

HR70-14

~~TOP SECRET~~

~~THIS DOCUMENT MAY NOT BE REPRODUCED~~

4242

CENTRAL INTELLIGENCE AGENCY
WASHINGTON, D.C. 20505

18 October 1977

MEMORANDUM FOR: The Director of Central Intelligence
FROM : William W. Wells
Deputy Director for Operations
SUBJECT : WARSAW PACT JOURNAL: The Methodology of
Preparing and Conducting a Command-Staff
Exercise of Allied 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 sets forth several basic problems of the methodology of preparing and conducting a combined command-staff exercise of socialist armies based on the experience accumulated to date. The author discusses in particular the process of coordinating the concept of the exercise, factors determining the size and structure of the directing body and the umpire organization, and the role of computers in both preparing and conducting an exercise. 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. 2, which was published in 1971.

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]. [redacted]

William W. Wells

[redacted]

TS #778571
Copy # 3

[redacted]

~~TOP SECRET~~

[redacted]

[redacted]

~~TOP SECRET~~

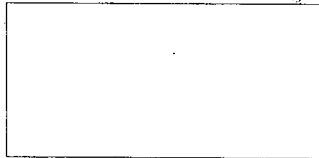


Distribution:

- The Director of Central Intelligence
- The Director of Intelligence and Research
Department of State
- The Joint Chiefs of Staff
- The Director, Defense Intelligence Agency
- The Assistant to the Chief of Staff for Intelligence
Department of the Army
- Director, National Security Agency
- Deputy Director of Central Intelligence

- Deputy to the Director of Central Intelligence
for National Intelligence Officers
- Deputy Director for Intelligence
- Director of Strategic Research

~~TOP SECRET~~



TS #778571
Copy # 3

~~TOP SECRET~~

~~THIS DOCUMENT MAY NOT BE REPRODUCED~~



Intelligence Information Special Report

Page 3 of 12 Pages

COUNTRY USSR/WARSAW PACT

DATE OF
INFO. 1971

DATE
18 October 1977

SUBJECT

WARSAW PACT JOURNAL: The Methodology of Preparing and Conducting
a Command-Staff Exercise of Allied 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 was written by Colonel T. Tanev. This article sets forth several basic problems of the methodology of preparing and conducting a combined command-staff exercise of socialist armies based on the experience accumulated to date. The author discusses in particular the process of coordinating the concept of the exercise, factors determining the size and structure of the directing body and the umpire organization, and the role of computers in both preparing and conducting an exercise. This article appeared in Issue No. 2, which was published in 1971.

End of Summary

Comment:

The names of authors are given in Russian transliteration.

TS #778571
Copy # 3

~~TOP SECRET~~

~~TOP SECRET~~

Page 4 of 12 Pages

The Methodology of Preparing and Conducting a
Combined Command-Staff Exercise of Allied Forces

by

Colonel T. TANEV

Deputy Chief of the Operations Directorate of the
General Staff of the Bulgarian People's Army

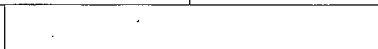
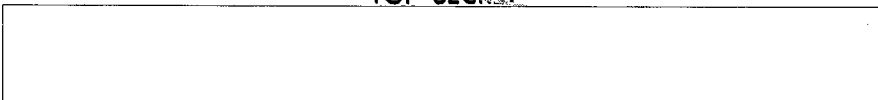
Within the framework of the Warsaw Pact Organization, various forms of cooperation have been worked out which contribute to the accomplishment of common tasks and to the subsequent strengthening of the combat friendship of the allied armies. One of the most important forms of military cooperation that has been widely used in the last few years are the exercises which are conducted according to the plan of combined undertakings of the Combined Armed Forces under the leadership of the Combined Command or under the leadership of the national command of one of the allied armies. In type and scale, these exercises are most varied and include: command-staff exercises (single-level or multi-level), troop, army, or front exercises, and one-sided or two-sided exercises, which are carried out with the participation of formations and large units of the ground forces alone or several branches of the armed forces. The training of staffs and troops of the Combined Armed Forces in combined combat actions, in our opinion, should in the future be carried out on a still broader scale.

In connection with this, questions concerning the methodology of preparing and conducting combined exercises of the allied armies have acquired particular urgency which is occasioned by the considerable complexity of measures connected with the preparation and conduct of such exercises. This requires that the methodology of preparing and conducting combined exercises be developed and improved.

