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| 14. ABSTRACT The goal of this study was to develop a methodology to assess training-related changes in decision making which could meet the unique challenges presented by tactical decision making scenarios in a mixed-reality environment. FITE scenarios provided the basis for development of a Situational Judgment Test (SJT) used to collect decision making data as part of the Operational Demonstration (OD). The SJT consisted of 54 vignettes (two for each of 27 decision themes identified across the FITE scenarios), each with five possible courses of action (COAs) that were rated by trainees (two squads of Marines) as to their perceived effectiveness. Half the vignettes (one for each decision theme) were completed by the trainees as a computerized pre-test, prior to participating in FITE OD scenarios within the IIT, and the other half were completed as a post-test following the OD. Trainees' pre- and post-test ratings were compared to ratings provided by SMEs in order to assess changes in how "expert-like" their decisions were. Results show 72% of trainees reported that the training improved their ability to make decisions in an operational environment while Squad 1 showed more expert-like decision making post-FITE scenarios on 10 of the decision themes (three statistically significant) and Squad 2 showed more expert-like decision making on 13 of the decision themes (five statistically significant). Further observations and recommendations will be discussed. | | | | | |
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Assessing Changes in Tactical Decision Making: FITE-JCTD Spiral 2 Operational Demonstration

PSE Report: 10-13

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Executive Summary

Spiral 2 of the Future Immersive Training Environment (FITE) Joint Capabilities Technology Demonstration (JCTD) combined capabilities/technologies of an immersive mixed-reality training system with selected training methods to allow infantry squads to experience complex, realistic operational environments and situations. Tactical and human decision making were an emphasis of the Operational Demonstration (OD), which took place at Camp Pendleton's Infantry Immersion Trainer (IIT). Pacific Science & Engineering (PSE) led the effort to develop a methodology to assess training-related changes in decision making which could meet the unique challenges presented by tactical decision making scenarios in a mixed-reality environment. FITE scenarios provided the basis for development of a Situational Judgment Test (SJT) used to collect decision making data as part of the OD.

The SJT consisted of 54 vignettes (two for each of 27 decision themes identified across the FITE scenarios), each with five possible courses of action (COAs) that were rated by trainees (two squads of Marines) as to their perceived effectiveness. Half the vignettes (one for each decision theme) were completed by the trainees as a computerized pre-test, prior to participating in FITE OD scenarios within the IIT, and the other half were completed as a post-test following the OD. Trainees' pre- and post-test ratings were compared to ratings provided by SMEs in order to assess changes in how "expert-like" their decisions were. During the OD, research team members documented how frequently trainees had the opportunity to practice decision making on each theme across the five scenarios, and how often each decision theme was addressed during after-action discussions.

Key findings include:

- 72% of trainees reported that the training improved their ability to make decisions in an operational environment.
- The IIT and FITE scenarios/technologies provide valuable practice for making complex decisions in a realistic environment. Such practice is crucial for applying training that Marines receive on what decisions *should* be made.
- Squad 1 showed more expert-like decision making post-FITE scenarios on 10 of the decision themes (three statistically significant).



- Squad 2 showed more expert-like decision making post-FITE scenarios on 13 of the decision themes (five statistically significant).
- Exposure to decision themes within scenarios differed between squads based upon their actions, as did amount of reinforcement during after-action discussions.
- Decision themes on which more expert-like decision making was observed differed between squads; improvement showed a positive relationship with amount of reinforcement during the after action discussions.

Results of SJTs and observations led to recommendations which include:

- FITE technologies, particularly the after action review (AAR) capability have great potential to enhance decision making training. Guidance to unit leadership on utilization of these technologies will be critical for maximizing their training value.
- Further research must be done to explore how best to enhance efficiency and effectiveness of the IIT, associated FITE technology/capabilities, AAR, and structured scenarios for training decision making, as well as assessment of training-related changes in decision making.
- The SJT methodology needs to be further explored to enhance the reliability and validity for this application, and to investigate the relationship between operational decision making and SJT scores. SJTs could also be extended and adapted to assess a variety of decision making training applications.



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Future Immersive Training Environment (FITE) Spiral 2: Assessing Changes in Tactical Decision Making

The FITE Joint Capabilities Technology Demonstration (JCTD)

The Future Immersive Training Environment (FITE) is a Joint Forces Command sponsored Joint Capabilities Technology Demonstration (JCTD) with the explicit mission of providing “military trainers with sufficient enablers to train close combat tasks in a realistic, fully immersive training environment that creates and reinforces complex (tactical and human dimension) decision making skills.” More specifically, the objective of the FITE-JCTD was to technically and operationally demonstrate, assess, and transition improved training capabilities that replicate the effects and conditions of the battlefield across the full spectrum of operations, in order to improve complex decision-making skills at the squad level. This effort was conducted in two Spirals. In Spiral 1, the focus was on individually worn virtual reality (IWVR) systems. During Spiral 1, the objective of the Pacific Science & Engineering (PSE) team was to determine whether behavioral data and physiological measures could be used as indicators of presence, or a sense of being *in* the environment rather than a sense of *watching it*. Results from Spiral 1 have been provided in a separate report (Kobus, Palmer, Kobus, & Ostertag, 2010).

In Spiral 2 the training environment was expanded to blend both virtual and real events together in a mixed-reality environment for training squad size units. The specific focus of Spiral 2 was to demonstrate the capabilities of a facility-based mixed reality training system by using off-the-shelf and tailored technologies, in conjunction with selected training methods, to create conditions that would allow a trained infantry squad to experience complex, realistic operational environments and situations. Enhanced audio/video capture capabilities to support observation and augmented AAR were among the technologies/capabilities that the FITE brought to the IIT.

The Spiral 2 Operational Demonstration (OD) took place October 4-6, 2010 at the Infantry Immersion Trainer (IIT), Camp Pendleton, CA. The OD consisted of five training scenarios designed to provide multiple operationally relevant tactical and human decision making opportunities in situations resembling what may be experienced while operating in an irregular warfare environment similar to that of current operations in Afghanistan. Because of their fluid and dynamic nature, tactical decision making scenarios executed in immersive environments present unique challenges for assessing effects of



training. Thus, a key objective for PSE during Spiral 2, and the focus of this report, was the development of a methodology to assess training-related changes in tactical decision making within an immersive mixed-reality environment.

Assessment of Tactical Decision Making: The Situational Judgment Test (SJT)

One assessment methodology which fits in well with the FITE program is the Situational Judgment Test (SJT). SJTs are a measurement tool commonly used as a way to assess the test taker's ability to solve problems in work-related situations by presenting a series of short decision making vignettes with potential courses of action (COAs). SJTs have high face validity and are often used to assess decision making, tacit knowledge, and practical "know-how" (Weekley & Ployhart, 2006). These tests usually start with a participant reading, viewing or listening to a brief scenario, after which they rate or rank a set of actions based on either their perceived effectiveness or how likely the participant would be to perform the action. SJTs allow the assessment of decision making behavior for complex situations by presenting the participant with incomplete or ambiguous cues regarding a specific "real-world" event, and requiring the participant to rate the effectiveness of several COAs. This type of measure is especially useful when there is not a single "right" course of action for the scenario, as is often the case in situations encountered in the context of irregular warfare.

Developed correctly, the SJT methodology provides a unique and viable measurement tool for assessing changes in the decision making process as a result of FITE scenario training. In addition, the use of this method allows for the assessment of each squad member's decision making independently, without interfering with the FITE training scenarios or the after action review (AAR) process. The intent of PSE's effort during Spiral 2 of the FITE JCTD was to assess changes in decision making as a result of training in standardized FITE scenarios.

Hypothesis

The hypothesis was that squad members' effectiveness ratings of possible COAs would more closely resemble "expert-like" decision making (reflected by unit SMEs' ratings of the COAs) after completing standardized FITE OD scenarios than would ratings made prior to FITE training.



Methods

SJT Development

Development of SJTs began after the five scenarios for the OD were finalized. The first step was to identify specific events within the five scenarios that were directly related to decision making. Common decision making “themes” were then identified across the five scenarios. Thirty-eight decision themes were initially identified, and a final set of 27 was selected for inclusion in the SJT by the FITE-JCTD scenario development working group. Decision making themes used for SJT development are listed in Table 1.

Table 1. Decision Themes identified across the five OD scenarios.

| Decision Themes | | |
|---|--|---|
| 1. Identify individuals for questioning | 10. Recognizing/dealing with suspicious behavior | 19. Establish security |
| 2. Intra-squad communication | 11. Responding to requests of village elder | 20. Establish a cordon |
| 3. Entry/search of homes / buildings | 12. Prioritizing multiple ongoing events | 21. Communicating with adjacent unit/QRF |
| 4. Interaction with villagers | 13. Detecting anomalies in Baseline | 22. Assessing crowd behavior |
| 5. Conduct security inspection | 14. Tactical questioning | 23. Handling casualties |
| 6. Patrol route selection | 15. Detaining a villager / HVI | 24. Controlling an unruly crowd |
| 7. Interacting with foreign females | 16. Communication with higher | 25. Exhibiting cultural awareness/sensitivity |
| 8. Finding suspicious/illegal materials | 17. Escalation of force | 26. Integrating interpreter/ANA into mission |
| 9. Dealing with an uncooperative / confrontational villager | 18. Respond to contact | 27. Collecting/assessing/disseminating intel |

After finalizing the set of 27 decision themes, two vignettes with possible courses of action (COAs) were developed for each decision theme. These vignettes, and the decisions required, were similar to the situations encountered in the FITE training scenarios, but differed in detail. Each vignette was developed to provide sufficient context and amplifying information to support evaluation of each of the COAs while *avoiding* an emphasis on specific tactics and unit standard operating procedures (SOPs).

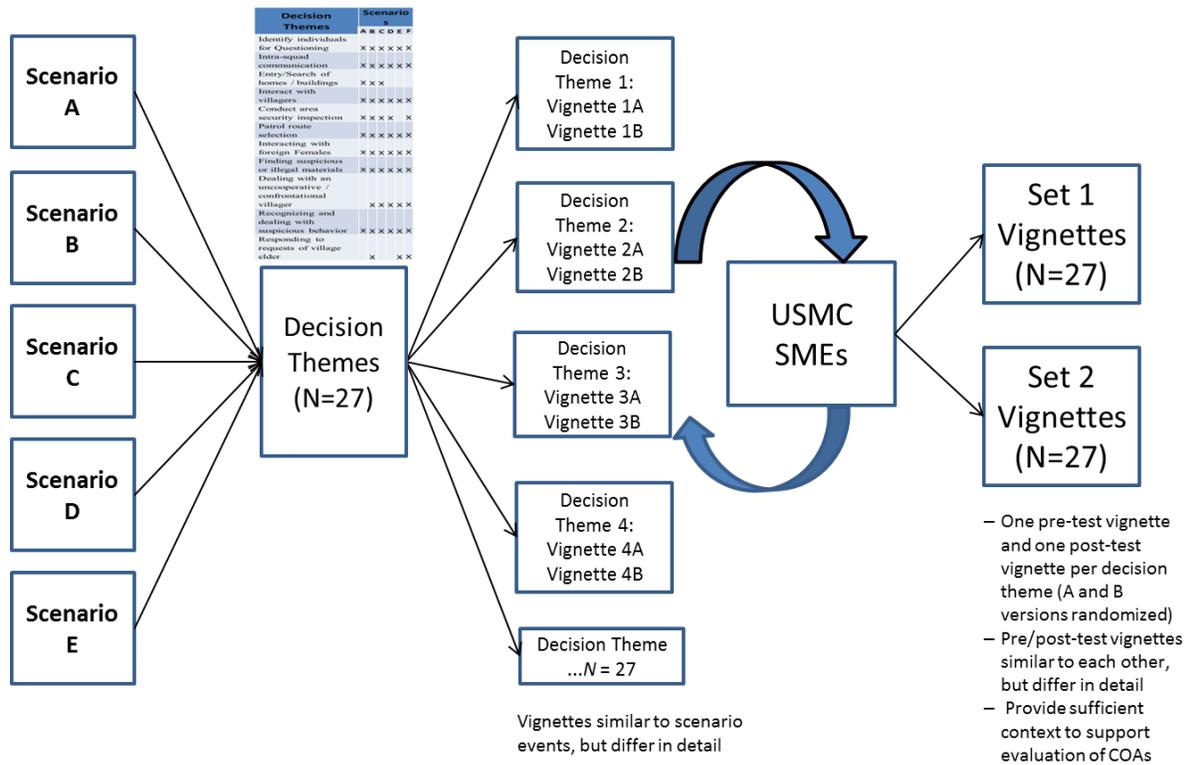


Figure 1. Development process for the situational judgment test.

