



RTO TECHNICAL REPORT

TR-SAS-087

NATO Guide for Judgement-Based Operational Analysis in Defence Decision Making

(Guide OTAN pour l'analyse opérationnelle basée sur
le jugement dans la prise de décision de défense)

Analyst-Oriented Volume:

Code of Best Practice for 'Soft' Operational Analysis

This Report documents the findings of the Task Group TG-034
(System Analysis and Studies Panel) regarding best practices
in judgement-based Operational Analysis.



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Operational Research in Practice: Report of a Nato Conference Paris Nato conference on operational research, 1958
Operational Research in Practice North Atlantic Treaty Organization, Advisory Group for Aeronautical Research and Development, 1958 Operational research in practice: report of a NATO Conference; chairman T. von Karman, vice-chairman K.M. Davidson, general ed Nato Conference on Operational Research, Paris, 1957, **Operational Research in Practice** Max Davies, Michel Verhulst, 1958 Operational Research in Practice Michel Verhulst, 1958 *History of Operations Research in the United States Army* Charles R. Shrader, 2006 History of Operations Research in the United States Army a comprehensive 3 volume set with each volume covering a different time span offers insights into the natural tension between military leaders and civilian scientists the establishment and growth of Army Operations Research OR organizations the use of OR techniques and the many contributions that OR managers and analysts have made to the growth and improvement of the Army since 1942 *History of operations research in the United States Army, V. I: 1942-62*, Operations research OR emerged during World War II as an important means of assisting civilian and military leaders in making scientifically sound improvements in the design and performance of weapons and equipment OR techniques were soon extended to address questions of tactics and strategy during the war and after the war to matters of high level political and economic policy Until now the story of why and how the U S Army used OR has remained relatively obscure surviving only in a few scattered official documents in the memories of those who participated and in a number of notes and articles that have been published about selected topics on military operations research However none of those materials amounts to a comprehensive coherent history In this the first of three planned volumes Dr Charles R Shrader has for the first time drawn together the scattered threads and woven them into a well focused historical narrative that describes the evolution of OR in the U S Army from its origins in World War II to the early 1960s He has done an admirable job of ferreting out the surviving evidence shaping it into an understandable narrative and placing it within the context of the overall development of American military institutions Often working with only sparse and incomplete materials he has managed to provide a comprehensive history of OR in the U S Army that offers important insights into the natural tension between military leaders and civilian scientists the establishment and growth of Army OR organizations the use and abuse of OR techniques and of course the many important contributions that OR managers and analysts have made to the growth and improvement of the Army since 1942 In this volume Dr Shrader carries the story up to 1962 the beginning of the McNamara era and of America's long involvement in Vietnam The subsequent volumes will cover Army OR during the McNamara era its application in support of military operations in Vietnam and its significant contributions to the Army's post Vietnam recovery and reorganization ultimately leading to a victory after only 100 hours of combat in the first Gulf War in 1991 and the emergence of the U S Army as second to none in modern weaponry tactical prowess and strategic vision *History of Operations Research in the*

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