaw Pact officers. This article touches on the basic questions of operational training of Combined Armed Forces commands and staffs, discussing ways of improving it. The bulk of training methods treated are exercises providing practical training in troop control, including staff training sessions, staff exercises, special exercises, operational war games, command-staff exercises, and operational-tactical exercises. Here, each training method is discussed individually. In addition, the organization and conduct of training measures in general are highlighted. This article appeared in Issue No. 1, which was published in 1970.

End of Summary

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Improving in Every Possible Way the Operational Training
of the Combined Armed Forces

Directorate of Operational and Combat Training of the
Staff of the Combined Armed Forces

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During independent study, of great significance is also the study of the combat characteristics and capabilities of various types of weapons and equipment, and of operational standards in conducting the operation of the combined ground forces, aviation and navy of both the allied armies and the armed forces of the enemy.

As a result of purposeful independent work generals, admirals, and officers improve their knowledge and acquire practical experience.

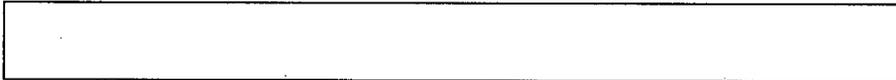
Another facet of training which is widely used in the allied armies is operational and special assemblies.

These assemblies are conducted with the senior personnel of the ministries of defense, branches of the armed forces, military districts, armies, and navies, as a rule, semiannually for five or six days. Similar assemblies are also conducted annually on the level of the Combined Armed Forces on plans of combined operations.

Yearly participation of commanders, chiefs of staff and other senior personnel of the allied navies has become customary in operational assemblies, which have been held in the Twice Red Banner Baltic Fleet and the Red Banner Black Sea Fleet under the direction of the commanders of the fleets.

Operational and special technical assemblies are periodically conducted with the senior personnel of the Air Defense Forces and the Air Forces of the Warsaw Pact member states.

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In 1970 the Staff of the Combined Armed Forces conducted several special assemblies, in particular, assemblies of the senior personnel of the rocket troops and artillery, communications troops, chemical troops of armies of the Warsaw Pact and a host of others.

Operational assemblies in the training framework of generals, admirals and officers are very important. The assemblies also have the goal of explaining the tasks facing the troops in the new training year, as well as broadening the general operational outlook of the senior personnel and achieving a unity of views in the understanding of them, the character of a modern operation, methods of its preparation, conduct, and comprehensive support.

At the special assemblies the senior personnel study in greater detail the combat equipment which has been adopted by one or another branch arm, and broaden their knowledge of its combat use in operations.

Along with lectures and reports the assembly programs also include such active forms of training generals, admirals and officers as war games, solution of short operational problems, and the conduct of seminars. This gives the participants of the assemblies an opportunity to gain experience in analyzing the situation, in performing operational calculations, in formulating decisions, and in actual drafting of documents. Such a method ensures a close bond of theoretical training with the actual solution of a number of problems such as, for example, how to deploy troops, the organization and conduct of combat actions of troops, and others. In addition, during the assemblies it is rather helpful to familiarize the participants of these assemblies with the new models of armament (equipment) and their combat employment, as well as to conduct combat training.

Commander training occupies a significant position in the training of officers of operational staffs. They are conducted monthly throughout the training year or during assemblies.

A significant portion of training time in the framework of commander training is devoted to operational, military-technical, and special training.

As the experience of conducting such training shows, it is better to conduct it with trainee groups undergoing operational training; these groups usually are established by taking into account the functional responsibilities of the officers and their military educational level.



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This makes it possible to take into account more fully the characteristics of the work of every officer, department, and directorate and approach their training by keeping their differences in mind.

In this training it is useful to couple group training methods with the individual work of officers ensuring a subsequent transition in studying from simple problems to the most complex.

Well organized and well conducted assignments on a high methodological level enable those being trained to correctly understand matters of operational art, and to show initiative and creativity in the daily performance of their official responsibilities.

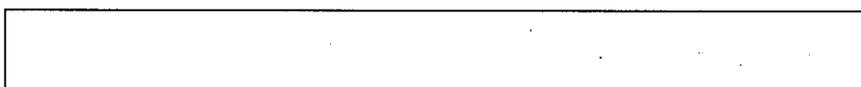
Experience also confirms the fact that the effectiveness of the mutual practical exercises for officers is considerably increased if one or two combined operational themes are studied during these, with the working out in them of training problems that are in keeping with the themes of the exercises which have been planned for the operational staffs in a given training year. Therefore, combined themes, as a rule, include a number of problems on the organization and conduct of various types of combat actions.