In an effort to limit the time requirement to complete the task, the number of COAs was restricted to five for each vignette. The two vignettes for each decision theme, along with their COAs, were then refined and finalized through an iterative review process. As part of the review process, USMC and FITE subject matter experts (SMEs) validated the vignettes and possible COAs to ensure that the vignettes were realistic and provided enough context to support rating of the COAs, and that the COAs were appropriate to the scenario depicted in the vignette. SMEs also recommended COAs to be removed or added in order to ensure each vignette had exactly five valid COAs. Once finalized, one of the two vignettes for each decision theme was assigned to SJT Set 1, and the other was assigned to SJT Set 2 (random assignment). The overall SJT development process is shown in Figure 1. Each of the vignettes are listed in Appendix A and are identified by decision theme and the set in which they were presented. Vignettes are specifically related to the scenarios developed for the FITE-JCTD.

SJT Administration Software Development

One of the primary concerns of using the SJT method was the time required and the burden upon trainees for reading and maintaining concentration over a long series of vignettes. To minimize these burdens, a computerized version of the SJT was developed in *Macromedia Director*. The software provided the trainee the option to either read each of the vignettes himself or to listen as a recorded version of the vignette (male voice) was read to him. Volume control and the ability to pause or replay the audio were also available options. Trainees were required to read each of the COAs. During pilot testing the majority of trainees (~ 91%) indicated that they liked having the vignettes read to them rather than having to read multiple paragraphs themselves.

Figure 2 shows an example screen shot of the computer task presented to trainees. Prior to participation, each trainee was required to read the instructions, the provided guidelines and the Commander's Intent (See Table 2).



You are a Rifleman on patrol as a member of a squad operating in a village that is cautiously supportive of the US presence. There are, however, some reports of a few villagers suspected of cooperating with insurgents in nearby villages. The Squad Leader and an ANA Sgt working with your squad are meeting with the village elder. The meeting is taking place inside the compound. You and the rest of the squad are posting security outside the compound. About 100 meters away, you notice two men engaged in conversation. One man keeps looking over his shoulder toward your position. You use your binoculars to get a better look at the two men and notice that the face of the man who keeps looking your way is flushed, and he is sweating a bit even though the weather is not particularly warm. How would you rate the following courses of action?

| | Very Ineffective | Neutral | Most Effective |
|--|------------------|---------|----------------|
| | 1 | 2 | 3 |
| A. Tell your Team Leader that you are going to go question the men | 1.5 | | |
| B. Say nothing but continue to watch the men | | 2.4 | |
| C. Report the possibly suspicious behavior to your Team Leader | | | 3.7 |
| D. Report your observations to the team member closest to you (who also has a view of the men), and ask him to verify what you've observed | 1.8 | | |
| E. Shout to all squad members within earshot that there's a guy acting suspicious | | | 4.3 |

Play 0 Volume 100 Replay Next

Figure 2. Example screen shot of FITE decision making task.



Table 2. Guidelines provided to each trainee prior to SJT participation.

Unless otherwise specified within an event:

- Your role is the same as your current position within the squad
- You have been in country for 120 days
- You have conducted previous patrols in the village/area within the event
- You have Afghan National Security Force (ANSF) personnel attached to your squad
- You are in a 13-man squad and have a corpsman attached to your squad
- Any asset (i.e. QRF, UAV, EOD, etc.) you would normally have is available to you

After listening to or reading a given vignette, trainees were to then read and assess the effectiveness of each of the possible COAs. Trainees were to select the triangle marker (using the mouse) next to each COA and slide it to the rating they thought best reflected the effectiveness of each COA. Ratings ranged from 1 (Very Ineffective) to 5 (Most Effective). The trainee was required to provide a rating for each COA. All markers were initially placed on the far left of the sliding scale (position 1). The marker was highlighted (intensity increased on triangle) after it was selected by the trainee, showing that the COA had been given a rating. When sliding the marker across the scale, rating values were displayed. If the trainee wanted to leave the marker at the lowest rating point, he was still required to click on it with the mouse to indicate that it was his selection. When the trainee finished rating each of the COAs, he could then select the “NEXT” button to continue to the next vignette. If a COA had not been rated, the trainee was notified that he must select a rating for the COA missed before he could continue to the next vignette. Trainees were informed that each COA should be rated independently; therefore COAs could be rated equally if their effectiveness was perceived to be equal.

SME Database

A variety of Subject Matter Experts (SMEs) were involved with the SJT development process to assess and validate the test items. A final set of 11 SMEs were identified by the FITE-JCTD leadership to complete the Situation Judgment Test (SJT) items to serve as the “Expert” database. All SMEs were current or former military with at least one combat tour. Two of the military members were U.S. Army NCOs and two were USMC NCOs. The remaining seven SMEs are current Infantry Immersion Trainer (IIT) staff members, ranging in instructor experience at the IIT from 1 month to 3 years. All IIT staff



members are former Marines (six NCOs and one officer). Each of the SMEs had served multiple tours as a small unit leader and was deemed an expert in small unit training by their respective services. This set of SMEs completed the computerized version SJT Set 1 and Set 2 during separate sessions, providing ratings for all COAs for each of the 54 vignettes (two vignettes for each of the 27 decision themes). The ratings for each COA were averaged across the eleven SMEs to provide the expert ratings that formed the database. Items for which there was substantial disagreement in ratings among SMEs were revised in order to resolve any ambiguity that may have led to the disparate ratings.

Participants

A total of 25 USMC infantrymen from two squads participated in the OD. One trainee was dropped from all further analyses because he did not complete the post-test. Three additional trainees were dropped due to their completing one or both versions of the SJT too quickly to provide valid responses. For all analyses, Squad 1 was represented by 11 trainees with a mean age of 21.8 years, and Squad 2 by 10 trainees with a mean age of 21.2 years.

Squad 1 trainees' rates ranged from E-2 to E-5 with the greatest number of trainees (5) being E-4. Two of the trainees had received Combat Hunter training before the FITE OD. Five of the trainees had some experience training in immersive environments, with three having gone through Mojave Viper training and two previously receiving training in the IIT. Only three members of the squad had been deployed to Iraq at least once. No members of the squad had previous deployments to Afghanistan.

Squad 2 trainees' rates ranged from E-2 to E-5 with the greatest number of trainees (6) being E-3. None of the trainees had received Combat Hunter training before the FITE OD. One trainee had received training at Mojave Viper, and another had previous training in the IIT. Only one member of the squad had deployed to Iraq. No members of the squad had previous deployments to Afghanistan.

Procedure

The program was loaded onto 13 DVTE computers, one for each squad member. Trainees completed an SJT pre-test (27 vignettes) prior to participating in any of the FITE training. Half of the trainees completed Set 1 items as the pre-test, and half completed SJT Set 2 items. This manipulation helped to rule out any confounding effects that were related to possible differences between the items in the test sets (as opposed to effects of interest that resulted from training in the FITE scenarios). Time to



complete the pre-test was recorded for each trainee. This information was used initially (during pilot studies) to ascertain how long it would take (on average) for a squad to complete the task, as one of the constraints designated by the FITE leadership was to limit testing to a maximum of one hour. A second way that time was used was as a “reliability indicator”; individuals completing the task in less than 24 minutes (less than one minute per scenario) were considered as providing invalid data for the purposes of the OD analyses.

At the completion of the last AAR (after scenario E) all trainees completed an SJT post-test (whichever set of 27 items that they had *not* completed as the pre-test). The assessment procedure was the same as for the pre-test. Squad number, position in squad, and team number were also recorded to assist in further analysis after the post-test. Further, trainees were asked if they felt their decision-making had changed due to the training they had received. This was a yes/no question, though comments were recorded if they were provided.

Observations

During the conduct of each of the scenarios, observations were made from the Instructor and AAR repeater stations to verify which decision themes the squads encountered during the run. Observations were based upon what could be viewed from the PTZ cameras at the repeater station, and audio that was monitored via radio or lapel microphones. Therefore, all decision making opportunities may not have been captured. These observations were made as an attempt to validate the decision making training experience that each squad received.

After each of the FITE training scenarios, Company-Level Intelligence Cell (CLIC) debriefs, and detailed AARs were conducted. Observations were made as to which decision themes were identified and discussed during each debrief / AAR. These data were used to identify which decision themes were being reinforced with each squad. It was hypothesized that greater improvement in decision making would occur for the decision themes that received the most reinforcement.

Results

After the completion of the SJT each squad member was asked if he felt that his decision making had changed as a result of the FITE training. Seventy-two percent (72%) indicated that they thought that it had changed. For those who indicated that their decision making choices had not changed, they often



reported that they responded no because they felt they already knew *what* decisions to make based on prior training, but that participating in the FITE scenarios afforded them the opportunity to practice making those decisions.

Observation Results

Each of the squads participated in the same five standardized scenarios. However, the squads differed in how they approached the scenarios and therefore may not have experienced all of the same decision themes within a given scenario. Some small changes in the scenarios (i.e., where an IED was located) were intentionally implemented to avoid corruption of the scenario events between squads. In addition, squad movement was unpredictable and varied based upon the decisions made by each of the squads. These differences in decision theme exposure are displayed in the top frame of Figure 3 for each squad independently. The figure shows which decision themes were empirically observed by members of the research team watching the Instructor and AAR repeater stations during each of the scenarios for each squad. Observed decision themes for each scenario are indicated by filled cells. Open cells indicate that the decision theme was not observed in that scenario. Note that only decision theme numbers (identified in Table 1) are shown on the x-axis for ease of presentation.

All but one of the decision themes was experienced by both squads at least once in one of the five FITE training scenarios. The absence of one of the decision themes (“controlling an unruly crowd”) resulted from a change in the execution of the scenarios. This is reflected for each squad in the top frames of Figure 3, which also show subtle differences between squads as to which decision themes they experienced (filled cells). This information does not reflect how many squad members were exposed, but rather is a reflection of what the squad experienced, thus providing verification of the opportunities that each squad had to practice in making decisions related to each decision theme. In addition, it should be pointed out that during the OD, this method was used only to identify whether or not the decision theme was experienced within each scenario, and does not show *how many times* the theme may have occurred during a scenario.



The specific decision themes that were discussed and reinforced during the CLIC debrief and the AAR were also recorded, based upon the research team member observations. The reason for collecting these data was to test the hypothesis that the decision themes that received the most reinforcement during after-action discussions would demonstrate the greatest improvement. These data are provided in the bottom frames of Figure 3 for each squad. Observed decision themes for each scenario are indicated by filled cells. Open cells indicate that the decision theme was not reinforced during after-action discussions.

SJT Results: Comparison of Trainee Responses to SME Database

Trainees' effectiveness ratings for each COA for each vignette were compared to the SME database. Root Mean Square Error (RMSE) differences were then calculated between the ratings of each trainee and the SMEs for each COA. The RMSE is a measure of the differences between values predicted by a model or an estimator and the values actually observed. Average differences were then calculated for each decision theme for each trainee, separately for the SJT pre-test and post-test. The number of individuals showing improvement in their decision making (as defined by their post-test responses more closely resembling the SME database than their pre-test responses did) was then tabulated for each decision theme, and is displayed as the percentage of all trainees in Figure 4. Results show that changes in decision making varied greatly among the different decision themes. In nine of the 27 decision themes, more than 50% of trainees displayed more expert-like decision making on the post-test. Decision themes showing the greatest improvement (2, 3, and 15) were specifically related to individual squad activities such as intra-squad communication, entering or clearing a building, and detaining personnel, respectively. These results are consistent with the hypothesis that the decision themes that were most often repeated and reinforced would show the greatest improvement. However, improvement was also found for decision theme 15 (detaining a villager / HVI), despite the fact that each squad only received minimal exposure and reinforcement on this theme. Such results may demonstrate the training requirement differences between different decision theme areas.

Although these trends indicate improved decision making, statistical results were not significant across the entire group (both squads). One reason for this was the significant variance in changes across the decision themes between the two squads.

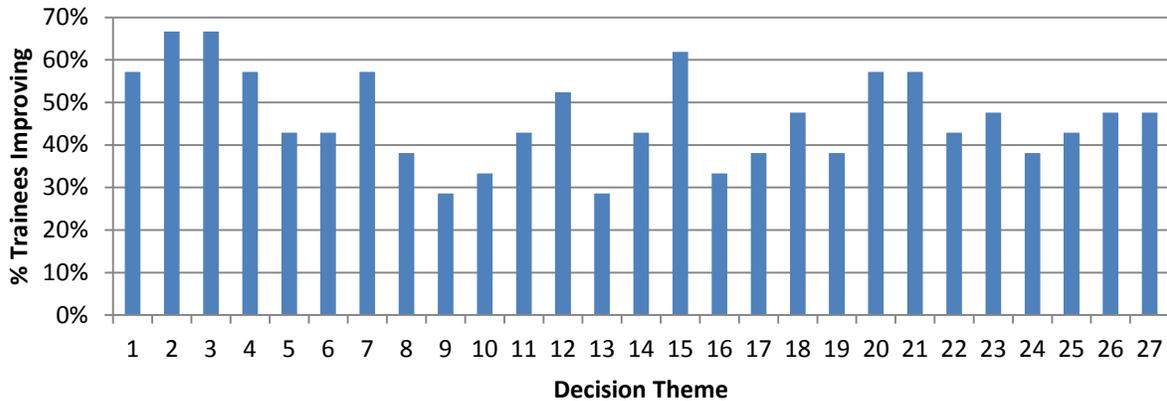


Figure 4. Percentage of trainees demonstrating more expert-like decision making.

