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CENTRAL INTELLIGENCE AGENCY

WASHINGTON, D.C. 20505

15 September 1977

MEMORANDUM FOR: The Director of Central Intelligence

FROM : William W. Wells
Deputy Director for Operations

SUBJECT : WARSAW PACT JOURNAL: Special Features
of the Preparation and Conduct of Command-Staff
and Tactical Exercises

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 relates the chronology and methods involved in preparing and conducting command-staff and tactical exercises in the Hungarian Army. Among the matters discussed are the selection of the proper complement and number of staff representatives, the conduct of training sessions to prepare the staff of the directing body, and the procedure for preparing the critique, as well as the organization of the staff of the directing body into four basic groups. Also, the advantages of two-sided over one-sided exercises and the importance of conducting the exercises based on the decisions of the trainees are emphasized. 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. 7, which was published in 1974.

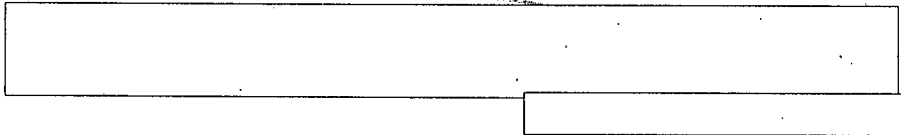
2. Because the source of this report is extremely sensitive, this document should be handled on a strict need-to-know basis within recipient agencies. For ease of reference, reports from this publication have been assigned the [redacted] Codeword [redacted].

William W. Wells

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Intelligence Information Special Report

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COUNTRY HUNGARY/WARSAW PACT



DATE OF INFO. 1974

DATE 15 September 1977

SUBJECT

WARSAW PACT JOURNAL: Special Features of the Preparation and Conduct of Command-Staff and Tactical Exercises

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 was written by General-Major L. Morots. This article relates the chronology and methods involved in preparing and conducting command-staff and tactical exercises in the Hungarian Army. Among the matters discussed are the selection of the proper complement and number of staff representatives, the conduct of training sessions to prepare the staff of the directing body, and the procedure for preparing the critique, as well as the organization of the staff of the directing body into four basic groups. Also, the advantages of two-sided over one-sided exercises and the importance of conducting the exercises based on the decisions of the trainees are emphasized. This article appeared in Issue No. 7, which was published in 1974.

End of Summary

Comment:

The names of authors are given in Russian transliteration. Ranks of one-star (general-mayor) and two-star (general-leytenant) general officers are given in Russian for nationals of countries following the Soviet system.

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Special Features of the Preparation and Conduct
of Command-Staff and Tactical Exercises

by

General-Mayor L. MOROTS

Commander of an Army, Hungarian People's Army

Every year in the Hungarian People's Army exercises which are varied in purpose and scope are conducted. Quite a lot of experience in their preparation and conduct has already been accumulated which may be useful to other allied armies. In this connection we have decided in this article to share our ideas and put forth a number of suggestions.

First of all, about the preparation of command-staff exercises. Initial data for their development (theme, concept, goals, main training questions, make-up of participating staffs, norms of expenditure of materiel-tactical means) are discussed by us 1.5 to two months in advance at a meeting of the Military Council. Then, if necessary, changes in the plans are made and all organizational questions are decided.

When selecting a theme the staff considers those portions of operational-tactical training which were not worked out in previous exercises and which, as a consequence, have not been adequately studied. Also taken into consideration is the probable axis of the combat employment of the large unit being trained. Here it is kept in mind that in the course of an exercise only a definite number of training problems can be studied with maximum effectiveness. For instance, we assume that in a two-level exercise not more than one major problem should be worked out each day.

On the basis of recommendations of the Military Council, the army commander confirms the initial data of the exercise. From this moment begins the development of training materials and, first of all, of a calendar plan, in which are reflected the periods of preparation. Lately, instead of a calendar plan, we are compiling a network chart of the exercise development. This has positive results. It not only facilitates coordination of work between the operations department and the staffs of the branch arms and services, but also coordinates their activity according to periods for completion of tasks.

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Regarding the beginning of working out an exercise, we consider that this has to be done in a way that the concept and all its written appendices are presented for confirmation one month before the exercise.

As in the other allied armies, before working out a concept we usually conduct a reconnaissance for the purpose of choosing places for the control posts of the directing body and the playing staffs, as well as the area of the exercise.

