



The Frontenac Times

In memory of *The Wipers Times*, with apologies to Captain F.J. Roberts,
12th Bn, Sherwood Foresters

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Price: 20¢, Granovian Occupation Army Scrip

Editorial Comment (*Advanced Aviation 101*)

There are always some conceptual hurdles with the absorption of any doctrinal philosophy. In keeping with the adage that generals, and, by extensions, their armies, train for the last war, we still tend to perceive our warfighting environment in terms of the Allied advances across Europe from the Normandy beachheads to the Rhine (setting aside, of course, those dirty attritional instances like Caen). The Gulf War stands out in our minds also, but its swift and seemingly bloodless execution puts an awkward spin on visualizing the effects of Clausewitzian friction in terms of tactical plans disrupted by incoming firepower and the screams of the dying and wounded. As well, most of our images of helicopter use stem from watching Col Kilgore on the beach in *Apocalypse Now*.

We may have come to terms with the vision of the sweeping manoeuvre of armour-heavy forces, with the protection and firepower of anti-tank, air defence, and artillery assets in supporting roles. But it remains difficult to internalize the radically different capabilities of airmobile forces. Light infantry dropped by helicopters are casually dismissed as a combat power threat countered by audacious RAS elements

once the shock of their arrival is attenuated. But the sudden inversion of a combat power equation through the application of helicopter firepower can be psychologically and materially devastating. Anyone who has seen Gulf War Apache gun-sight videos can attest to the lethality these platforms offer when delivered at the right time and place.

Unfortunately, Canada's small and dispersed stock of helicopters offers few opportunities to actually experience or witness the mechanics of airmobile manoeuvre (even of a GRIFFON fleet which can at least help us to begin understanding the basic capabilities and limitations of rotary wing forces).

We need to provide our officers a basis on which to visualize the combat power brought to the battlefield by the helicopter. Perhaps a trip to Fort Rucker, Alabama, home of the US Army's aviation, is in order. With its hundreds of aircraft, Rucker offers the capability to demonstrate the space-time planning considerations for this important combat power element along with a chance to see, hear and touch the hardware. (By the way, for the night-crawlers, the neighbouring town makes Oromocto look like an evening paradise. -- "How would you like *your* 'barbeque and guns'?")

Behavioural Science 101 (a.k.a.; Five Apes...)

Start with a cage containing five apes. In the cage, hang a banana on a string and put stairs under it. Before long, an ape will go to the stairs and start to climb towards the banana. As soon as he touches the stairs, spray all of the apes with cold water. After a while, another ape makes an attempt with the same result, all of the apes are sprayed with cold water. Soon, all of the apes realize that if any one of there approaches the stairs, they all will be sprayed with cold water! Turn off the cold water.

Later, if another ape tries to climb the stairs, the other apes will try to stop him, even though no water is sprayed on them.

Now, remove one ape from the cage and replace it with a new one. The new ape sees the banana and tries to climb the stairs. To his horror, all of the other apes attack him. After another attempt and attack, he knows that if he tries to climb the stairs, he will be assaulted.

Next, remove another of the original five apes and replace it with a new one. The newcomer goes to the stairs and is attacked. The previous newcomer takes part in the punishment with enthusiasm.

Again, replace an original ape with a new one. The new one makes it to the stairs and is attacked as well. Two of the four apes that beat him have no idea why they were not permitted to climb the stairs, or why they are participating in the beating of the newest ape.

After replacing the fourth and fifth original apes, all the apes which have been sprayed with cold water have been replaced. Nevertheless, no ape ever again approaches the stairs. Why not?

"Because that's the way it's always been done around here."

Behavioural Science Army Style

Tell a bunch of officers that there are rewards for use of initiative. When one proposes a change to the way things are done, issue them all extra work ...

Quotes for the Week:

"That's right, 24 hours is a day's march." → "So, what you're saying is that 24 hours is a day in Granoviam doctrine."

"I just have one niggling point ..."

"It's all in the way you say: "So – what."

"Monday was a tough week."

"Look, there's enough here to make a talc fascine."

SUSTAINMENT – The Coffee Estimate:

Aim – Feed the troops coffee so they don't whine

Factors - The troops are in Normandy. The coffee is in the mess.

Courses Open - The troops could go to the coffee. The coffee could go to the troops.

Plan - ?? (Oops, forgot that step.)

Execution - The coffee doesn't come to the troops, so the troops try going to the coffee. Now we have troops in Normandy, in the Mess and various places in between.

Endstate - The logical subset of officers in the same locale as coffee is, statistically speaking from the point of view of it occurring because it was intended to is – zero. Oh well, nothing's too good for the troops.

PS – Thanks to the mess staff for letting the lucky few at the stainless-steel coffee God.

HOW'S YOUR KŌ-AH

Submit your entries to The Frontenac Times' newest contest – help us develop the ultimate staff officer's time saving devise:

The Course of Action Collector Card Series

You can submit entries in the following categories:

- Friendly COAs
- Adversary COAs (remember when we could call them the 'enemy'?)
- DS COAs
- Syndicate COAs
- LFRR COAs
- Reg Force Restructure COAs

Entries should include, concept of ops, major groupings, main effort, composition of reserves. A diagram and a simple COA title are desirable. The diagram should fit the space on a standard playing card, all related text should fit the other side.

DS – "We'll start off in sub-syndicates of four and then change to sub-syndicates of six to give you more horsepower."

Student – "More horsepower? – More horse-something."