In addition, there was a great deal of variation among individuals in how many decision themes demonstrated improvement. Percent of decision themes showing improvement per individual ranged from 26% (squad leader) to 85% (rifleman). There was a positive but not statistically significant ($r(19) = .31$) correlation between percent improvement and time in current billet.

Differences between squads led to further analyses of the squad results independently. Due to the smaller sample size, a different measure (Krippendorff’s alpha) was used to assess the level of agreement between squads and SMEs. Krippendorff’s alpha (α) was computed for each trainee for each decision theme. Values fall between 0 and 1, with 1 representing perfect agreement between individuals and SMEs, and 0 representing ratings that have no relation to the SME scores. This measure signifies whether individual trainees responded more or less like SMEs for each vignette. Difference scores were then used to assess pre- to post-training changes. A positive value reflected improvement (responses more similar to SMEs), and a negative value would indicate less expert-like decision making. Squad 1 demonstrated improvement (positive alpha) on 10 of the decision themes, whereas Squad 2 demonstrated improvement on 13 of the decision themes. Specific decision themes are listed in Table 3.

Table 3. Decision themes on which decision making became more expert-like (positive alpha value), as assessed separately for each squad.

| Squad 1 | Squad 2 |
|--|---|
| Intra-squad communication | Intra-squad communication |
| Interacting with foreign females | Interacting with foreign females |
| Tactical questioning | Tactical questioning |
| Detaining a villager/HVI | Detaining a villager/HVI |
| Establish cordon | Establish cordon |
| Exhibiting cultural awareness/sensitivity | Exhibiting cultural awareness/sensitivity |
| Recognizing/dealing with suspicious behavior | Interaction with villagers |
| Respond to contact | Conduct security inspection |
| Handling Casualties | Patrol route selection |
| Entry/search of homes/buildings | Communicating with adjacent unit/QRF |
| | Assessing crowd behavior |
| | Integrating interpreter/ANA into mission |
| | Identify individuals for questioning |

A paired *t-test* was then computed for each decision theme for each squad to assess whether the observed changes between the pre- and post-test were statistically significant. Squads demonstrated statistically significant improvement on several of the decision themes, as shown in Table 4. If a decision theme listed in Table 3 for a squad does not appear for that squad in Table 4, that means that while there was pre- to post- test improvement in decision making for that theme, the change was not statistically significant. Interestingly, members of Squad 1, who were very vocal (anecdotal conversation) about being wanting to participate in more kinetic scenarios, demonstrated greater improvement in areas requiring more kinetic activity. In contrast, Squad 2 showed statistically significant improvement in a variety of areas more concerned with communicating and integrating information. Some caution should be used in interpreting these results, as a direct relationship between statistical significance and operational importance has not been determined.



Table 4. List of decision themes showing statistically significant improvement between pre- and post-test.

| Squad 1 | Squad 2 |
|--|---|
| Entry/search of homes/buildings | Intra-squad communication |
| Recognizing/dealing with suspicious behavior | Tactical questioning |
| Respond to contact | Detaining a villager/HVI |
| | Exhibiting cultural awareness/sensitivity |
| | Integrating interpreter/ANA into mission |

Interestingly, post-training decision making for both squads regarding communication with higher HQ was further from the mean of the SME database – indicating less expert-like decision making for this theme. One possible reason for this was that during the AARs a great deal of emphasis (reinforcement) was placed upon the importance of communicating with higher HQ – see Figure 3. This emphasis may have caused the squads to always rate “report to higher HQ” as a highly effective choice regardless of the vignette; a response given less weight by the SMEs. Another possible explanation was that “higher HQ” was interpreted differently by the trainees and by the SMEs. For example, squad members may have interpreted “higher HQ” as their squad leader, whereas the SMEs may have interpreted it to mean Platoon Commander, Company Commander, etc.

Control Group

Members from two squads (N = 21) served as a control group by participating in the SJT pre- and post-tests without receiving FITE scenario training. These squads were similar in age and experience to the FITE OD squads. Across the decision themes, no significant pre- to post-test changes in decision making were observed for the control group. This result suggests that the pre- to post-test changes in decision making observed in the FITE OD squads were a result of their experiences with the FITE training rather than simply a result of taking the SJT multiple times.

Discussion

One of the primary objectives of the FITE was to technically and operationally demonstrate, assess, and transition improved training capabilities that replicate the effects and conditions of the battlefield across



the full spectrum of operations, in order to improve complex decision-making skills at the squad level. This was accomplished in Spiral 2 by developing five standardized scenarios which were designed to meet specific decision making requirements in an operational context, and which were supported by enhanced technologies and capabilities that were incorporated into the IIT. Enhancements made to the IIT proved to be successful. The impressions reported by trainees, in combination with the empirical results, demonstrate the success of the FITE program. This report presents evidence that the training provided during the FITE scenarios, and the associated AAR, positively enhances decision making of individual infantrymen. No other current training platform has empirically demonstrated such changes during small unit training.

The audio/video capture technology installed in the IIT through the FITE has provided the tools to validate scenario events experienced by the squad. This capability will now facilitate the verification of the training experience (through observation), as well as the development of quantifiable metrics to assess performance within a single scenario or across multiple scenarios. The results reported here reflect the value added by the FITE, but are only the tip of the iceberg of what can be achieved from a training and assessment point of view. The technology added by the FITE not only enhances the realism of an environment in which infantrymen can refine and practice decision making strategies, but also supports extended learning and reinforcement through after-action review, as well as assessment of training-related changes in decision making.

For maximum effectiveness, the AAR should incorporate certain learning principles. For example, because novices can benefit from understanding the cues and process used by experienced infantrymen to make decisions, more AAR time should be devoted to discussing the decision making process and how to improve it. The facilitator should point out the key decision themes and provide a “cognitive walk-through” of the decision making process. These points suggest that identifying and documenting guidance for best practices, based on lessons learned, could help to ensure that the IIT and the associated capabilities/technologies (particularly the AAR) are utilized effectively, and provide the best possible training opportunities with maximum value to the trainees.

While existing training often addresses development of the physical or “muscle memory” component of performance, little attention is devoted to the mental component that drives those actions. The environment provided by the FITE not only offers a venue in which decision making can be practiced, but also an environment in which trainees have an opportunity to develop and enhance the mental



processes and mindset that lead to effective decision making in complex or stressful situations. This is achieved as trainees see themselves and other members of their team in action, and review and critique their actions to learn from one another. This type of observational (vicarious) learning allows trainees to not only see what decisions are made and their outcome, but also to discuss what cues and mental processes led to the decisions. Part of the value of this kind of training, and of the ability to review squad members' actions, is that trainees learn effective decision making through modeling behavior. According to Bandura, Ross, & Ross (1961), there are four conditions required for one individual to successfully model the behavior of another:

- *Attention to the model* – In order for the behavior to be learned, the observer must see the modeled behavior.
- *Retention of details* – The observer must be able to recall the modeled behavior.
- *Motor reproduction* – The observer must have the motor skills to reproduce the action.
- *Motivation and opportunity* – The observer must be motivated to carry out the action they have observed and remembered, and must have the opportunity to do so. Motivations may include past reinforcement, promised incentives, and vicarious reinforcement.

The FITE has furthered the development of an environment to foster each of these conditions, providing a venue that supports not only practice in decision making, but also effective vicarious learning and behavior modeling.

A reliable, valid assessment tool is critical for evaluation of the training environment and measurement of training-related changes in decision making. Results from this demonstration suggest that the SJT may provide such a tool. While the outcomes of the OD are promising, further research is needed to explore multiple aspects of the IIT and associated FITE capabilities/technologies, as well as the validation and application of the SJT, in order to maximize their value in supporting training. For example:

- The SJT used for the FITE is a prototype system, and further refinement of the assessment as well as expansion of the SME database will improve reliability, validate the assessment, and allow it to be transitioned more readily to other training contexts.



- A correlation was observed between reinforcement of decision themes in the AARs and improved decision making. This relationship needs to be further investigated.
- Training requirements or prerequisites for maximizing benefits of immersive training need to be identified.
- The amount of training necessary to demonstrate improvement in a variety of decision themes must be identified. Although during the OD decision making improved significantly for some decision themes, no improvement was observed for others. It is critical to identify whether the lack of change is due to how the training was delivered, the amount of training, or how decision making was assessed within the SJT.
- Persistence and retention of training need to be evaluated in a follow-on assessment.
- Best practice guidelines need to be developed by investigating how FITE technology and capabilities can be utilized to provide maximum training value.
- Assessment methodologies must be developed to measure individual and team performance *within* scenarios.

FITE scenarios and technology provide an excellent opportunity for small units to practice and assess (through enhanced AAR capability) real-time operational decision making. However, mere exposure to the events as part of a scenario does not lead to decision making improvement. Therefore, it is crucial to understand that the FITE JCTD does not represent a final training product that is ready to be transitioned as is. Rather, in the spirit of a JCTD, it has begun to demonstrate what is possible with the enhanced capabilities that have been introduced through the FITE. Successful transition will require continued investigation and refinement to identify how best to (a) further extend and utilize these capabilities, (b) support training units to ensure that their gains are maximized, and (c) provide ongoing assessment of the value of these capabilities.



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Appendix A

SJT Vignettes for FITE-JCTD

Introduction

The following program will present you with a series of short events for you to review regarding situations that you could experience while on patrol in Afghanistan. These events are similar to the Tactical Decision Games (TDG) you may have read about or experienced in the Marine Corps Gazette.

- Unless *otherwise specified within* the event:
 - Your role is the same as your current position within the squad
 - You have been in country for 120 days
 - You have conducted previous patrols in the village/area within the event
 - You have Afghan National Security Force (ANSF) personnel attached to your squad
 - You are in a 13-man squad and have a corpsman attached to your squad
 - Any asset (i.e. QRF, UAV, EOD, etc.) you would normally have is available to you

Your task is to listen/read each event and associated courses of action (COA). Rate each COA independently on its effectiveness for meeting the needs of the event, **NOT** on how it compares to the other COAs presented for that event. In other words, COAs can have the same rating.

Commander's Intent

- Purpose - To create a secure environment within the region to support Battalion operations
- Method - We will exploit the enemy's Critical Vulnerability by aggressively patrolling the local villages and assisting The Government of the Islamic Republic of Afghanistan (GIROA) in establishing government services in our Area of Operation (AO) in order to (IOT) to separate the insurgents from the populace, their primary source of support, and bolster the relationship between the local populace and their government
- Endstate – Keep our sector secure of enemy insurgent activity, and the enemy's ability to stage operations from our sector against Battalion operations

The following vignettes are identified by decision theme and set in which they were included. Vignettes are based upon the decision themes specifically developed for the FITE-JCTD.