During practical exercises on a combined theme in all groups undergoing operational training, analogous training problems are worked out in parallel in keeping with the service profile of the trainees. For this, on the basis of a common operational concept with a combined theme, special assignments can be worked out for every branch arm and service. Thus, during the study of a combined theme not only are the skills and knowledge of officers of all branch arms, special troops and services improved, but also definite prerequisites are established for a coordinated solution of similar problems by all directorates (departments) of the staff during training with formation staffs. Prior to working out these themes it is useful to organize the reading of lectures, reports and messages.

As the experience of operational training of allied armies shows, good results are achieved in the framework of tasks by the conduct of short operational problems or group exercises on the terrain. This method deserves wide dissemination and implementation.

Another group of training measures for operational training most widely used in allied armies is separate and joint staff training sessions, staff exercises, specialized staff (directorate) exercises of the branch arms (branches of the armed forces), operational war games, command-staff

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exercises and operational-tactical troop exercises.

The principal difference between this type of operational training and independent studies, operational (special) assemblies and scheduled practical exercises consists in the fact that in them direct practical training of commanders, staffs, and field headquarters troops is realized as a whole for the control of troops. Here generals, admirals, and officers carry out their functional responsibilities not in isolation from each other, but within their own directorate, department and on the whole within the entire staff and headquarters of the army and military district (front). In this process all operational questions are resolved in the system by an all-around coordination of these questions with all the interested organs of the directorate.

Let us examine the major types of operational training of staffs most widely used in the armies of the Warsaw Pact countries.

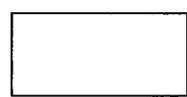
Staff training sessions are the first level of operational training of staffs. Their purpose is the working out of the individual elements of control to develop the most expedient work system of staffs for the control of troops. Staff training sessions can be separate or joint.

Separate staff training sessions are held with the purpose of a more comprehensive study and working out of functional responsibilities which the officers must carry out. The exercises are usually conducted in departments and directorates under the leadership of their superiors. During the training sessions operational documents, estimates, plans, tables, operational instructions, orders, directives, and other information reporting documents are worked out in an actual operational situation. In separate training sessions the study and actual mastery of new means of control and means of mechanizing and automating jobs can be carried out with the utilization of electronic computers and other machines.

Together with improving the skills of generals and officers in carrying out their functional responsibilities it also is advisable to work out at such training sessions the problems of replacing each other.

Such training sessions are held monthly, primarily in the first half of the training year.

Joint staff training sessions, as is known, are conducted for coordinating the staff (field headquarters) as a whole. The theme of joint training sessions, as the experience of operational training of the armies



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of the Warsaw Pact countries shows, may encompass separate stages of the organization and the conduct of operations and working out of several training problems, the solution of which requires the participation of all directorates, departments, staffs of branch arms, and chiefs of services of the field headquarters of the formation.

Joint staff training sessions are usually conducted under the direction of chiefs of staff at the point of permanent disposition or in the field. The Polish Armed Forces, for example, carry out staff training sessions in military districts and armies on the basis of specially established control centers. In these control centers communications means are permanently set up according to the T/O&E of a given staff. For staff officers there are specially equipped work areas with sample documents, standardized forms, and various kinds of military reference literature. In addition, control centers have means of automation (minor mechanization).

As the experience of the allied armies shows, the best results are achieved when joint staff training sessions are conducted in the field on a combined theme lasting two to three days in conjunction with the elements of a command-staff war game.

In a number of cases staff training sessions in the field begin by placing the staffs on alert and moving them out to alternate or other areas of disposition. In this case, together with the general tasks, problems of combat readiness of control organs are also worked out.

The next higher level of staff training is staff exercises. Staffs together with combat and materiel support units and subunits are allocated to these exercises.

This makes it possible, with the improvement of the level of field training of staffs and troops which were brought into the exercises, to simultaneously check the level of training of the control organs in the control of troops under more realistic conditions.

The director of staff exercises, as a rule, is the troop commander, who personally trains his staff, turning his attention to working out problems which are not resolved efficiently or fully enough by the staff.

At these exercises generals, admirals, officers, and support subunits are trained for the command-staff exercises. However, this does not mean that staff exercises are copies of the latter. Themes of staff exercises are worked out in a different operational situation from that of

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command-staff exercises.