A General Staff review of the military situation, prepared early in 1931 disclosed "(i) a complete absence of such modern arms as tanks and armoured cars; (ii) a very serious lack in Artillery and Engineer units, such as medium, heavy and anti-aircraft batteries; . . . (iii) an obvious shortage in units and formations of services such as mobile workshops." The outlook was gloomy. "Short of a decision to allot a very much greater proportion of the national revenue to the requirements of direct defence, it is evident that not only will it be impossible to make further progress . . . , but that year by year the defensive capabilities of the present Militia Organization must diminish. Apart from the obvious deficiencies in organization, the fighting power of existing units is steadily deteriorating, through increasing obsolescence in the arms, ammunition and equipment now available." ["The Re-Organization of the Non-Permanent Active Militia of Canada," 29 Jan. 1931. Army Records. (5902-I)] - James Eayrs, *In Defence of Canada; From the Great War to the Great Depression*, 1964

British military traditions expected officers to serve as models of courage and honor; they did not have to be particularly competent. An excess of either "cleverness" (intelligence) or zeal was bad form. - Faris R. Kirkland, Ph.D., LTC, USA-ret., *Self-Care, Psychological Integrity, and Auftrags-taktik*, 1996

“Brainstorming is a creative thinking technique which encourages members of a team or group to exchange their ideas in an open and informal manner. The brainstorming session begins with the team leader describing to the participating members the problem under analysis and encouraging them to be as imaginative and creative as possible in formulating their ideas. Many of the resulting ideas will prove of little value. Some will prove to be superficial, **others too imaginative to be workable**. However, those that remain are often very helpful.” - B-GL-300-003/FP-000 (*emphasis added by contributor*)

Q - Is this a way of saying most people are too stupid to grasp imaginative ideas? What one does not understand one must reject?

A? - [Sounds like the dynamics of a staff college DI - some people talk for all the wrong reasons.](#)

I remain firmly convinced that the division of subjects on the CSC to make a ten-week course was exactly

correct. I am equally sure that they threw away the wrong half.

Don't Drink and Do Dis.

(The fun sub-routine in the alcohol program gets corrupted.)

COA

- abbreviation – “a shortened form of a word”
- acronym – “a word formed from the initial letters of other words”

COA (sē-ō-ā) is an abbreviation, it is not an acronym. End this mission creep on annoying pseudo-acronyms.



Dear Suppenführer

Dear Suppenführer. I was wondering if you could give the students a briefing on your extensive experiences during their free time.

Signed, An admirer.

Dear Admirer. Son, you're here to learn OPP, so lets bring it down to that. Troops to task. How many tasks do they have and how many more can they handle. Remember, they can always do one more! Perhaps you friends should throw you a party. I'm sure they *really* like you.

Dear Suppenführer. Why do all our products resemble each other. The Situation template, the intelligence collection plan, the ISTAR Matrix etc.

Signed. J.

Dear J. Simplicity is a principle of the offence not of OPP. Remember that psyops can significantly increase your stress level. Hey we gotta have some fun too.

You've collected all the information and parts to support IPB and OPP. You've diligently transcribed all the notes and kept every example. You're ready for the big exercises, but one niggled doubt remain – how the hell are you going to organize all this for best effect.

Well now the solution is at hand. From the same folks that brought you the Collected Cheat Notes in 1998, comes the latest, highest-tech approach to the Staff Officer's organization – The Intelligent Preparation of the Information (IPO).

NEW – From Loser Platoon Productions

An organizational tool to take you one step further away from "WHERE IS IT?" and one step closer toward "HOW DO I USE IT MOST EFFECTIVELY!"

The OPP Web

Providing a single point of contact for accessing Operational Planning Procedure forms, relevant notes from lectures and even a handy electronic table of contents to the on-line Staff Officer's handbook, this student generated web product can save valuable time in the OPP/IBP process. Suggestions for improvement and additions can be forwarded to the editorial staff of *The Frontenac Times*. Anglo only at this time – any volunteers to work on a translation? Knowledge of HTML beneficial.

G:\Common\OPP WEB\decision_making_process.htm

Seize a shortcut for your desktop now!

Structure your Schwerpunkt.

The screenshot displays two overlapping web browser windows. The primary window, titled "THE DECISION MAKING PROCESS - Microsoft Internet Explorer provided by CUC LCSF", shows a flowchart of the decision-making process. The flowchart includes boxes for "MISSION ANALYSIS", "COMMANDER'S PLANNING GUIDANCE", "CCIRS", "INITIAL WARNING ORDER", "STAFF PLANNING DIRECTIVE", "PRELIMINARY STAFF CHECKS", and "DEVELOP". A text box next to "COMMANDER'S PLANNING GUIDANCE" provides a detailed description of its components. The browser's address bar shows "G:\Common\OPP WEB\decision_making_process.htm".

The secondary window, titled "The Harried Staff Officer's Resource Page - Microsoft Internet Explorer provided by CUC LCSF", shows a resource page with a list of links under "Other Stuff":

- [Decision Making Process](#) - that ugly OPP/IBP chart, all hyperlinked and sexy, links include selected lecture notes, examples and blank forms
- [Staff Officer's Handbook](#) (linked table of contents)
- [Military Symbols \(APP6\)](#)
- [Intelligence Manual](#)
- [Forms](#)
- [Army Electronic Library](#)
- [The National Content](#)
- [Daily Newspapers](#)
- [US Army Digital Library](#)
- ["Tigers Can't Live in a Box"](#)

A large black arrow points from the "MISSION ANALYSIS" box in the flowchart to the "Decision Making Process" link in the resource page.