1. Identifying individuals for questioning

Set 1

Your squad is conducting a security patrol and has entered a village from the west. As the patrol enters, you see a man in an orange crush t-shirt smoking a cigarette staring at your patrol. You continue past him and go through the village. After about five minutes, you see the man again squatting near a building on your left watching your patrol with the same intensity as before. How would you rate the following courses of action?

| | Very Ineffective | Neutral | Most Effective |
|--|-----------------------------|----------------|---------------------------|
| a. Continue ignoring the man, he is just watching the “parade” | 1-----2-----3-----4-----5 | | |
| b. Take a picture of the man to give to the S2 to see if the man is a known insurgent or shows up again while Marines are on patrol in the village | 1-----2-----3-----4-----5 | | |
| c. Approach the man and politely ask him why he is watching the patrol | 1-----2-----3-----4-----5 | | |
| d. Approach the man and ask him why he is watching the patrol; detain him if he refuses to answer your questions | 1-----2-----3-----4-----5 | | |
| e. Do not approach the man, but continue to monitor him to see if he does anything | 1-----2-----3-----4-----5 | | |

Set 2

Your patrol has entered the marketplace of the local village and is patrolling along one of the main roads moving east to west. You come up to an intersection with a north-south road in a very crowded marketplace. A man in a white dishdasha, 25-30 years of age, is running north when he runs into you, knocking him down. As you go to help the man up, he gives you a startled look when he sees you are a Marine, scrambles to his feet and runs south in the direction he just came from. How would you rate the following courses of action?

| | Very Ineffective | Neutral | Most Effective |
|--|-----------------------------|----------------|---------------------------|
| a. Continue on your patrol and ignore what just happened | 1-----2-----3-----4-----5 | | |
| b. Watch the man and see where he goes | 1-----2-----3-----4-----5 | | |
| c. Inform the squad of what happened | 1-----2-----3-----4-----5 | | |
| d. Ask someone in the crowd who that was and where they live | 1-----2-----3-----4-----5 | | |
| e. Yell at him to stop so you can talk with him | 1-----2-----3-----4-----5 | | |



2. Communication with other squad members

Set 1

You are a Rifleman on patrol as a member of a squad operating in a village that is cautiously supportive of the US presence. There are, however, some reports of a few villagers suspected of cooperating with insurgents in nearby villages. The Squad Leader and an ANA Sgt working with your squad are meeting with the village elder. The meeting is taking place inside the compound. You and the rest of the squad are posting security outside the compound. About 100 meters away, you notice two men engaged in conversation. One man keeps looking over his shoulder toward your position. You use your binoculars to get a better look at the two men and notice that the face of the man who keeps looking your way is flushed, and he is sweating a bit even though the weather is not particularly warm. How would you rate the following courses of action?

| | Very Ineffective | Neutral | Most Effective |
|--|-----------------------------|----------------|---------------------------|
| a. Tell your Team Leader that you are going to go question the men | 1-----2-----3-----4-----5 | | |
| b. Say nothing but continue to watch the men | 1-----2-----3-----4-----5 | | |
| c. Report the possibly suspicious behavior to your Team Leader | 1-----2-----3-----4-----5 | | |
| d. Report your observations to the team member closest to you (who also has a view of the men), and ask him to verify what you've observed | 1-----2-----3-----4-----5 | | |
| e. Shout to all squad members within ear shot that there's a guy acting suspicious | 1-----2-----3-----4-----5 | | |

Set 2

You are a Rifleman on patrol as a member of a squad operating in a village that is cautiously supportive of the US presence. There are, however, some reports of a few villagers suspected of cooperating with insurgents in nearby villages. The Squad Leader and an ANA Sgt working with your squad are meeting with the village elder. The meeting is taking place inside the compound. You and the rest of the squad are posting security outside the compound. About 150 meters away you notice a man on a bicycle. He rides back and forth several times, parallel to the compound walls and entrance. At one point he appears to use binoculars to look at the compound entrance. There is a basket on the front of the bicycle, and you cannot see what's inside. How would you rate the following courses of action?

| | Very Ineffective | Neutral | Most Effective |
|--|-----------------------------|----------------|---------------------------|
| a. Say nothing to the squad. Shout at the man and ask him what he's doing | 1-----2-----3-----4-----5 | | |
| b. Say nothing but continue to watch the man | 1-----2-----3-----4-----5 | | |
| c. Report the man and his behavior to your Team Leader | 1-----2-----3-----4-----5 | | |
| d. Report your observations to the team member closest to you (who also has a view of the man), and see what he thinks about the man | 1-----2-----3-----4-----5 | | |
| e. Shout to all squad members within ear shot that there's a guy acting suspicious | 1-----2-----3-----4-----5 | | |



3. Enter/Search home/building

Set 1

You're on Patrol around 1300 through a village on your way to the home owned by Saied who is believed to be an HVI as per intelligence provided by higher HQ. Saied has been detected making daily trips to the marketplace but only visiting the same shop then heading back home. Saied does not own the shop which is believed to be an electronics shop. As the squad continues its patrol you encounter a group of kids playing soccer in the street. The kids ask for candy and you oblige while asking the kids if there was any danger around. The kids say a group of men keep going in-and-out of Saied's home but that they've never seen them before. When you arrive at Saied's house you notice there's a shovel, wheel barrow, an assortment of wires and large jugs in the vicinity. As you approach the door you hear voices from inside the house but as you get to the door the voices stop. You knock but nobody answers. How would you rate the following courses of action that the squad could execute?

| | Very Ineffective | Neutral | Most Effective |
|---|-----------------------------|----------------|---------------------------|
| a. Knock again and announce you're USMC and open the door | 1-----2-----3-----4-----5 | | |
| b. Call higher HQ and report what you see around the house to the COC | 1-----2-----3-----4-----5 | | |
| c. Enter the home and secure the building using either 3-man or 5-man entry TTPs | 1-----2-----3-----4-----5 | | |
| d. Conduct a Cordon and Search of the house, then report back to higher HQ with what your found out | 1-----2-----3-----4-----5 | | |
| e. Send the ANA Sgt in to determine who the men are in Saied's house | 1-----2-----3-----4-----5 | | |

Set 2

Your mission is to go into the village and link-up with Kakalah at his house, who the ANA officer told you is the person you need to speak with in order to obtain access to the town elder. Kakalah lives a block from the marketplace. While en route to Kakalah's house you're passed by 11 or so villagers who appear to have left the marketplace and are heading opposite of your direction. They're all male and appear to be in no rush and are friendly as they pass by. When you get to Kakalah's house and knock on the door a woman answers and says Kakalah isn't home and closes the door. How would you rate the following courses of action?

| | Very Ineffective | Neutral | Most Effective |
|--|-----------------------------|----------------|---------------------------|
| a. Knock again and ask the woman where Kakalah is | 1-----2-----3-----4-----5 | | |
| b. Turn back and see if Kakalah was among the men that passed by earlier | 1-----2-----3-----4-----5 | | |
| c. Enter the home and search each room for Kakalah | 1-----2-----3-----4-----5 | | |
| d. Set-up an ECP and control access to the street | 1-----2-----3-----4-----5 | | |
| e. Call higher HQ and report the Kakalah isn't at his home | 1-----2-----3-----4-----5 | | |



4. Interact with villagers

Set 1

Your squad has just started patrolling the village when you receive a call from higher HQ directing you to a building possibly used for making IEDs at a location just on the edge of town. The intelligence about the building came from a source that has been reliable in the past. As your squad arrives at the location, you notice a group of young boys playing a game of soccer near the area. The boys do not appear to notice your squad's approach and continue playing. There is concern that the building may contain live IEDs. Your squad needs to clear the area around the building in case a dangerous situation develops. How would you rate the following courses of action?

| | Very Ineffective | Neutral | Most Effective |
|---|-----------------------------|----------------|---------------------------|
| a. Yell at them to run away because there is a bomb in the area | 1-----2-----3-----4-----5 | | |
| b. Detain the boys since they were in an area where IEDs were suspected to be being built | 1-----2-----3-----4-----5 | | |
| c. Call the boys over to you and tell them to head home | 1-----2-----3-----4-----5 | | |
| d. Question the boys to see if they know anything about the people who frequent this area | 1-----2-----3-----4-----5 | | |
| e. Continue to let the boys play while the squad searches the area | 1-----2-----3-----4-----5 | | |

Set 2

There was an attack five days ago on the village which heavily damaged the local pharmacy, and tensions are still high amongst the villagers due to threats of another attack. You are the squad leader for the patrol today. As your squad enters the market, you are approached by two adult males, who begin to ask you why nothing is being done to repair the pharmacy. They also express concern about whether or not your squad will be able to protect the village from further damage if another attack should occur. The villagers are not confrontational, though they are very concerned with the restoration and safety of their village. How would you rate the following courses of action?

| | Very Ineffective | Neutral | Most Effective |
|---|-----------------------------|----------------|---------------------------|
| a. Tell the villagers that you will keep them safe and that repairs will begin soon | 1-----2-----3-----4-----5 | | |
| b. Tell the villagers that you will report the damages and question them about the perceived future threats | 1-----2-----3-----4-----5 | | |
| c. Radio higher HQ to determine how to respond | 1-----2-----3-----4-----5 | | |
| d. Ignore the villagers and continue on your patrol | 1-----2-----3-----4-----5 | | |
| e. Introduce the villagers to the local ANSF so they can provide assistance | 1-----2-----3-----4-----5 | | |



5. Conduct area security inspection

Set 1

You are on a dismounted patrol in the local village and proceeding towards the local police station on your way to the next checkpoint. As you approach the police station you notice that there are no villagers or activity in the immediate area. You further notice that there are no local police manning their posts, which is not unusual as the police do not man their posts 24 hours. You then use your binos to look at the police station and notice no movement occurring in the police station but the back door is open. How would you rate the following courses of action?

| | Very Ineffective | Neutral | Most Effective |
|--|-----------------------------|----------------|---------------------------|
| a. Call higher HQ for further guidance | 1-----2-----3-----4-----5 | | |
| b. Inspect the area for any IED or insurgent threats using optics and other TTPs before proceeding | 1-----2-----3-----4-----5 | | |
| c. Continue to the police station and see what is going on there | 1-----2-----3-----4-----5 | | |
| d. Backtrack and choose a different route to the police station | 1-----2-----3-----4-----5 | | |
| e. Have a fire team get on a roof and see if they can see anything going on | 1-----2-----3-----4-----5 | | |

Set 2

Your squad meets up with one of your local contacts in the village and he tells you that there were sounds of digging to the northeast of the village along the road two nights ago. Your contact further states that there was talk around the village of some of the local men wanting to prove themselves, though to whom or for what reason was unknown. You ask your contact to show you the area where the digging sounds were heard from and then have your squad proceed to that location. The area is a main road on the outskirts of town and there are some houses close to the road. Upon arrival, how would you rate the following courses of action?

| | Very Ineffective | Neutral | Most Effective |
|--|-----------------------------|----------------|---------------------------|
| a. Conduct 5s and 25s checks immediately | 1-----2-----3-----4-----5 | | |
| b. Call higher HQ with your position and await further guidance | 1-----2-----3-----4-----5 | | |
| c. Search for signs of IEDs or other tampering along the road | 1-----2-----3-----4-----5 | | |
| d. Knock on the doors in the area and conduct tactical questioning with the locals | 1-----2-----3-----4-----5 | | |
| e. Conduct the 5Cs and wait for EOD to arrive | 1-----2-----3-----4-----5 | | |



6. Plan a patrol

Set 1

Your squad has been directed to meet with the chief of police of a local village while on a dismounted patrol. There are two main routes in the village that are commonly used in this village and the police station is located in the center of town. The route coming in from the east passes through the marketplace with many positions to take up a defense posture and goes directly to the police station, but there was a suicide bomber attack in the marketplace two days ago targeting another Marine squad. The other route comes from the west but it takes longer to reach the police station and the buildings are more close together at points with many alleyways along the way. How would you rate the following courses of action while planning for this patrol?

| | Very Ineffective | Neutral | Most Effective |
|---|-----------------------------|----------------|---------------------------|
| a. Go through the marketplace | 1-----2-----3-----4-----5 | | |
| b. Come in from the west with UAV support | 1-----2-----3-----4-----5 | | |
| c. See if there is another route to take to the police station | 1-----2-----3-----4-----5 | | |
| d. Ask the police chief to meet somewhere else in town and choose another route | 1-----2-----3-----4-----5 | | |
| e. Go through the marketplace and ask for UAV support to see if there is any potential danger | 1-----2-----3-----4-----5 | | |

Set 2

You have just finished your dismounted patrol in a local village and are currently outside of the mosque located at the corner of a four-way intersection. Your planned exfil route was to go south along the road when a large produce truck overturns, blocking the narrow street south and your path. The route north dead ends at a wall that is approximately 10 feet high. The route west leads you through a part of town known as “IED Expressway” as it has been the location of many recent IED attacks. The route going east is through the busy marketplace and your motorized transport will take extra time to get there as they are currently on the south side of town and cannot go directly east due to natural roadblocks. Your squad will have to wait an additional one hour once they get to the new exfil point for transport if they go east. How would you rate the following courses of action?

| | Very Ineffective | Neutral | Most Effective |
|---|-----------------------------|----------------|---------------------------|
| a. Head west; we can avoid any potential IEDs | 1-----2-----3-----4-----5 | | |
| b. Head east; we can wait the additional one hour for our transport | 1-----2-----3-----4-----5 | | |
| c. Head north; we can make it over the wall | 1-----2-----3-----4-----5 | | |
| d. Wait for the truck blocking our path south to be moved and continue along our original route | 1-----2-----3-----4-----5 | | |
| e. Move the truck blocking our path south ourselves and continue along our original route | 1-----2-----3-----4-----5 | | |



7. Interact with foreign females

Set 1

You are a Rifleman in a squad operating in a village that is known to be somewhat hostile toward US forces. There have been multiple reports of insurgent activity in and around the village. The Squad Leader and an ANA Sgt working with your squad are inside a home, meeting with a man who is the head of household (HOH). The man is suspected of supplying bomb making materials to insurgents. You and the rest of the squad are posting security outside the home. You are positioned toward the back of the house. You notice a woman emerge from a back door of the house, about 30 feet from your position. She does not notice you as she hastily walks to a small outbuilding about 50 yards from the house. It's hard to get a good look, but it appears that she might be carrying something concealed under her clothing. How would you rate the following courses of action?