In this article our aim is to set forth several basic problems of the methodology of preparing and conducting a combined command-staff exercise of the allied armies on the basis of the experience accumulated to date.

TS #778571
Copy # 3

~~TOP SECRET~~



The preparation of a combined command-staff exercise (front or army) includes the same basic measures which are conducted during the preparation of a similar exercise within a national army. Fulfilling these measures, however, is considerably more difficult and requires more time since it entails the coordination of a number of problems of an operational-strategic, operational-tactical, and an organizational and technical nature with the national commands of allied armies which will be participating in the exercise. The amount, complexity, and duration of the preparation also depend on the type, scale, and aims of the exercise and on the make-up of the problems which will be worked out, and on the number of national armies taking part in it.

The basic organizer for the preparation and the conduct of the exercise is the person who has been given the responsibility of directing the exercise. His staff works out the basic exercise documents and coordinates them with the national commands of the respective allied armies. The process of coordinating the concept for conducting the exercise and the organizational instructions is extremely important. Up until now, two main methods had been established, by which this coordination is implemented, namely:

- by bringing representatives of the allied armies into the staff which is working out the exercise;
- by dispatching a senior person from the staff working out the exercise to the general (main) staffs of the allied armies.

Each of the methods mentioned has its advantages and disadvantages.

The advantages of the first method consist in the fact that in its execution less time is lost since the representatives of the allied armies can be summoned simultaneously. The concurrent meeting makes it possible for matters concerning the preparation and conduct of the exercise to be more fully refined directly by the director of the exercise himself taking into consideration the proposals and opinions of all the countries. This, however, requires that the representatives of the allied armies take part in the meeting to coordinate the concept and organizational instructions for the exercise and that they have the necessary authority to decide all matters connected with the preparation and conduct of the exercise. Otherwise, some important matters

TS #778571
Copy # 3

~~TOP SECRET~~

Page 6 of 12 Pages

may remain unresolved which will require a second such meeting or a repeated summons of the representatives from certain allied armies. This is one of the shortcomings of this method of coordination.

The advantages of the second method for coordinating the concept and organizational instructions are manifest in the fact that here the senior persons of the national commands of the allied armies may take direct part in it. However, in view of the fact that coordination with national commands is carried out individually and sequentially, the emergence of different opinions on individual matters may call for the repeated refinement of these matters in certain countries, which leads to an increase in the amount of time for working out the plan and organizational instructions. This is one of the substantial shortcomings of this method.

In view of the specific nature of the exercise and the conditions of its preparation, the combined use of these two methods of coordination is not ruled out; that is, a meeting would be held with the representatives from certain national armies in the staff working out the exercise, while these matters would be coordinated individually with the others by a visit to their general staffs.

When preparing a combined command-staff exercise of a larger scale, coordination of the concept for conducting it and of the organizational instructions may be carried out during the meeting of the representatives of the allied armies in the Staff of the Combined Armed Forces under the leadership of the latter. Such a meeting enables them to know simultaneously the opinions of the representatives of the participating armies and the opinion of the Staff of the Combined Armed Forces which significantly facilitates the completion of the concept and organizational instructions.

When coordinating the concept, the following are refined: the composition of the staffs (operations groups) allocated to participate in the exercise from each national army; the composition of units and subunits (if their participation in the exercise is stipulated); the training goals and the problems and methods for working them out.

TS #778571
Copy # 3

~~TOP SECRET~~

~~TOP SECRET~~

Page 7 of 12 Pages

The structure and organization of the directing body and the umpire organization should also be refined, as well as the calendar plan for preparing the exercise, the time for conducting it, the order in which the trainee staffs move into the exercise area and other problems of an organizational-technical nature.

After the final coordination and the drawing up of the concept of the exercise, they report it to the Commander-in-Chief of the Combined Armed Forces.

Particular attention, in our opinion, should be given to the size, structure, and organization of the directing body and the umpire organization while working out the combined exercise. They should ensure the fullest implementation of the concept and plan for conducting the exercise and that training matters are worked out in an instructive manner by the staffs of all the allied armies. Experience accumulated up to now shows that it is possible to achieve this primarily by including within the directing body senior commanders of the allied armies as deputy directors for the respective armies with operations groups which participate in the working out of documents for the exercise; while conducting it, these commanders play out the combat actions of the formations (large units) of their armies. Generals and officers from the respective allied armies are assigned as umpires on the staffs of the allied armies.

