

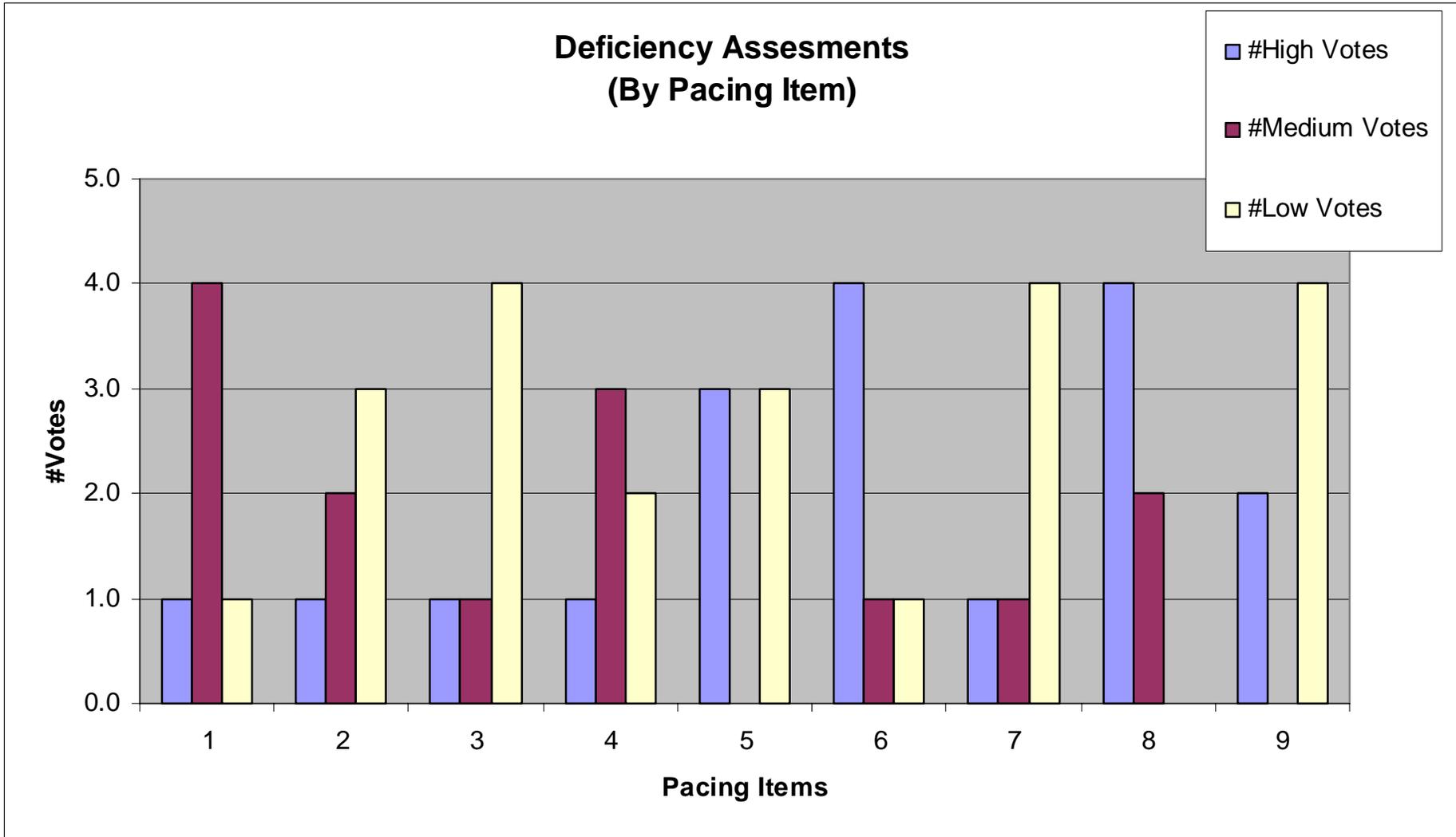
Pacing Item Weights

<u>Pacing Item</u>	<u>Range of responses</u>	<u>Rounded Mean</u>
ABILITY TO ACHIEVE A COMMON UNDERSTANDING OF THE SITUATION	10-25	16
ABILITY TO ANALYZE COAs	7-15	11
ABILITY TO DEVELOP PLAN FROM SELECTED COA	4-15	8
ABILITY TO ACCESS A POOL OF EXTERNAL SMEs IN RELEVANT FUNCTIONAL AREAS CAPABLE OF 7/24/365 COLLABORATIO	5-12	8
ABILITY TO DEVELOP A REAL TIME COMMON OPERATING PICTURE	12-25	18
ABILITY TO CONDUCT INTEGRATED AND COLLABORATIVE REHEARSALS AT BOTH UNIT AND INDIVIDUAL LEVEL	5-13	9
ABILITY TO ACCESS RELEVANT MILITARY AND COMMERCIAL NETWORKS	6-15	10
ABILITY TO ESTABLISH A BRIGADE-SIZE FORCE HQ ANYWHERE	0-20	12
ABILITY TO SUSTAIN A BRIGADE SIZE FORCE ANYWHERE	0-15	8

Deficiency Levels

<u>Pacing Item</u>	<u>Consensus Deficiency Level</u>
ABILITY TO ACHIEVE A COMMON UNDERSTANDING OF THE SITUATION	Medium
ABILITY TO ANALYZE COAs	Medium
ABILITY TO DEVELOP PLAN FROM SELECTED COA	Low
ABILITY TO ACCESS A POOL OF EXTERNAL SMEs IN RELEVANT FUNCTIONAL AREAS CAPABLE OF 7/24/365 COLLABORATIO	Medium
ABILITY TO DEVELOP A REAL TIME COMMON OPERATING PICTURE	No Consensus
ABILITY TO CONDUCT INTEGRATED AND COLLABORATIVE REHEARSALS AT BOTH UNIT AND INDIVIDUAL LEVEL	High
ABILITY TO ACCESS RELEVANT MILITARY AND COMMERCIAL NETWORKS	Low
ABILITY TO ESTABLISH A BRIGADE-SIZE FORCE HQ ANYWHERE	High
ABILITY TO SUSTAIN A BRIGADE SIZE FORCE ANYWHERE	No Consensus

Distribution of Deficiency Votes



FIRST SLIDE: The data in this slide is a compilation of the information gathered from six CEAB voters. Each Pacing Item row is read independently, and includes a brief description of the Pacing Item, the range of weights assigned to this Pacing Item by the voters and the rounded mean of voter responses. The mean was chosen to approximate the consensus weight as determined by the voters.

CEAB members used different reasoning to arrive at these weights and this can explain the wide variations in the weights of some Pacing Items. For example:

One voter believes that all Pacing Items are very important, and therefore assigned the 100 points almost evenly across the Pacing Items. Another voter believes that his command will not have to "Establish a Brigade-size HQ anywhere" or "Sustain a Brigade size force anywhere" and so assigns zero points to each of these Pacing Items. True consensus will come only after discussion among CEAB members about the guidelines used to assign Pacing Item Weights.

SECOND SLIDE: Each Pacing Item was assigned a deficiency level by each voter. Using the scale:

- 1 = Low deficiency
- 2 = Medium deficiency
- 3 = High deficiency

the deficiency level votes were averaged to arrive at the value in the Consensus Deficiency Level column.

Note that two of nine pacing items had no consensus. Also note that one voter assigned a deficiency level of "High" to every Pacing Item. This was based on the logic that if no resources were expended to support the Pacing Items, each Pacing Item would have a high level of deficiency in the near term, owing to the rapid pace of technological change. This method of voting biases the Consensus Deficiency Level toward the high end. A common frame of reference and definitions need to be established in order to avoid this type of problem.

The next slide is included to aid in visualization of the voting distribution.

THIRD SLIDE: This slide shows the true distribution of deficiency votes by Pacing Item number. Note that Pacing

Item #5 (Develop a real-time Common Operating Picture) has three votes for High and three votes for Low deficiency. The mean value would indicate a Medium deficiency. However no Medium vote was registered for Pacing Item #5. A similar problem exists with Pacing Item #9 (Sustain a brigade-size force anywhere). These two Pacing Items were assessed as

"No consensus"

The voting distribution indicates that further discussions are needed to arrive at a true consensus among the CEAB voters.