It is most useful during staff exercises to work out problems of bringing the staff (field headquarters) to full combat readiness with full mobilization of staff directorates and support and security subunits.

Equipping branch arms with new, more complex equipment makes greater demands on operational training of control organs, branch arms and branches of armed forces. Therefore, at the present time, special exercises for the staffs (headquarters) of branch arms and branches of armed forces have received widespread use. Such exercises are conducted both in people's armies, as well as on a scale of several allied armies.

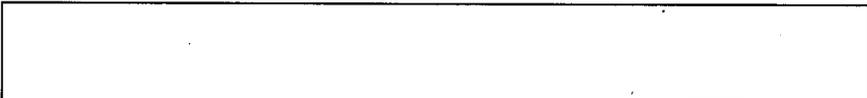
Thus, for example, each year exercises for working out the cooperation communications of the allied navies during combined tasks are conducted in the Baltic and Black seas. Such exercises are directed by one of the chiefs of staff of the allied fleets in an assigned order. Similar exercises are conducted with communications troops in the ground forces of the allied armies.

These exercises make it possible to more completely work out special problems of cooperation connected with the combat employment of the appropriate branch arms and branches of armed forces in an operation. Similar exercises also pursue the goal of improving the training of control organs and of checking in practice the practicality of calculations of the combat employment of one or another branch arm or branch of the armed forces in an operation.

Training of commanders and staffs of formations of the various branches of armed forces is conducted most effectively and comprehensively at operational war games, command-staff exercises with skeleton troops, and at operational-tactical troop exercises. These types of training create the most favorable conditions for the practical working out of a large array of problems of the organization and conduct of combined exercises and make possible the improvement of forms and methods of troop control under conditions approaching the actual combat situation in maximum degree.

Operational war games, as is known, may be two-sided or one-sided, single level or multi-level, and are conducted on maps without the participation of troops, on terrain or at points of permanent disposition of staffs with the organization of communications. The main goal of war games consists in improving the operational knowledge of the command and some categories of officer personnel. Control organs are brought into the

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game not fully manned and are not relocated during the conduct of it.

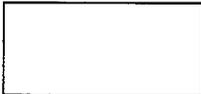
The main content of a war game is the working out of several important problems, which are studied against a background of didactic training episodes and the conduct of an operation. These episodes usually are separated from one another by operational transitions. However, in a number of cases, it is advisable on some training questions to conduct the playing out of combat actions, in order to train the senior personnel of staffs not only in the working out of expedient decisions, but also in the comprehensive support of them, as well as practical implementation of the adopted decisions. In so doing, the situation is built up hour by hour, which prompts those being trained to make partial decisions in developing the main decision. Such a method makes it possible to inculcate in the generals, admirals and officers the skills of continuous control of troops in a complex and rapidly changing situation.

Command-staff exercises are one of the main elements of operational training of the command and staffs. They are held on the terrain with communications means.

The director of a command-staff exercise usually is the next higher troop commander, however, the exercise may be conducted by the commander of the formation whose staff is being trained. In this case his first deputy may be designated as the troop commander for the exercise.

Such exercises may be one- or two-sided, single level or multi-level, with or without skeleton troops. The participation in command-staff exercises of combined-arms, missile, and air force units (large units), missile launching and radiotechnical units of the air defense, and reconnaissance and communications units and subunits ensures the resolution of some problems of troop control of forces and means under conditions which approach combat conditions. It is especially expedient to conduct the command-staff exercises as two-sided and multi-level with the participation of troops, as this ensures more complete combined training of the command and staffs of the operational level with the tactical training of commanders and staffs of large units.

In these cases command-staff exercises, as a rule, are combined with troop and special exercises and are conducted against an operational background. Such a level of command-staff exercises makes it possible by their results to more fully assess the degree of training and preparedness of the command and staffs for controlling troops, while troop participation in the exercises makes it possible to check in a practical manner the



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practicality of the various calculations carried out in the staffs on the combat employment of troops.

During the two-sided command-staff exercises there are great opportunities to train commanders and staffs under combat conditions on decisions actually made by each side.

A great deal of attention is given to command-staff exercises in all allied armies. Their preparation and conduct are always the center of attention of senior officers. This is explained by the fact that, when operational staffs are not allocated for operational-tactical exercises with troops, command-staff exercises, in reality, are the final stage in their operational training in the training year.