- | | Very
Ineffective | Neutral | Most
Effective |
|--|-----------------------------|----------------|---------------------------|
| a. Shout to the woman to stop | 1-----2-----3-----4-----5 | | |
| b. Report your observations to the nearest squad member and ask him to help you watch the outbuilding | 1-----2-----3-----4-----5 | | |
| c. Follow the woman to the outbuilding and question her, but do not enter the outbuilding | 1-----2-----3-----4-----5 | | |
| d. Shout to all squad members within ear shot that a woman just went from the house to the outbuilding and appears to be carrying something under her clothing | 1-----2-----3-----4-----5 | | |
| e. Report your observations to the Team Leader so that he can contact the Squad Leader to request permission from the HOH to question the woman and search the outbuilding | 1-----2-----3-----4-----5 | | |



Set 2

You are a member of a squad operating in a village that is known to be somewhat hostile toward US forces. There have been multiple reports of insurgent activity in and around the village. The Squad Leader and an ANA Sgt working with your squad are inside a home, meeting with a man who is the head of household (HOH). The man is suspected of supplying bomb making materials to insurgents. You and the rest of the squad are posting security outside the home. You are positioned toward the back of the house. There is a small outbuilding about 50 yards away, and you can see through the open windows that there is a woman inside. She appears to be alone, and is moving around inside the building in a hasty but purposeful manner. You use your binoculars to get a better look. You can't see very much more, but you find the whole situation somewhat suspicious. How would you rate the following courses of action?

| | Very Ineffective | Neutral | Most Effective |
|--|-----------------------------|----------------|---------------------------|
| a. Use your binoculars to continue to observe the woman in the outbuilding | 1-----2-----3-----4-----5 | | |
| b. Report your observations to the nearest squad member and ask him to help you watch the outbuilding | 1-----2-----3-----4-----5 | | |
| c. Go to the outbuilding and question the woman, but do not enter the outbuilding | 1-----2-----3-----4-----5 | | |
| d. Report your observations to the Team Leader so that he can contact the Squad Leader to request permission from the HOH to question the woman and search the outbuilding | 1-----2-----3-----4-----5 | | |
| e. Shout to all squad members within ear shot that there's a woman in the outbuilding acting suspiciously | 1-----2-----3-----4-----5 | | |



8. Discover/Locate suspicious or illegal materials

Set 1

You're on Security Patrol around 1530 through a village. A couple of male villagers yell to the ANA Sgt that a man has been creating a disturbance for the last few nights with the noise he was making. The villagers could only describe the noises as loud but point to the direction of where a white car is and says that is where his home is and that he's new to the village. In an effort to maintain a friendly relationship with the villagers the squad decides to go talk with the man at his home. After knocking twice the man answers the door and appears to have just woken up. Inside the home an AK-47, a shovel and what appears to be burlap sacks are visible. After a few questions the man becomes agitated. Another Marine spots several cell phones, batteries and mortar shells in the back of the white car. How would you rate the following courses of action?

| | Very Ineffective | Neutral | Most Effective |
|--|-----------------------------|----------------|---------------------------|
| a. Call higher HQ and report the materials to the COC | 1-----2-----3-----4-----5 | | |
| b. Conduct tactical questioning | 1-----2-----3-----4-----5 | | |
| c. Detain the man | 1-----2-----3-----4-----5 | | |
| d. Confiscate the materials and leave the village | 1-----2-----3-----4-----5 | | |
| e. Immediately conduct the 5C's and send an Unexploded Ordnance Report | 1-----2-----3-----4-----5 | | |

Set 2

You're on patrol en route to link-up with the ANA Sgt who will direct you to the town elder's home for a meet-and-greet. While on patrol, a rifleman notices a home that has a tarp covering up something oddly shaped on the side of the home. Under the tarp you find seven 10-gallon drums, 18 jugs of anti-freeze, and Russian det-cord. How would you rate the following courses of action?

| | Very Ineffective | Neutral | Most Effective |
|--|-----------------------------|----------------|---------------------------|
| a. Call higher HQ and report the materials to the COC | 1-----2-----3-----4-----5 | | |
| b. Knock, enter the home and search for more materials | 1-----2-----3-----4-----5 | | |
| c. Evacuate the vicinity immediately | 1-----2-----3-----4-----5 | | |
| d. Confiscate the materials and leave the village | 1-----2-----3-----4-----5 | | |
| e. Immediately conduct the 5C's and send an Unexploded Ordnance Report | 1-----2-----3-----4-----5 | | |



9. Deal with uncooperative/confrontational villagers

Set 1

Your squad has now been in the village for a while and has built up a rapport with many of the villagers. Today while on patrol you notice a young man talking on a cell phone quickly duck inside a house when he sees you approaching. You come up to the house the man went in to and knock on the door. The door is answered by an older man, who when asked if he has seen the young man, becomes seemingly anxious and says that he has not seen anyone come through the area and that he has just been at home napping. You suspect he is lying, since you saw the young man go into this house just a few minutes ago. How would you rate the following courses of action?

| | Very Ineffective | Neutral | Most Effective |
|--|-----------------------------|----------------|---------------------------|
| a. Set up a cordon, enter the house and search for the young man | 1-----2-----3-----4-----5 | | |
| b. Leave the area and continue on your patrol | 1-----2-----3-----4-----5 | | |
| c. Tell the man you saw someone enter the house and that you need to talk to this person | 1-----2-----3-----4-----5 | | |
| d. Report the situation to higher HQ to determine what needs to be done | 1-----2-----3-----4-----5 | | |
| e. Coordinate with the ANSF to search the house on probable cause | 1-----2-----3-----4-----5 | | |

Set 2

Earlier in the day, your squad detained a young man when he was spotted loading batteries into a truck. Your squad is now performing security checks on some of the important structures around town, when the brother of the young man who you detained earlier comes up to you and starts yelling at you about how you treated his brother unjustly. He says that his brother was hiding the batteries from the insurgents, and demands that you let him free. He continues yelling at your squad, as a small crowd begins to gather. How would you rate the following courses of action?

| | Very Ineffective | Neutral | Most Effective |
|--|-----------------------------|----------------|---------------------------|
| a. Detain the man for suspicion of working with the young man detained earlier | 1-----2-----3-----4-----5 | | |
| b. Try to calm the man down by promising to release his brother | 1-----2-----3-----4-----5 | | |
| c. Try to calm the man down and bring him to the Police Station to talk and see his brother | 1-----2-----3-----4-----5 | | |
| d. Ignore the man and continue your security check | 1-----2-----3-----4-----5 | | |
| e. Use tactical questioning to ask the whereabouts of the insurgents his brother was hiding the batteries from | 1-----2-----3-----4-----5 | | |



10. Recognize and deal with suspicious behavior

Set 1

You and your squad are providing security for ANP recruiting that is occurring in the local village. It is a warm day and most men from the village are standing in line at the recruiting station dressed in either white or black dishdashas or long sleeved, thin material shirts and slacks. As you are watching the crowd, you see a man, age 30-35, approach the crowd wearing a brown dishdasha. The crowd seems to recognize this person and those villagers not in the line move away from him. The man is staring intently at the men in line and some of the men start to leave the line. The man proceeds to push himself near the front of the line and then sees you staring at him and he turns around and walks closer to the back of the line but does not leave the area. How would you rate the following courses of action?

| | Very Ineffective | Neutral | Most Effective |
|--|-----------------------------|----------------|---------------------------|
| a. Do nothing, he is just there to join the ANP and was cutting in line | 1-----2-----3-----4-----5 | | |
| b. Pull the man out of the line and conduct tactical questioning with him | 1-----2-----3-----4-----5 | | |
| c. Immediately detain the man | 1-----2-----3-----4-----5 | | |
| d. Call higher HQ and report the man | 1-----2-----3-----4-----5 | | |
| e. Keep an eye on the man and see if he does anything else out of the ordinary | 1-----2-----3-----4-----5 | | |

Set 2

Your squad has just entered the market place of the local village. The village recently has seen IED attacks, all of which involved non-chemical weapon artillery shells and home-made explosives. As you are patrolling through the marketplace you notice a pile of boxes in front of a wall of one of the buildings that was not there the day before. The closest two merchant stalls on the right side, about 20 feet away from the boxes, which are normally occupied are both empty today. There is another wall on the other side of the road about 30 feet from the wall with the boxes but no merchant stalls are located on that wall, which is normal. You also notice that the locals are avoiding the boxes and whenever someone has to walk by this area, they act leery and make a wide circle around the boxes, almost touching the wall on the other side of the street. How would you rate the following courses of action?

| | Very Ineffective | Neutral | Most Effective |
|---|-----------------------------|----------------|---------------------------|
| a. Conduct the 5Cs | 1-----2-----3-----4-----5 | | |
| b. Call higher HQ and await further instructions | 1-----2-----3-----4-----5 | | |
| c. Send a fire team to the boxes to investigate them | 1-----2-----3-----4-----5 | | |
| d. Immediately look for a triggerman or insurgents with small arms and RPGs | 1-----2-----3-----4-----5 | | |
| e. Stop a local and ask why they are avoiding the area with the boxes | 1-----2-----3-----4-----5 | | |



11. Respond to requests of village elder

Set 1

11. Your squad is meeting with the local village elder. The village elder informs you that today there is a funeral for a man who made the Hajj (was highly respected in village) who died the day before of natural causes. He requests that while you can witness the funeral from a distance, you should not go near the burial site, talk with any of the villagers today, or take any other action except in self-defense as the whole village is in mourning. Your patrol sets up an observation post about 200 feet away from the burial. Using your optics during the funeral you PID a known insurgent bomb maker from your BOLO list that is responsible for most of the IED attacks that have occurred in the local area. How would you rate the following courses of action?

| | Very Ineffective | Neutral | Most Effective |
|--|-----------------------------|----------------|---------------------------|
| a. Ignore the village elder’s request and send a fire team in to detain the bomb maker | 1-----2-----3-----4-----5 | | |
| b. Set up a couple of fire teams around the burial site to detain the bomb maker after the funeral is over | 1-----2-----3-----4-----5 | | |
| c. Call higher HQ for further guidance | 1-----2-----3-----4-----5 | | |
| d. Keep observing the bomb maker and follow him once he leaves the funeral | 1-----2-----3-----4-----5 | | |
| e. Inform the local police that the bomb maker is there at the funeral and ask them to detain him | 1-----2-----3-----4-----5 | | |

Set 2

You are the Squad Leader of a patrol that comes into a village that was recently attacked by Taliban forces. You meet with the local village elder who is extremely upset about the recent attack. He complains to you about the US military not providing any help to him or his village and how he is afraid for his and his villagers’ lives. The village elder states that he and his villagers are great warriors who can defeat the Taliban but they lack the supplies to effectively fight the Taliban. He looks to you and requests your aid by supplying him with bullets, weapons and medical supplies. How would you rate the following courses of action?

| | Very Ineffective | Neutral | Most Effective |
|--|-----------------------------|----------------|---------------------------|
| a. Tell the elder you will see what you can do to help him get some supplies | 1-----2-----3-----4-----5 | | |
| b. Tell the elder you cannot give him bullets or weapons but can get him the medical supplies | 1-----2-----3-----4-----5 | | |
| c. Tell the elder you will have to pass this up your chain of command to see what higher HQ can do | 1-----2-----3-----4-----5 | | |
| d. Tell the elder “no, we cannot give you any of this” | 1-----2-----3-----4-----5 | | |
| e. Call higher HQ and ask what you should do | 1-----2-----3-----4-----5 | | |



12. Prioritize multiple ongoing events

Set 1

You are the Squad Leader of a squad operating in a village that is known to be somewhat hostile toward US forces. There have been multiple reports of insurgent activity in and around the village. Your squad is conducting a security patrol. You have with you a corpsman and several ANA soldiers. The patrol route takes you into the marketplace. As you approach the marketplace, you hear the sound of small arms fire. Looking in the direction that you believe to be the origin of the shots, you see a white pickup truck about 250 meters from your location speeding away from the marketplace area, heading west. You hear screaming and see that a young child who had been walking to the marketplace with his parents has been shot and is bleeding badly from his upper leg. His mother is hysterical. As Squad Leader, how would you rate the following courses of action?