The directing body and the umpire organization of the combined army command-staff exercise, conducted in June 1970 by the Chief of the General Staff of the Bulgarian People's Army, were created in this manner; staffs and operations groups of the Bulgarian People's Army took part in the exercise, as well as the staff of a mechanized division of the Armed Forces of the Socialist Republic of Romania, and an operations group of the staff of a motorized rifle division of the Soviet Army.

The matter concerning the size and structure of the directing body and the umpire organization for each combined command-staff exercise should be resolved specifically depending on the scale and nature of the exercise, on which staffs participate in it (from which branches of the armed forces), and on the training problems and the goals of the exercise. When the exercise is one-sided, the umpire organization attached to the higher staff being trained obviously cannot be allocated, but

TS #778571
Copy # 3

~~TOP SECRET~~

rather its role should be fulfilled by the directing body.

After approval of the concept of the exercise, organizational instructions are sent to the general staffs of the allied armies and to the trainee staffs of one's own army on the basis of which all subsequent work for drafting the materials of the exercise and for preparing the directing body and the umpire organization and staffs is carried out.

On the basis of the approved concept, the directing body staff prepares operational tasks, directives (instructions), the plan for conducting the exercise, and all other necessary documents. Documents for staffs of the allied armies, as a rule, are prepared by operations groups of the deputy directors of the exercise for these armies. For this purpose, the groups mentioned may come for a specified amount of time to the staff which is working out the exercise and compile these documents jointly, coordinating and clarifying in detail all questions of the plan for conducting the exercise.

To attain a greater degree of accuracy in calculations and the optimum resolution of problems in the process of working out exercise materials, it is desirable to employ existing means of mechanization of control and computers. To do this, in the staff of the directing body a special group of well-trained officers may be formed, which would solve problems on these machines according to prepared programs and would conduct analyses for the purpose of finding the optimal variants of the solutions. This would provide the directing body truer criteria for evaluating the work of the staffs being trained, which will also solve these problems using computer equipment. In preparing the exercise, it is desirable to provide for the possibility of the staffs of the allied armies using the military computer equipment of the country where the exercise is being conducted.

Of particular importance for the well-executed conduct of the exercise is the preparation of the directing personnel and the umpire organization. The best way to prepare the directing personnel, in our opinion, is for them to personally participate in resolving all problems in the process of preparing the exercise documents. In addition, in preparing the directing body and the umpires, we think it is advisable to set aside a special time, as a rule, immediately before conducting the exercise,

TS #778571
Copy # 3

during which the director of the exercise plays out the possible variants of the course of the exercise and refines the methodology for working out individual training problems. Experience accumulated during jointly conducted command-staff exercises shows that, for this purpose, four to five days are required for the army exercise and five to six days for the front exercise.

It is desirable that the director of the exercise or the chief of staff of the directing body conduct the preparation of the senior umpires and that the remaining umpires be trained by their senior umpires. Deputy directors for the allied armies conduct the preparation of the umpire organization of the respective armies. The preparation of all umpires by branches of the armed forces (branch arms), as a rule, should be conducted by the deputy director for the branches of the armed forces and for his assistants for the branch arms and special troops.

In the process of their preparation, the umpires may play out and analyze all the possible variants, in their estimation, of the decisions and actions of the trainees so that in the course of the exercise it will be easier to build up the situation, to draw objective conclusions, to have sound ideas as to the decisions and actions of the trainees, and to prepare the necessary criteria for evaluation. Here, special attention should be given to the working out of problems of cooperation between allied armies and of control of the allied troops.

The preparation of staffs for the exercise is provided for by the annual training plans for the national armies and is carried out by their formation commanders (large unit commanders).

On the whole, the time needed for preparing a combined two-sided command-staff exercise of the allied armies, based on the experience of past exercises, is approximately two months for an army exercise and three months for a front exercise. The time is divided as follows: one to one and a half months for the working out, coordination, and approval of the concept of the exercise; 25 to 40 days for the working out of the remaining documents of the exercise; four to five days for preparing the directing body and the umpire organization.