Operational-tactical troop exercises, which are conducted in the allied armies, are at the same time one of the highest types of operational training of formation commanders (commanders and staffs), especially when they are conducted with field firing of motorized rifle and tank troops and artillery, and with bombing.

During these exercises formation commanders and staffs solve all the problems that are connected with the preparation of the operation and with the combat employment of branch arms and branches of the armed forces and exercise continuous troop control in the course of the combat actions under various situational conditions. In addition, the exercises make it possible to check the combat readiness of control organs at all levels, as well as of troops, armies, and fleets which are participating in the exercise, and to improve their level of field, air, and sea training. Such exercises develop favorable possibilities for the solution of the most important problems of training staffs and troops.

During the conduct of operational-tactical exercises combined themes are worked out, including such training tasks that encompass, as a rule, all types of combat actions.

In the Combined Armed Forces primary attention is given to the combined operational war games and exercises which are conducted under the direction of the Commander-in-Chief and Chief of Staff, as well as under the direction of the ministers of national defense and chiefs of general staffs of armies of member states of the Warsaw Pact.

In recent years in the Combined Armed Forces several operational war games on maps were conducted with the participation of operations groups of

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the general staffs, front (army) headquarters, and operations groups of the air forces, air defense forces and the navies of the allied armies. Combined operational-tactical exercises were conducted under the direction of the ministers of defense of the Warsaw Pact member states.

Such exercises and war games are the most important measures in the operational training of the command personnel of the allied armies and senior staffs, since they make it possible to work out a unity of views on the major problems of operational art, improve cooperation among allied troops and the control of both national as well as coalition groupings of troops, naval forces, and air defense forces of the Warsaw Pact countries. During these exercises and games important problems of troop control such as, different variants for simultaneously and successively bringing formations and large units of ground troops, aviation, and naval forces to increased and full combat readiness are comprehensively worked out, and mobilization measures and operational deployment in limited time frames are carried out, as well as optimum variants for conducting border engagements with the subsequent going over to all-out offensive actions under conditions of the employment of conventional means of destruction and nuclear weapons.

These are the most widespread forms of operational training for formation commanders (commanders) and staffs in the armies of the Warsaw Pact countries, their functional purpose and basic content. Skilful employment of the entire system of training measures steadily increases the military theoretical knowledge of generals, admirals, and officers and improves their practical skills in organizing combat actions and in controlling troops in operations.

As the experience of training practice of the armies of Warsaw Pact countries shows, the further improvement of operational training of generals, admirals, officers, and staffs, in our opinion, may proceed in the following main directions, which have a bearing on all the training measures of operational training.

First, by differentiating the planning of operational training taking into account the actual preparedness of generals, admirals, officers, and staffs to fulfil their tasks. In this connection the experience of the Czechoslovak People's Army, the Hungarian People's Army, and the Armed Forces of the Socialist Republic of Romania is of particular interest, where the formation commanders are given the authority, based on the level of operational training achieved by subordinate generals, admirals, officers, and staffs, to determine within specific limits the number of

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training hours a year to be spent on their training, and to specify how many and what kind of exercises (games, training sessions) must be conducted with them on what themes. The commanders of these armies note the great effectiveness of the employment of these measures in the conduct of operational training.

Such a trend of improving the operational training leads to the attainment of greater results in its organization and conduct.

Second, by improving the field proficiency of staffs. This is explained by the fact that operational staffs have to work in the extremely difficult situational conditions of modern war. The great fluidity of troop combat actions, extremely limited time periods for preparing data by which the commander will make his decision, and the assignment of tasks to troops will require great efficiency in the work of the staffs. Troop control will often be established in the course of relocating control organs and from short halts. In addition, the need for frequent relocation of command posts will require of the personnel of staffs and control organs assurance of their firm skills in rapid deployment, dismantling and relocating. In this manner, the level of training of staffs for reliable troop control now in many respects depends on their [one word illegible] sustained work under combat conditions.

In reference to staffs, the requirements of field proficiency reflect first of all their ability to bring themselves and the troops quickly and in an organized manner to full combat readiness, to maintain uninterrupted contact with the troops in the most complex situation, and to ensure reliable control of combat actions of the troops, directed at the precise and timely fulfilment of the combat tasks assigned to them.