- | | Very
Ineffective | Neutral | Most
Effective |
|---|-----------------------------|----------------|---------------------------|
| a. Direct your Team Leaders to cordon off the area, then direct the corpsman to move the injured child to cover and administer first aid, then report the situation and description of the truck to higher HQ, then direct an ANA soldier to deal with the child's parents | 1-----2-----3-----4-----5 | | |
| b. Direct your squad to take cover, then report the situation and description of the truck to higher HQ and wait for guidance before treating the injured child | 1-----2-----3-----4-----5 | | |
| c. Report the situation and description of the truck to higher HQ, then direct your Team Leaders to cordon off the area, then direct the corpsman to move the injured child to cover and administer first aid | 1-----2-----3-----4-----5 | | |
| d. Direct whoever is closest to the injured child to administer first aid on the spot, then direct an ANA soldier to talk with the child's parents, then report the situation and description of the truck to higher HQ, then direct your Team Leaders to cordon off the area | 1-----2-----3-----4-----5 | | |
| e. Direct your Team Leaders to cordon off the area, then direct the corpsman to administer first aid on the spot, then take the child's parents inside the nearest building, then report the situation and description of the truck to higher HQ | 1-----2-----3-----4-----5 | | |



Set 2

You are the Squad Leader of a squad operating in a village that is known to be somewhat hostile toward US forces. There have been multiple reports of insurgent activity in and around the village. Your squad is conducting a hasty ECP, searching all vehicles and pedestrians entering the area. Several ANA soldiers are helping with the searches, and there is a corpsman nearby. You have no other assets available right now. Suddenly there are shots fired toward the ECP. Looking in the direction that you believe to be the origin of the shots, you notice a brown pickup truck emerge from behind a building about 250 meters from your position, speeding away from the area and heading south. You hear screaming, and see that near the front of the line at the ECP an old woman who had been traveling on foot with her family has been shot. She is bleeding from an apparent wound to her abdomen. Her family is yelling and crowding around the woman. As Squad Leader, how would you rate the following courses of action?

| | Very Ineffective | Neutral | Most Effective |
|---|-----------------------------|----------------|---------------------------|
| a. Direct your Team Leaders to secure the area, then direct the corpsman to move the injured woman to cover and administer first aid, then report the situation and description of the truck to higher HQ, then direct an ANA soldier to deal with the woman's family | 1----- | 2----- | 3-----4-----5 |
| b. Direct your squad to take cover, then report the situation and description of the truck to higher HQ and wait for guidance before treating the injured woman | 1----- | 2----- | 3-----4-----5 |
| c. Report the situation and description of the truck to higher HQ, then direct your Team Leaders to secure the area, then direct the ANA soldiers to take the woman's family to cover, then direct the corpsman to move the injured woman to cover and administer first aid | 1----- | 2----- | 3-----4-----5 |
| d. Direct whoever is closest to the injured woman to administer first aid on the spot, then direct the ANA soldiers to talk with the woman's family, then report the situation and description of the truck to higher HQ, then direct your Team Leaders to secure the area | 1----- | 2----- | 3-----4-----5 |
| e. Direct your Team Leaders to secure the area, then direct the corpsman to administer first aid on the spot, then take the woman's family inside the nearest building, then report the situation and description of the truck to higher HQ | 1----- | 2----- | 3-----4-----5 |



13. React to anomalies in a baseline

Set 1

You've been in theater 90 days. The squad's mission today is to conduct another security patrol through the village. As the squad approaches the marketplace a woman enters from the opposite end. The woman continues walking alone in the direction of the squad. As the woman continues to walk through the marketplace the villagers move away from her and shop doors begin to close. How would you rate the following courses of action?

| | Very Ineffective | Neutral | Most Effective |
|--|-----------------------------|----------------|---------------------------|
| a. Call higher HQ and report the situation | 1-----2-----3-----4-----5 | | |
| b. Have the ANA Sgt talk to the woman from a distance and conduct the 5C's | 1-----2-----3-----4-----5 | | |
| c. Order the woman to stop moving | 1-----2-----3-----4-----5 | | |
| d. Ignore the woman because you're close to the FOB | 1-----2-----3-----4-----5 | | |
| e. Shoot the woman with the first clear shot | 1-----2-----3-----4-----5 | | |

Set 2

You're at an ECP with a line of vehicles. In the distance a motorcycle is approaching. The driver of the motorcycle starts to weave in-and-out of the cars speeding towards the squad. A couple of drivers waiting in the line of vehicles exit their vehicles and start running away in the opposite direction of the squad. How would you rate the following courses of action?

| | Very Ineffective | Neutral | Most Effective |
|--|-----------------------------|----------------|---------------------------|
| a. Call higher HQ and report the situation | 1-----2-----3-----4-----5 | | |
| b. Yell at the man on the motorcycle to stop | 1-----2-----3-----4-----5 | | |
| c. Let the motorcycle through cause he's in a hurry | 1-----2-----3-----4-----5 | | |
| d. Institute Escalation of Force procedures, if he doesn't stop, then take him out | 1-----2-----3-----4-----5 | | |
| e. Yell at the people running away to stop and return to their vehicles | 1-----2-----3-----4-----5 | | |



14. Conduct tactical questioning

Set 1

Your squad has spent a few weeks in the village and most of the villagers are friendlier to your squad now. Earlier today you received intelligence suggesting that someone in the village is stockpiling batteries for building IEDs to use in an upcoming attack on a nearby village. You decide to go to the market looking to question some of the villagers to see if any of them know about batteries being stockpiled. When you enter the marketplace, you see a man you have never seen before talking with a group of local villagers. The man appears to be preaching something to the crowd and the crowd seems receptive to whatever he is saying, often responding with shouts of agreement. You want to hear better what the man is saying and move your interpreter and your squad over to the crowd. As your squad approaches the crowd, the man stops talking and looks over at you. How would you rate the following courses of action?

| | Very Ineffective | Neutral | Most Effective |
|--|-----------------------------|----------------|---------------------------|
| a. Move to detain the group for suspicious behavior | 1-----2-----3-----4-----5 | | |
| b. Continue searching to find villagers you know and question them | 1-----2-----3-----4-----5 | | |
| c. Approach the group and begin tactical questioning to find out if they know anything about the batteries | 1-----2-----3-----4-----5 | | |
| d. Motion for the stranger to come over to you and question him separately from the group of villagers | 1-----2-----3-----4-----5 | | |
| e. Have the ANSF personnel question some of the locals to find out who the stranger is | 1-----2-----3-----4-----5 | | |

Set 2

Your squad has just been assigned as a security patrol in a village suspected of hosting a local insurgent cell. Upon entering the village, your squad notices a man up ahead who has continually been looking over at the squad for the past few minutes. The man is then seen pulling a cell phone out of his pocket before walking around a corner. Your squad moves ahead and approaches the man. How would you rate the following courses of action?

| | Very Ineffective | Neutral | Most Effective |
|---|-----------------------------|----------------|---------------------------|
| a. Move the man to a less public area to question him about what he was doing | 1-----2-----3-----4-----5 | | |
| b. Question the man immediately to quickly determine what he was doing | 1-----2-----3-----4-----5 | | |
| c. Contact higher HQ to determine if the man is on the BOLO list | 1-----2-----3-----4-----5 | | |
| d. Take the man's biometric information and report it to the CLIC | 1-----2-----3-----4-----5 | | |
| e. Immediately implement the Rules of Engagement | 1-----2-----3-----4-----5 | | |



15. Detain personnel

Set 1

You are a member of a squad operating in a village that is known to be somewhat hostile toward US forces. There have been reports of suspected insurgent activity in and around the village, and attempted IED attacks in nearby areas. You have several ANA soldiers and an interpreter working with your squad. For three days, your squad has been conducting security patrols in the area. Although you have varied the route slightly each day, you always pass through the marketplace. Each day you have noticed the same adult male watching the squad intently. He has been in different locations within the marketplace each day, but always in a somewhat concealed location such as in the shadows just inside a doorway. You believe he may have been taking photos of the squad with his cell phone. While meeting before the next patrol, your squad discusses the individual to decide how to handle him. How would you rate the following courses of action?

| | Very Ineffective | Neutral | Most Effective |
|--|-----------------------------|----------------|---------------------------|
| a. Ask the interpreter and an ANA soldier to help you question the man on the next patrol. If the man is uncooperative or does not give satisfactory answers, detain him | 1-----2-----3-----4-----5 | | |
| b. On the next patrol, detain the man as soon as you see him. Do it as quietly as possible so as not to cause further hostility or distrust among the villagers | 1-----2-----3-----4-----5 | | |
| c. On the next patrol, detain the man as soon as you see him. Do it forcefully and aggressively to serve as a warning and show of force to the villagers | 1-----2-----3-----4-----5 | | |
| d. Continue to watch for the man during your patrols | 1-----2-----3-----4-----5 | | |
| e. Send the interpreter and an ANA soldier to question him on the next patrol | 1-----2-----3-----4-----5 | | |



Set 2

You are a member of a squad operating in a village that is known to be somewhat hostile toward US forces. There have been reports of suspected insurgent activity in and around the village, and attempted IED attacks in nearby areas. You have several ANA soldiers and an interpreter working with your squad. Your patrol route takes you through the marketplace. Today is not a market day so the shops are closed, but there are villagers in the area going to the well and checking the news wall. You notice a man walking purposefully toward the electronics shop, looking over his shoulder and around the area nervously. You know he is not the owner of the electronics shop. He ducks into the small space between the electronics shop and the building next door, picks up a package, then continues walking quickly toward a small road behind the shops. How would you rate the following courses of action?

| | Very Ineffective | Neutral | Most Effective |
|---|-----------------------------|----------------|---------------------------|
| a. Approach and question the man with the help of the interpreter and an ANA soldier. If the man is uncooperative or does not give satisfactory answers, detain him | 1-----2-----3-----4-----5 | | |
| b. Approach the man and detain him. Do it as quietly as possible so as not to cause further hostility or distrust among the villagers | 1-----2-----3-----4-----5 | | |
| c. Approach the man and detain him. Do it forcefully and aggressively to serve as a warning and show of force to the villagers | 1-----2-----3-----4-----5 | | |
| d. Send the interpreter and an ANA soldier to question the man | 1-----2-----3-----4-----5 | | |
| e. Ask other people in the marketplace whether they know the man | 1-----2-----3-----4-----5 | | |



16. Communicate clear, concise messages to higher HQ

Set 1

You are on patrol and enter into the marketplace of the local village. One of the local merchants signals you to come over to his stall. When you get to the stall, he tells you that he overheard two men talking about planning an attack on a Marine patrol coming through the village real soon the other day. The merchant tells you that the men have known ties to the Taliban and that his friend was with him and will confirm his story. The merchant claims that he told a Marine patrol that went through earlier the same information but has not seen anyone act on it. How would you rate the following courses of action?

| | Very Ineffective | Neutral | Most Effective |
|--|-----------------------------|----------------|---------------------------|
| a. Ignore the man, he is just trying to gain favor with the Marines | 1-----2-----3-----4-----5 | | |
| b. Call and report the information to higher HQ; confirm if any other patrol has heard this information before | 1-----2-----3-----4-----5 | | |
| c. Write down the information to give to higher HQ later | 1-----2-----3-----4-----5 | | |
| d. Keep questioning the man to determine his credibility | 1-----2-----3-----4-----5 | | |
| e. Find the merchant's friend and talk to him to confirm the information | 1-----2-----3-----4-----5 | | |

Set 2

As you are walking through a local village, you see the villagers all reading a poster on the news wall in town. You ask your interpreter who posted it and what it says. The interpreter tells you it is from the local Imam and it roughly reads: "Praise be to Allah and his prophet Muhammad. My brothers, we are a strong and noble people. We do not need these crusaders in our village interfering with our way of life. Do not accept any gifts or favors from these non-believers. If a crusader approaches you, do not answer any of their questions or promise them anything as they will only use your words to do evil against your mothers, wives, and daughters. We must stand united against these crusaders who have invaded our lands." How would you rate the following courses of action?

| | Very Ineffective | Neutral | Most Effective |
|--|-----------------------------|----------------|---------------------------|
| a. Ignore the poster as you know the people trust you over the Imam | 1-----2-----3-----4-----5 | | |
| b. Call higher HQ and tell them about the poster | 1-----2-----3-----4-----5 | | |
| c. Take the poster to give to your S2 shop when you are done with your patrol | 1-----2-----3-----4-----5 | | |
| d. Find the Imam and demand he takes down the poster and any other posters he has posted | 1-----2-----3-----4-----5 | | |
| e. Find the Imam and talk to him to see how you can change his opinion and put up posters that support the Marines | 1-----2-----3-----4-----5 | | |



17. Apply escalation of force procedures

Set 1

You squad has been assigned to a newly established ECP/VCP. Because it is a new ECP/VCP, you have set up signs about 1 mile out telling drivers to slow down for the ECP/VCP. The traffic so far today has been limited to foot traffic only and you have not seen any vehicles come through yet. This does not surprise you as this road is not well travelled by vehicles but you have noticed in the past that when there are vehicles, the drivers tend to speed down the road and only slow up after they enter the village. You look down the road and notice a large white cargo truck about half a mile out coming towards the ECP/VCP at a high rate of speed and the driver does not appear to be slowing down. How would you rate the following courses of action?

| | Very Ineffective | Neutral | Most Effective |
|---|-----------------------------|----------------|---------------------------|
| a. Implement Escalation of Force procedures and signal for him to slow down before he gets to the ECP/VCP | 1-----2-----3-----4-----5 | | |
| b. Fire a warning shot to get him to slow down | 1-----2-----3-----4-----5 | | |
| c. Implement Escalation of Force procedures and shoot the tires out when he gets close enough | 1-----2-----3-----4-----5 | | |
| d. Shut down the ECP/VCP and set up a barrier to stop the truck because it is a SBVIED | 1-----2-----3-----4-----5 | | |
| e. Use your binos or ACOGs to see if you can get better SA on the truck before making a decision | 1-----2-----3-----4-----5 | | |