TS #778571
Copy # 3

Conducting a combined command-staff exercise of the allied armies is also characterized by the greatest complexity and by certain specific features. The complexity of conducting the exercise results from linguistic differences and from certain differences in the methods of operation of the staffs of the allied armies, and also from differences in the ways of drawing up combat documents and using national topographic maps, etc.

These difficulties, as experience shows, may be overcome, although not completely, by the following means: proper organization of the directing body and the umpire organization and the exchange of operations groups among staffs of allied armies; providing the umpire organization and operations groups cooperation via their own communications means and their servicing crews and also via the necessary secure troop control documents; the use of common formalized combat documents; the exchange of topographic maps among staffs and umpire organizations of the allied armies, and other ways.

The playing out of combat actions should be handled according to the decisions of both sides. At the same time, the directing body of the exercise must direct the actions of the trainees so that the assigned training problems are worked out without fail and the set goals are achieved. An especially important role in this regard, in our opinion, is played by the playing out group attached to the staff of the directing body, which must be manned with well-trained officers capable of quickly evaluating the decisions of both sides and working out subsequent hypothetical situations in such a way that they respond to the situation which has developed as well as the goals of the exercise.

Since one of the main goals of every combined exercise is the working out of problems of cooperation among the allied armies and the control of formations, large units, and units of varying national composition, the directing body and umpires must give the most serious consideration to these problems when conducting the exercise. It is also necessary to pay special attention to the playing out of problems of resubordinating and bringing in allied formations, large units, and units of one national army to another.

TS #778571
Copy # 3

~~TOP SECRET~~

Page 11 of 12 Pages

Of particular importance for the instructive playing out of combat actions and the working out of planned training problems is the time allotted for this purpose. The most favorable conditions and at the same time conditions that are the closest to the actual situation are created when the operational time coincides with sidereal time and when the situation is built up "hour by hour". If this is impossible or undesirable over the entire course of the exercise, then at the playing out of the basic, most important problems, as much time should be set aside as the actual situation would allow.

In order to make the best use of combined exercises for the exchange of the valuable work experience of the staffs of fraternal armies, it is desirable during these exercises to carry on an exchange of individual officers that would observe and study their work.

At the end of the exercise, the director gives a general critique before the main command personnel of the staffs taking part in it. In his critique, he gives a brief analysis of the decisions and actions of both sides, of the work of the formation commanders (large unit commanders) and staffs, and sums up the exercise and gives an evaluation of the extent to which the set training goals were achieved. The deputy directors for the allied armies and branches of the armed forces conduct their own individual critiques in which they analyze in greater detail the achievements and shortcomings in the work of the formation commanders (large unit commanders) and staffs of their national armies and branches of the armed forces and give them their respective evaluations.

The combined exercises conducted to date have made it possible for the higher staffs of the allied armies to gain considerable experience in preparing and conducting such new and complex types of exercises. In this article, we dwelt only on some of the more important problems of the methodology of preparing and conducting a combined command-staff exercise of the allied armies without claiming to give an exhaustive study of those problems. Further working out of them and generalization of the positive experience in relation to the methodology for preparing and conducting combined exercises, in our opinion, will help to raise the operational and combat training of all fraternal armies to a still higher level.

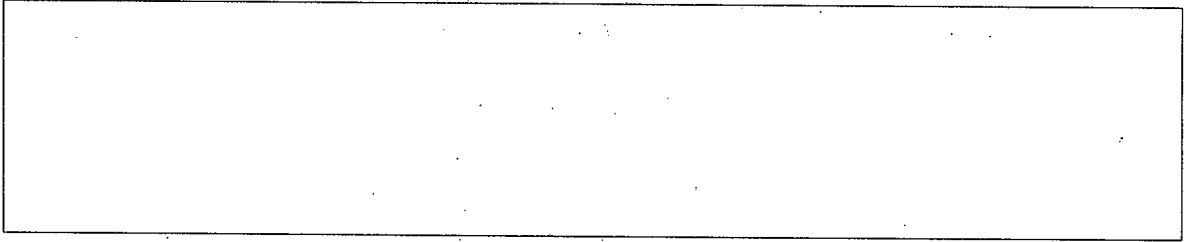
TS #778571
Copy # 3

~~TOP SECRET~~

~~TOP SECRET~~



Page 12 of 12 Pages



TS #778571
Copy # 3

~~TOP SECRET~~