Another important requirement of field proficiency of staffs is the achievement of a high degree of coordination among departments (directorates) and staffs, of cooperation and coordination on matters of employing different kinds of forces and means of combat, first and foremost for the purpose of exploiting the results of the employment of nuclear weapons. In this case the cohesiveness of staffs as a whole must be ensured by high professional training of each general, admiral, and officer, which will make it possible for them to quickly and competently resolve all matters of troop control.

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An extremely important requirement of field proficiency of staffs is also the assurance of high survivability of command posts. This means not only the ability to move in a timely manner away from a possible enemy attack, but also the skilful utilization of protective features of the terrain, the conduct of engineer preparation work in areas of control post disposition, of camouflage and repair measures, the ability of staffs to control troops with limited personnel on the basis of the officers being able to replace each other, as well as the constant readiness of lower staffs to assume the functions of a higher staff which has been put out of action. At the same time the higher staff should also be ready to assume control of the troops, when a lower staff is put out of action.

The matter of ensuring the survivability of control posts is given a great deal of attention in the allied armies. During many operational exercises different variants for reestablishing disrupted control are worked out in a practical manner. For example, in a number of armies the practice is to transfer control to the staff of a division in place of an army staff that has been put out of action. The staff of a division during operational exercises is prepared in advance to carry out these duties.

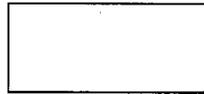
Another variant is considered when operational staffs which have sustained losses are quickly reinforced by generals and officers or by whole departments (directorates), recalled from the ranks of other staffs and from central directorates, military academies, and schools.

This experience deserves attention and more comprehensive study.

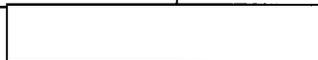
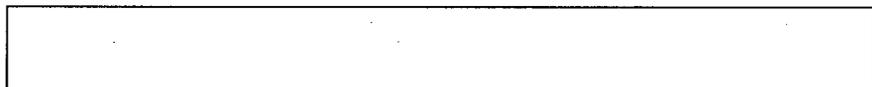
The level of field proficiency of staffs should be evaluated first of all by such concrete indicators of the work of staffs under combat conditions, as the efficiency of troop control (collection and evaluation of situational data, drawing up of decisions, transmission of tasks to the troops), the speed of deploying, relocating and dismantling control posts, and the time frames for readying and setting up communications means.

Third, by constantly raising the level of training methods for conducting training measures in operational training.

This requires advance and thorough preparation of every exercise (practical exercise, war game), precise organization, and effective methods



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for conducting it.

The preparation of each exercise begins with working out the scheduling. Properly arranged scheduling will facilitate greater organization in compiling the training materials for the exercise. For this purpose a method of network planning can also be used. It consists in the fact that all jobs are represented graphically, and carried out in strict succession or simultaneously (in parallel) with an indication of the time scale. This makes it possible to represent visually the entire sequence of work and the interdependence among its separate elements, and on the basis of this, to establish the optimum variant for carrying out the entire system of tasks.

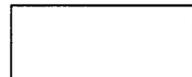
The exercise concept should be especially thoroughly worked out. It must closely correspond to the exercise theme, it must follow the set goals, and it must ensure the most complete and instructive means of working out the training problems. Carefully made operational-tactical calculations must be the basis for the action plans of both sides. To make these calculations in a limited time it is expedient to use the means of automation and mathematical methods available in the staffs.

Operational tasks for the playing sides, the plan for the conduct of the exercise, and the organizational directives should be worked out with great care and accuracy.

As is known, the preparedness of the directing body and umpire organization has a great influence on the quality of conduct of an exercise. The umpires should be especially carefully prepared, so that they can intelligently create the conditions, draw objective conclusions, and give well-founded recommendations on the actions of the trainees.

No less important than the preparation of the exercise material is the conduct of the exercise. For this purpose a complex and instructive situation with acute crisis conditions should be created during the exercises and war games, which will put the trainees in an environment approaching in maximum degree the actual conditions of a modern war. Enemy troops should be shown as being strong and their actions as being aggressive and purposeful.

One of the major problems is the playing out of combat actions instructively, which should help develop the trainees to think independently and to show initiative, courage, and the ability to make decisions. Therefore, the playing out of combat actions should be



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conducted in a complex, dynamic situation without relaxation or simplification.

The playing out of combat actions is carried out according to the decisions of both sides, but with the necessary resolution of all the training problems. The directing body must correct the inadequately substantiated decisions. In this case it is necessary to direct the trainees to make the correct decision by the appropriate buildup of the situation. This will enable them to acquire the experience of an in-depth analysis of the situation, and to make various calculations soundly and quickly. All this will make it possible to make the correct decision that corresponds to the situation that has arisen.