Set 2

You and your squad are on patrol in a crowded marketplace in the local village and today is Market Day. When you have been in the market place on previous Market Days some of the locals had not agreed with your squad’s presence and have confronted the squad before to include verbal threats of violence by the local villagers. Because of this, you have been told to not interfere or talk with the locals and to only observe. As you are patrolling, you notice a man in a black dishdasha, about 35-40 years old staring at your squad from the other side of the market place up about 200 feet ahead. As you move past his position he moves and starts to follow your patrol. He is about 50 feet behind you when your squad stops. You notice the man still coming towards you, so you turn facing the man and tell him via the interpreter to stop so you can talk with him. The man keeps his pace and does not acknowledge your command. It is loud at this location in the market place and there are many villagers in the area. How would you rate the following courses of action?

| | Very Ineffective | Neutral | Most Effective |
|---|-----------------------------|----------------|---------------------------|
| a. Give a louder command to stop before he gets too close | 1-----2-----3-----4-----5 | | |
| b. Implement Escalation of Force ROE and raise your weapons in his direction and tell him to stop | 1-----2-----3-----4-----5 | | |
| c. Move towards the man while giving the command to stop | 1-----2-----3-----4-----5 | | |
| d. Move in to immediately detain him | 1-----2-----3-----4-----5 | | |
| e. Ask another villager who that man is so you can shout his name and tell him to stop | 1-----2-----3-----4-----5 | | |



18. Respond to contact

Set 1

You are the Squad Leader of a squad operating in a village that is known to be somewhat hostile toward US forces. There have been multiple reports of insurgent activity in and around the village. Your squad is conducting a security patrol. You have with you a corpsman and several ANA soldiers. Another squad from your platoon is patrolling an area about one mile to your east. The patrol route takes you into the marketplace. As you enter the marketplace, you notice a young adult male riding a bicycle toward a crowd in front of a shop about 150 yards from your position. Suddenly there is an explosion near the crowd – it appears that the man on the bicycle detonated an IED, blowing himself up and badly injuring several villagers. How would you rate the following possible courses of action?

| | Very Ineffective | Neutral | Most Effective |
|---|-----------------------------|----------------|---------------------------|
| a. Secure the area and implement the 5C's | 1-----2-----3-----4-----5 | | |
| b. Direct the corpsman to begin assessing and prioritizing casualties | 1-----2-----3-----4-----5 | | |
| c. Contact the adjacent squad and inform them of the situation | 1-----2-----3-----4-----5 | | |
| d. Report the situation to higher HQ | 1-----2-----3-----4-----5 | | |
| e. Identify a location to establish Guardian Angel | 1-----2-----3-----4-----5 | | |

Set 2

You are the Squad Leader of a squad operating in a village that is known to be somewhat hostile toward US forces. There have been multiple reports of insurgent activity in and around the village. Your squad is conducting a security patrol. You have with you a corpsman and several ANA soldiers. Another squad from your platoon is patrolling an area about one mile to your east. The patrol route takes you into the marketplace. As you approach the marketplace, you hear the sound of small arms fire, and a member of the squad falls to the ground. How would you rate the following possible courses of action?

| | Very Ineffective | Neutral | Most Effective |
|--|-----------------------------|----------------|---------------------------|
| a. Secure the area and take cover | 1-----2-----3-----4-----5 | | |
| b. Direct the corpsman to begin administering first aid | 1-----2-----3-----4-----5 | | |
| c. Use your binoculars to scan the area that you believe to be the origin of the gunshot | 1-----2-----3-----4-----5 | | |
| d. Contact the adjacent squad and inform them of the situation | 1-----2-----3-----4-----5 | | |
| e. Report the situation to higher HQ | 1-----2-----3-----4-----5 | | |



19. Establish security

Set 1

You're on patrol through the village to meet the town elder. You link up with the ANA Sgt, who's waiting outside for you smoking a cigarette, at the police station. There's gunfire in the distance and the ANA Sgt says that it's a celebration. You continue on and arrive at the village elder's home. How would you rate the following courses of action?

| | Very Ineffective | Neutral | Most Effective |
|---|-----------------------------|----------------|---------------------------|
| a. Call higher HQ and report the gunfire | 1-----2-----3-----4-----5 | | |
| b. Ask the elder about the celebration | 1-----2-----3-----4-----5 | | |
| c. Cut the meeting short and go join the celebration | 1-----2-----3-----4-----5 | | |
| d. All go inside and have tea | 1-----2-----3-----4-----5 | | |
| e. Establish 360 degree security around the home and conduct your meeting | 1-----2-----3-----4-----5 | | |

Set 2

You're on patrol through the village. There's a vehicle with its hood up and parked facing the opposite direction of traffic. Using thermals a rifleman detects a heat signature coming from the vehicle that may or may not be explosives. The tires of the vehicle do not appear to be hot, suggesting the vehicle has not been moved recently. How would you rate the following courses of action?

| | Very Ineffective | Neutral | Most Effective |
|---|-----------------------------|----------------|---------------------------|
| a. Call higher HQ and report the Intel to the COC | 1-----2-----3-----4-----5 | | |
| b. Get closer to get a better look at the vehicle and see if someone needs help | 1-----2-----3-----4-----5 | | |
| c. Shoot the vehicle and see if it blows up | 1-----2-----3-----4-----5 | | |
| d. Execute the 5C's and evacuate the vicinity immediately | 1-----2-----3-----4-----5 | | |
| e. Check 5's and 25's and call EOD | 1-----2-----3-----4-----5 | | |



20. Establish a cordon

Set 1

While on patrol through the village, your squad notices a man standing on a ladder place a package on top of one of the shops in the marketplace. Your squad is able to move quickly and detain the man. The man is very nervous and during your initial tactical questioning he states that he had placed an IED on top of the building that he was going to set off with his cell phone. With the suspect in custody, your squad now has to clear the area so that the IED can be safely disabled. How would you rate the following courses of action?

| | Very Ineffective | Neutral | Most Effective |
|---|-----------------------------|----------------|---------------------------|
| a. Go into the surrounding buildings yelling to people that there is an IED nearby and they need to leave immediately | 1-----2-----3-----4-----5 | | |
| b. Execute the 5C's and clear the buildings and establish a cordon around the immediate area | 1-----2-----3-----4-----5 | | |
| c. Radio higher HQ to determine what should be done | 1-----2-----3-----4-----5 | | |
| d. Throw a grenade and explode the IED | 1-----2-----3-----4-----5 | | |
| e. Continue tactical questioning of the person who placed the IED | 1-----2-----3-----4-----5 | | |

Set 2

Your squad has recently received intelligence suggesting that the village elder is being targeted by insurgents because he has been providing the Marines with information about suspected illegal activities. Rumors have been going around about nearby villages where those who have collaborated with the GIROA or Americans were killed. In addition, people have heard that the insurgents are especially angered by the actions of this village's elder. The villagers fear for their safety, as well as the safety of the village if the elder were to be harmed. Your squad has been assigned to meet with the elder to ease the village's fear and encourage continued cooperation. How would you rate the following courses of action?

| | Very Ineffective | Neutral | Most Effective |
|---|-----------------------------|----------------|---------------------------|
| a. Tell the elder to stay inside and contact your squad if necessary | 1-----2-----3-----4-----5 | | |
| b. Cordon off the area around the elder's house to make sure no one can get close enough to attack | 1-----2-----3-----4-----5 | | |
| c. Cordon off the area surrounding the elder's house, only letting people past who have business with the elder | 1-----2-----3-----4-----5 | | |
| d. Establish an ECP/VCP around the village to provide security for the entire village | 1-----2-----3-----4-----5 | | |
| e. Assign a force from the ANSF to protect the Elder | 1-----2-----3-----4-----5 | | |



21. Monitor and communicate with adjacent units

Set 1

As you are on patrol in the local village you see a man driving a white bongo truck towards the next village faster than people normally drive the road. You ask the local villagers about the truck and a couple of them tell you they saw some men working on it outside of town and load something strange into the back of the truck. The direction the truck was driving leads directly to a vehicle checkpoint in the next village another squad is manning with the ANA. How would you rate the following courses of action?

| | Very Ineffective | Neutral | Most Effective |
|--|-----------------------------|----------------|---------------------------|
| a. Do nothing, the other squad will handle it if there is a problem | 1-----2-----3-----4-----5 | | |
| b. Call higher HQ and ask them to pass the information to include a description of the truck to the squad at the VCP | 1-----2-----3-----4-----5 | | |
| c. Call the other squad directly and pass them the information and description of the truck | 1-----2-----3-----4-----5 | | |
| d. Ask more questions about the man and the truck | 1-----2-----3-----4-----5 | | |
| e. Contact FAC to attempt to provide overhead air support | 1-----2-----3-----4-----5 | | |

Set 2

You are searching a house when you find a hidden wall with about 300 batteries. The man claims that a merchant from another village asked him to hold onto the batteries for safe keeping as the merchant was afraid someone would steal them and use them to make a bomb. The man gives you a description of the merchant and which village he is currently located in but states that the merchant will be closing shop in 30 minutes. There is currently another squad patrolling the village the man said the merchant was in. How would you rate the following courses of action?

| | Very Ineffective | Neutral | Most Effective |
|---|-----------------------------|----------------|---------------------------|
| a. Detain the man immediately | 1-----2-----3-----4-----5 | | |
| b. Believe the man's story and let him go | 1-----2-----3-----4-----5 | | |
| c. Call higher HQ and ask them to have the other squad find the merchant to confirm the man's story | 1-----2-----3-----4-----5 | | |
| d. Call the other squad directly and ask them to find the merchant to confirm the man's story | 1-----2-----3-----4-----5 | | |
| e. Confiscate the batteries but let the man go | 1-----2-----3-----4-----5 | | |



22. Assess crowd behavior

Set 1

You are a member of a squad operating in a village that is unfamiliar to you. There have not been any confirmed reports of insurgent activity in the village, but there is evidence that insurgents are operating in adjacent areas, and there have been attempted suicide bombings in nearby villages. Your squad is conducting a security patrol with part of the mission being to assess the atmospherics of the village and engage the local population to determine how they feel about the presence of US forces. You have several ANA soldiers and an interpreter with you. The patrol route takes you into the marketplace. As you enter the marketplace, the activity appears fairly normal with people doing their shopping and milling around. One thing stands out - you notice a woman walking very purposefully toward the patrol. There is not a man walking close to her. A small child has just approached you and is tugging at your cargo pocket. How would you rate the following courses of action?

| | Very Ineffective | Neutral | Most Effective |
|--|-----------------------------|----------------|---------------------------|
| a. Raise your weapon toward the woman and yell at her to stop | 1-----2-----3-----4-----5 | | |
| b. Ask the interpreter or an ANA soldier to call to her and ask her what she is doing | 1-----2-----3-----4-----5 | | |
| c. Make sure the rest of the squad sees the woman and keeps eyes on her and the surrounding area | 1-----2-----3-----4-----5 | | |
| d. Call higher HQ and report a suspected suicide bomber | 1-----2-----3-----4-----5 | | |
| e. Treat the woman as a suicide bomber and carry out the 5 Cs | 1-----2-----3-----4-----5 | | |



Set 2

You are a member of a squad operating in a village that is unfamiliar to you. There have not been any confirmed reports of insurgent activity in the village, but there is evidence that insurgents are operating in adjacent areas, and there have been attempted roadside IED attacks in nearby villages. Your squad is conducting a security patrol with part of the mission being to assess the atmospherics of the village and engage the local population to determine how they feel about the presence of US forces. You have several ANA soldiers and an interpreter with you. The patrol route takes you north up a road running through the marketplace. As you enter the marketplace, the activity appears fairly normal with people doing their shopping and milling around. As you approach the most populated part of the marketplace, you catch a glimpse between two shops of some movement at the northwest corner of a building about 150 meters in front of you. You take out your binoculars to get a better look, and see an adult male who appears to be digging along the edge of a side road, just west of where it intersects with the road you are on. He pauses and looks in your direction. He is sweating and appears nervous, but keeps digging after seeing you. How would you rate the following courses of action?

| | Very Ineffective | Neutral | Most Effective |
|--|-----------------------------|----------------|---------------------------|
| a. Raise your weapon toward the man and yell at him to stop digging | 1-----2-----3-----4-----5 | | |
| b. Make sure the rest of the squad sees the man and keeps eyes on him and the surrounding area | 1-----2-----3-----4-----5 | | |
| c. Ask the interpreter or an ANA soldier to call to the man and ask him what he is doing | 1-----2-----3-----4-----5 | | |
| d. Use your thermals to determine whether there is an unusual heat signature near the man | 1-----2-----3-----4-----5 | | |
| e. Assume there is an IED and carry out the 5 Cs | 1-----2-----3-----4-----5 | | |