After approval of the concept, the staffs are given the task, the list of the staff of the directing body and umpires, and the organizational directives. The last document contains information on the make-up of the participants and servicing subunits, the norms of the mileage reserves for combat and transport equipment, and measures concerning combat readiness, camouflage, secrecy, etc.

It should be said that the choice and preparation of umpires is an important condition for successfully conducting an exercise. In recent years there has appeared the opinion that the name "umpires" does not reflect the content of the work which they perform while they are with the commanders and staffs being trained. In this connection, borrowing from the experience of the Soviet Army, it is suggested that they be called "staff representatives of the directing body". We share this point of view, considering the responsible role they play in the course of the exercise.

True, we have not yet arrived at a unified opinion regarding the composition and number of such staff representatives. Some consider that this outfit should be minimal; others, on the contrary, urge that there be a staff representative of the directing body beside almost every trainee.

In our opinion, in deciding this question we should strive for the complement of staff representatives of the directing body to be rather small and easily manageable, but for each general and officer to possess good preparation and be capable of training commanders and staffs. Our experience shows that at the command post and rear control post of the regiment it is sufficient to have two persons apiece who will be fully able to cope with the role of the playing group.

When an exercise is being conducted simultaneously by several large units and their units, it is advisable to have in the operational staffs and departments of the branch arms and services one representative each, appointing them from those large units that are not involved in the

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exercise. The representative in the staff should in all cases be from a superior staff.

In the Hungarian People's Army the question has long been debated whether a special representative with the commander of a large unit is necessary. We feel that with the present-day method of conducting exercises, when the playing commanders in working out all the training problems are controlled by the exercise director and he, in essence, completely covers all their activity, the necessity of such a representative disappears, for his role is filled at a higher level by the exercise director himself. Our experience fully corroborates this. In exactly the same way, while conducting command-staff exercises in one division, there is no need for the command of the formation to assign officer representatives to the playing staff. These duties with the staff and chiefs of branch arms and services are successfully performed by the corresponding superior chiefs. We should note that the method set forth here allows objective evaluation of the trainees and does not divert staff officers of other large units from their work.

Experience shows that for the preparation of the staff of the directing body and its representatives not less than three days should be set aside, for one to 1.5 of which the director of the exercise conducts training sessions in special groups and then with the entire complement; at least half a day is devoted to monitoring the preparedness of the officers for work and to information about the general problems of the exercise.

In the course of the training sessions, it is necessary to familiarize the participants with the concept, goals, training problems, stages, calculation of time, and positive experience of past exercises, and to review all the necessary theoretical positions.

A few remarks relating to the organization of the staff of the directing body. We believe that to conduct a division command-staff exercise it is advisable to establish four basic groups in the staff of the directing body.

A group of deputy directors and assistants for branch arms and services.

A control group from the superior staff headed by the chief of staff of the directing body to work in the command post and the rear control post. It is advisable to divide this group into three subgroups: planning (to develop combat instructions), axis officers (to transmit instructions,

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receive reports, compare and evaluate documents presented), and control of staff representatives of the directing body (in this subgroup under the direction of the chief of the operations department are those combined-arms officers and officers of the branch arms and services who have taken part in working out the exercise materials).

A group to prepare the critique under the direction of the senior officer or general appointed by the director of the exercise. In this group should be officers of the combined-arms staff and some departments of the branch arms and services (three to four persons in all).

In regard to the time of conducting the critique of the exercise there are two points of view among us: a few weeks after the exercise or immediately after it. We adhere to the second point of view, since in this case the analysis is conducted under fresh impressions, and troops and staffs have the opportunity of immediately setting about the elimination of the shortcomings and omissions disclosed. In this connection, it seems to us that the theoretical part of the critique should be prepared before the start of the exercise, and the remaining material, including the diagrams, should be prepared during the course of the exercise in such a way that the critique can be done on the second day after the exercise ends.

A group of representatives of the directing body of the exercise. Previously this group was not a member of the directing body: the staff of the directing body (in the strict sense of this word), the umpiring team, and the role-playing group worked separately in isolated groups.

In our opinion, the best variant may be that where representatives of the directing body do not work as a separate group but are a constituent part of the directing body although their activity is carried on at the side of the trainees. Consequently, this group having the corresponding rights is in a manner of speaking the eyes and ears of the director. It should be able to evaluate the actions of the trainees properly and report on this to the director. At the same time, this group is the means in the director's hands of ensuring that the exercise is conducted in accordance with the decisions of the trainees and with greater instructiveness in working out all the projected training problems.