In order to support the playing out of combat actions in accordance with the decisions of both sides, it is advisable to establish a specially trained playing group, that could quickly evaluate the decisions made by the playing sides, and in a timely manner prepare the introduction of the hypothetical situations which would satisfy the conditions and the goals of the exercise.

The playing out of combat actions will be more instructive, if during the exercise it is possible to make the operational time coincide with sidereal time, that is, to build up the situation hour by hour.

At the conclusion of every training measure, first of all of exercises and war games, as is known, a critique is conducted. During the critique the director of the exercise must not only note the positive aspects in the work of the participants in the exercise (game) and point out the shortcomings in their performance, but also determine tasks to further improve the operational training of generals, admirals, officers, and control organs brought into the exercise (game).

Individual critiques which are conducted by the assistants of the director of the armed forces (branch arms), as well as the critiques in directorates and departments, are important in working out summations of the exercise.

For the purpose of greater clarity in some of the allied armies, for example, in the Polish Armed Forces and in the Armed Forces of the USSR, the presentation of the exercise director is augmented by showing films, which show the concept of the exercise, the decisions made by the formation commanders, and, if troops participated in the exercise, then also the most typical episodes from their actions. This experience deserves attention.

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Of great importance in the matter of further improving operational training is the introduction in the armies of the Warsaw Pact countries of various means of automation and mechanization, which speed up the work of staff officers in collecting, documenting and processing the situational data, making every possible operational-tactical calculation, and working out and reproducing combat documents. In particular, in the National People's Army of the German Democratic Republic, the wide-scale employment of working cyclograms and methods of network planning deserves attention. These streamline and simplify to a considerable extent the work of officers and promote the reduction of time for carrying it out.

For wider introduction of means of automation in the process of controlling troops, as an experiment, at one of the command-staff exercises of the Polish Armed Forces departments for automating control were set up in front staffs and army staffs. These departments on the basis of electronic computer centers successfully solved approximately 400 operational problems at the request of the playing staffs.

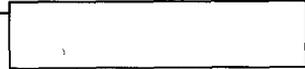
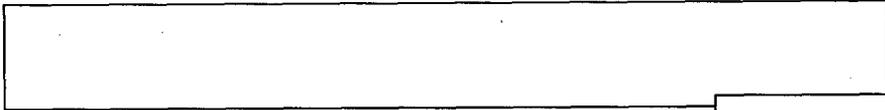
For the purpose of achieving greater coordination in the work of the cooperating staffs of national armies, overcoming the "language barrier" becomes of great importance. This obviously should be resolved both by teaching generals, admirals, and officers of the allied armies the languages of the Warsaw Pact countries, and by introducing uniform standard "express-form" documents, which would make it possible to exchange information without an interpreter.

The practice of having operations officers of the Czechoslovak People's Army and the Polish Armed Forces learn military terminology in Russian to the extent necessary for them to work out operational documents and coordinate questions of cooperation with troops and staffs of the Armed Forces of the USSR deserves attention. Similar measures are being carried out in other allied armies.

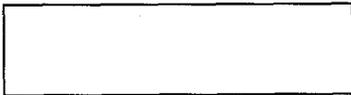
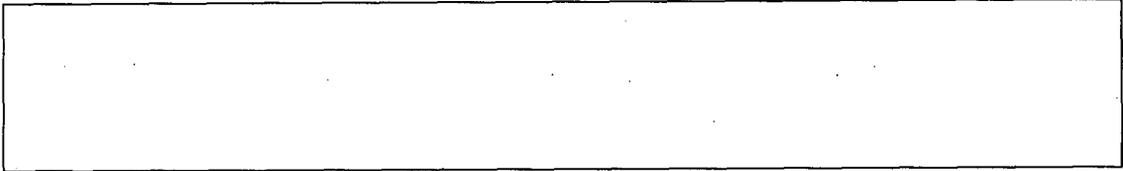
In the present article we have only touched upon some of the basic questions of operational training of commands and staffs of the Combined Armed Forces, briefly discussing ways to further improve it. It is presumed that on the pages of the Collection, articles exchanging experience on operational training will continually be published so that the most effective methods of its organization and implementation can be adopted in the training practice of all of our fraternal armies.

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