23. Handle causalities

Set 1

You are patrolling along a road that has had IEDs emplaced on it before but there has not been an IED attack in four weeks. Up ahead you see a group of local children who you have met on previous patrols and are friendly to your squad, because you have given them chocolate before, playing on the side of the road about 500 feet ahead. One of the kids sees you, says something to his friends and starts to move towards you. The kid is only a few feet away from his friends when a loud boom occurs and you see an explosion where the kid coming towards you was walking. You patrol reacts to the explosion and as the smoke clears out a little more, you notice that whatever just went off, it killed the kid on contact but also hit his friends and there are about five children with various injuries up the road. How would you rate the following courses of action?

| | Very Ineffective | Neutral | Most Effective |
|--|-----------------------------|----------------|---------------------------|
| a. Send a team to the village to get help and wait | 1-----2-----3-----4-----5 | | |
| b. Execute 5C's and look for other IEDs or a trigger man in the area | 1-----2-----3-----4-----5 | | |
| c. Move to help the injured children and call for help | 1-----2-----3-----4-----5 | | |
| d. Call higher HQ to report what just happened and wait for further instructions | 1-----2-----3-----4-----5 | | |
| e. Call higher HQ to report what just happened and ask for medical assistance | 1-----2-----3-----4-----5 | | |

Set 2

You are on patrol in the local marketplace and you notice the local villagers starting to close up shop and move away from your patrol. Your patrol starts to go into a more alert posture when a shot rings out and your fellow Marine next to you goes down. As you go to take cover you hear more gun fire and then what sounds like an RPG. Your squad returns fire and after a few minutes that gun firing stops. You now notice not only is the one Marine down but two more Marines appear to have been hit by the RPG along with a local villager. How would you rate the following courses of action?

| | Very Ineffective | Neutral | Most Effective |
|--|-----------------------------|----------------|---------------------------|
| a. Set up security while calling for a QRF and begin treating the injured Marines and the local villager | 1-----2-----3-----4-----5 | | |
| b. Call higher HQ and await instructions | 1-----2-----3-----4-----5 | | |
| c. Stay where you are for a few more minutes as the insurgents could be just moving around waiting to strike again | 1-----2-----3-----4-----5 | | |
| d. Begin treating the injured Marines and the local villager | 1-----2-----3-----4-----5 | | |
| e. Regroup the squad for a pursuit/counterattack of the insurgents | 1-----2-----3-----4-----5 | | |



24. Control an unruly crowd

Set 1

You're on patrol through the village on the way to the marketplace and a man comes out of his home and starts yelling for the squad to leave. At first the man is ignored and this makes him more furious. Other villagers begin to come out of their homes and take side with the local man. There's now 18 or so villagers yelling and taunting you. How would you rate the following courses of action?

| | Very Ineffective | Neutral | Most Effective |
|---|-----------------------------|----------------|---------------------------|
| a. Call higher HQ and report the situation | 1-----2-----3-----4-----5 | | |
| b. Ignore them and continue to the marketplace | 1-----2-----3-----4-----5 | | |
| c. Contact the man who initiated the protest and try to talk with him | 1-----2-----3-----4-----5 | | |
| d. Detain the man who initiated the protest as a warning to others | 1-----2-----3-----4-----5 | | |
| e. Coordinate with the ANSF to see why the villagers are so angry with us | 1-----2-----3-----4-----5 | | |

Set 2

You're on patrol through the village to meet with the local police. Two months ago a Marine accidentally shot a child during a fire fight with Taliban forces in the next village over and US forces have not been in this area since that incident. The local police of this village recently asked you to come back as they have been having issues with Taliban forces that they cannot handle. As you make your way through the marketplace to meet with the local police, the villagers became upset with your presence. They begin to yell insults and tell you to leave their country. Some shopkeepers close their shops as you approach. How would you rate the following courses of action?

| | Very Ineffective | Neutral | Most Effective |
|--|-----------------------------|----------------|---------------------------|
| a. Call higher HQ and report the situation | 1-----2-----3-----4-----5 | | |
| b. Tell the villagers to clear the area | 1-----2-----3-----4-----5 | | |
| c. Attempt to purchase local products at shops that are still open in an attempt to earn trust and respect | 1-----2-----3-----4-----5 | | |
| d. Ignore them and continue on your mission | 1-----2-----3-----4-----5 | | |
| e. Fire warning shots and tell them to calm down | 1-----2-----3-----4-----5 | | |



25. Exhibit cultural awareness/sensitivity

Set 1

Your squad has received intelligence that someone in the town is stockpiling weapons, and has been tasked with questioning the locals to see if you can find out where the weapons are being hid. You make your way through the market, and come across a man who you wish to question. In addition, the man is with his wife, who you feel may be able to provide useful information as well. After questioning the man, you still need to gather some more information and want to see what his wife knows. How would you rate the following courses of action?

| | Very Ineffective | Neutral | Most Effective |
|---|-----------------------------|----------------|---------------------------|
| a. Ask the man permission to talk with his wife, and then ask her the questions | 1-----2-----3-----4-----5 | | |
| b. Ask the man to see if his wife may be able to provide any more information | 1-----2-----3-----4-----5 | | |
| c. Do not ask the wife anything and continue talking with the man | 1-----2-----3-----4-----5 | | |
| d. Separate the two and have the ANSF question the wife | 1-----2-----3-----4-----5 | | |
| e. Ignore the husband and talk only to the wife to see if she knows anything | 1-----2-----3-----4-----5 | | |

Set 2

It is your squad's first few days patrolling within the village. You are trying to build rapport with the villagers in order to gain their trust and assistance. While your squad is talking with some local shopkeepers in the market, one of them mentions that the road to a nearby village had been severely damaged recently by an IED, making it hard for him to visit family. He asks your squad if they can get the road fixed soon so that he will be able to attend an event with his extended family next Friday. How would you rate the following courses of action?

| | Very Ineffective | Neutral | Most Effective |
|---|-----------------------------|----------------|---------------------------|
| a. Tell him that road repair is not your squad's job, and that he ought to take this matter to the appropriate people | 1-----2-----3-----4-----5 | | |
| b. Tell him that you will mention it to the appropriate people and they will see what they can do | 1-----2-----3-----4-----5 | | |
| c. Tell him that you will contact your higher HQ and get the road repaired in time for the event | 1-----2-----3-----4-----5 | | |
| d. Attempt to get him to tell us who planted the IEDs that destroyed the road and we'll see what we can do | 1-----2-----3-----4-----5 | | |
| e. Conduct tactical questioning about who planted the IEDs and when, and the events surrounding the incident | 1-----2-----3-----4-----5 | | |



26. Integrate interpreter/ANSF/other outsider into squad

Set 1

You are a Rifleman in a squad operating in a village that is known to be somewhat hostile toward US forces. There have been reports of suspected insurgent activity in and around the village, and some corruption within the ANP force. You have three ANA soldiers working with the squad. Two of them can speak English reasonably well, while the third knows very little English. You have patrolled with these same soldiers twice before. While they have always been courteous and seemingly eager to help, they have also seemed somewhat guarded in talking with the squad. You also have an interpreter with you, who was assigned to you when you began operating in this area. You have not worked with him for very long, but he has been friendly and interested in the squad’s missions. He frequently engages in side conversations with the three ANA soldiers. Your squad is conducting a security patrol along a route that takes you into the marketplace. As you move through the marketplace, the ANA soldiers and interpreter are to help the squad interact with the villagers to gather information about their feelings toward the US presence and about any suspicious activity in the village. The villagers you encounter speak no English, so you rely heavily on the ANA soldiers and interpreter, but you watch the facial expressions and gestures of the villagers closely as they talk. You notice that the villagers seem angry and agitated, and have a lot to say. According to the ANA soldiers and the interpreter, however, the villagers say they welcome the US forces and there has been nothing unusual happening in the village. How would you rate the following courses of action?

| | Very Ineffective | Neutral | Most Effective |
|---|-----------------------------|----------------|---------------------------|
| a. Take what the ANA soldiers and interpreter say at face value, and proceed with some certainty that you are welcome in the village and the threat level is low | 1-----2-----3-----4-----5 | | |
| b. After the patrol, find a time to discuss your concerns about the information provided by the ANA soldiers and interpreter privately with other members of the squad (possibly a Team Leader or Squad Leader) | 1-----2-----3-----4-----5 | | |
| c. Probe the ANA soldiers and interpreter for more specific information about what the villagers said | 1-----2-----3-----4-----5 | | |
| d. Confront the ANA soldiers and interpreter, telling them that you don’t believe they are giving you accurate information | 1-----2-----3-----4-----5 | | |
| e. Immediately notify other members of the squad that you don’t believe the information you are getting from the ANA soldiers and interpreter | 1-----2-----3-----4-----5 | | |



Set 2

You are a Rifleman in a squad operating in a village that is known to be somewhat hostile toward US forces. There have been reports of suspected insurgent activity in and around the village, and some corruption within the ANP force. You have three ANA soldiers working with the squad, and they speak very little English. You have patrolled with these same soldiers twice before. While they have always been courteous and seemingly eager to help, they have also seemed somewhat guarded in talking with the squad. You also have an interpreter with you, who was assigned to you when you began operating in this area. You have not worked with him for very long, but he has been friendly and interested in the squad’s missions. He frequently engages in side conversations with the three ANA soldiers. Your squad has set up a hasty ECP leading into the area. As part of the training for the ANA soldiers, you are having them conduct vehicle inspections while you supervise. A tan station wagon pulls up to the ECP, and one of the ANA soldiers speaks to him before searching the vehicle. Through the interpreter, the ANA soldier tells you that everything is fine and the vehicle may pass. You notice that the driver of the vehicle, a young man approximately 25 years old, appears very nervous. He is sweating despite the comfortable outside temperature, and he keeps looking toward the back of the vehicle. He rubs his hands together quickly after the ANA soldier completes the inspection. You also notice that the back of the vehicle appears weighted down. How would you rate the following courses of action?

| | Very Ineffective | Neutral | Most Effective |
|--|-----------------------------|----------------|---------------------------|
| a. Take what the ANA soldier and interpreter say at face value, and allow the vehicle to pass | 1-----2-----3-----4-----5 | | |
| b. Allow the vehicle to pass, then pull aside another member of the squad (possibly a Team Leader or Squad Leader) to report your suspicions | 1-----2-----3-----4-----5 | | |
| c. Before deciding whether to allow the vehicle to pass, probe the ANA soldier and interpreter for more specific information about the identity of the driver and what he is doing in the area | 1-----2-----3-----4-----5 | | |
| d. Tell the ANA soldier and the interpreter that you are going to search the vehicle yourself | 1-----2-----3-----4-----5 | | |
| e. Immediately notify one or more other members of the squad about the situation, then search the vehicle yourself | 1-----2-----3-----4-----5 | | |



27. Collecting and disseminating Intel

Set 1

You are conducting tactical questioning of a local contact and he tells you about a man that recently came to the village. Your contact gives you a description of the man and states that the man lives in a house on the outskirts of the west side of town. At night people report seeing men enter in the man's house and strange noises coming from the house. Your contact then tells you that the other day the man approached him and asked him where he could obtain some fertilizer within the village so he could start growing some grains. Your contact also states that the man asked one of his friends how often Marines come through the village. How would you rate the following courses of action?

| | Very Ineffective | Neutral | Most Effective |
|---|-----------------------------|----------------|---------------------------|
| a. Ask your contact to go with you to PID the man and proceed to the man's house in order to detain him | 1-----2-----3-----4-----5 | | |
| b. Go to the man's house and conduct tactical questioning of all residents living there | 1-----2-----3-----4-----5 | | |
| c. Call higher HQ and relay the information | 1-----2-----3-----4-----5 | | |
| d. Write the information down to include the description of the man and give it to the S2 | 1-----2-----3-----4-----5 | | |
| e. Ask other villagers about the man | 1-----2-----3-----4-----5 | | |



Set 2

You are conducting tactical questioning of a villager in his house. This man is the village elder’s brother and well respected within the village. While talking with him, you see a wall that looks suspicious and when you push on the wall, it opens to reveal a hidden cupboard. Within this cupboard are cell phones, batteries and wires. The man is now very nervous but claims that he repairs and sells cell phones for the village and these are some of his supplies. He is afraid that some Taliban may come to his house and take these items if they knew he had them, so he keeps them hidden. Before you began your patrol, you received a brief from your S2 who stated that recently there have been IED attacks that involved the use of cell phones in the construction of the IEDs. How would you rate the following courses of action?

| | Very Ineffective | Neutral | Most Effective |
|--|-----------------------------|----------------|---------------------------|
| a. Continue searching the house for other IED making materials | 1-----2-----3-----4-----5 | | |
| b. Detain the man immediately | 1-----2-----3-----4-----5 | | |
| c. Call higher HQ for further guidance | 1-----2-----3-----4-----5 | | |
| d. Believe the man is telling the truth and continue your tactical questioning | 1-----2-----3-----4-----5 | | |
| e. Confiscate the cell phones, batteries, and wires but do not detain the man | 1-----2-----3-----4-----5 | | |