It should also be noted that, however much we strive to conduct exercises in accordance with the decision of the trainees when working out certain training problems, the decisions of the players must conform to the general concept, for only in this case will the greatest instructiveness be attained and all the set training problems be worked out.

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To the deputies of the director and his assistants for the branch arms and services it is advisable, we believe, to entrust three tasks:

- drawing up of suggestions for using branch arms and services in working out training problems;
- on the basis of the general critique -- preparation and conduct of a critique with their own subordinates for the branch arm (service);
- monitoring of and assistance to subordinate chiefs and staffs of the branch arms and services, study of their work, and participation in playing out episodes of the exercise.

Such a volume of work, as shown by the experience of, for instance, the exercise VESNA-73 (SPRING-73), is entirely feasible for the deputy chiefs of the branch arms and services of a formation.

It is advisable to carry out a command-staff exercise according to a plan developed on the basis of a concept on a map and a written appendix to the concept. The plan must include the stages of the exercise (on a map and textually), combat orders which will be given to the trainees in the course of the exercise (they are worked out in advance and subsequently refined on the basis of the decisions adopted), and a calculation of time.

Once again, let us mention that it is very desirable to conduct the exercise based on the decisions of the trainees. To this end, we believe that the deputy directors should determine only the boundaries of the hypothetical situations indicated in order that in the course of the exercise they are ultimately refined in accordance with the situation created and with the decisions of the players. In the course of the action it is necessary to create a situation for the trainees consistently, especially in two-level exercises. It is also worthwhile to avoid frequent operational transitions. If the course of combat operations is played out for two or three days, then it is not recommended to plan more than two operational transitions.

In the course of the exercise the director must give specific attention to a briefing on the decisions of the commanders, providing a definite time for this in the plan of his conduct of activities.

If several training problems are being worked out by means of a war game, it is advisable for the director to be briefed also by the main chiefs of the branch arms and services as well as by the commanders. However, this is by way of exception, when new, little-researched problems are being studied. In general, the assistants and representatives of the director, and also the officers of the critique group, should monitor this

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work as well as the reports of the branch arms and services chiefs being trained.

In the course of an exercise, after the working out of the next stage or training problem in line has been completed (at the end of the day or during the day), it is advisable for the director to be briefed by the representatives of the directing body and to instruct them on the content and order of playing out the subsequent stage (training problem).

In recent years, command-staff exercises in our army have usually been conducted as one-sided. For the future we consider it useful to reinstate two-sided ones. In this case both sides get a chance to study the tactics of their own troops, and in individual cases the tactics of a potential enemy.

One of the special features of such exercises is that an opportunity is presented to study the decisions of the sides in more detail and to compare them in working out the further playing out of combat actions.

In two-sided command-staff exercises, the composition of the directing body is the same as was indicated above, but with a few refinements. Thus, it is advisable to locate the group of axis officers in one place, but for convenience to divide it into two subgroups, one controlling and one fixing the position of the sides.

Speaking of tactical exercises, it is necessary first of all to stress certain peculiarities (in comparison with command-staff exercises) that affect their preparation and conduct:

- limitation of the training fields (influences the development of the concept and choice of training problems);
- reconnaissance of the training area by the director and his assistants has very great significance;
- carrying out of a considerable portion of the work of the directing body (two to three days) on the terrain;
- devotion of much attention to the organization of simulation, cordoning off the training area, and safety measures; all these measures require separate planning; in one-sided tactical exercises it is advisable to entrust the direction of the actions of representational and cordoning subunits to the senior commander of the representational troops and subordinate him to the director or chief of staff of the directing body;
- special attention to the observation of safety measures in tactical exercises with field firing (with regard for the capabilities of ranges);
- the need for separate communications for the directing body, its

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representatives, and simulation and representational groups.

Part of the tactical exercises can have a research character. In such cases the directing body should act in the interests of attaining the research goals and testing the most important problems. For this, special groups can be set up in subunits and in units for analysis and generalization of the experiment. As a rule, they are subordinated to the director of the exercise or the chief of the critique group.

The composition of the staff of the directing body on the whole can be the same as in command-staff exercises.

In tactical exercises, the subgroup controlling the representatives of the directing body, being located within the control group, plays a special role. Its circle of duties extends to control of representational troops (simulation group, range preparation group, and in two-sided exercises, of sector representatives, representational troops, and cordoning).

In conclusion, we shall note that two-sided exercises allow us to efficiently utilize training fields that are neither numerous nor large, to carry out tactical actions of opposing subunits approximating a combat situation, and, in addition, to save time for the players and the directing body.

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