THE MONTHLY ROAR

THE OFFICIAL NEWSLETTER OF
USS SEA TIGER, NCC-2009

Crew Meetings & Activities 2018
Nov 17 regular mtg
Dec 15 Christmas mtg and exchange gifts

All above meeting are subject to change. Normally we meet at Shady Oaks BBQ at 3:00 p.m. on the dates above (unless otherwise mentioned.)

USS SEA TIGER NCC-2009

COMMAND DIVISION (GOLD)

CO REPORT

The brave crew of the USS *Sea Tiger* met once more for food, friendship, and fellowship. In attendance were Liz, Alan, and Michelle Goulet, as well as Tank and Tracy Clark.

We discussed at length the new SFMC/SMACO rank insignia, as well as some upcoming movies that we're anticipating. The Clark's are the only ones in the ship who have watched Discovery, so discussion of the upcoming season was mixed. We highly anticipate the second season of the Orville.

There was a second in-meeting announcement regarding the open Gold and Red Division Leader positions.

Meetings for the next two months have been rescheduled around the holidays: **November's meeting will be on the 17th, and December's on the 15th of that month**. This will allow more time for us to spend with our families.

Recruitment remains a growing concern; if you have ideas, or comments please contact Liz.
Respectfully,

Commodore Tank Clark
Captain, USS *Sea Tiger* NCC-2009

XO REPORT/Communications Report

Hopefully, we will get more attendance since the weather has gotten cooler. Not much is going on, we are talking about going on some away missions but since our attendance has been low – we don't want to plan too much. I also want to remind everyone that that the end of the year is coming up. It would be great as a New Year's Resolution, you could try and come to more meetings.

Hope to see you in November or December.

Respectfully,

R. Admiral Liz Goulet

First Officer, USS *Sea Tiger*, NCC-2009

Articles for next month need to be in by Nov 26. The December newsletter will be our holiday edition.

SCIENCE DIVISION (BLUE)
Ship's Services

Everyone on the ship seems to be in good help and spirits. Will have more reports later.

Yours in service,

Commander Tracy "Gleek" Clark, SFMD

Blue Division Leader & Chief Medical Officer, USS *Sea Tiger*, NCC-2009

HALLOWEEN TRIVIA

Trick or treating has long been a memorable part of childhood for kids arund the world. Here's how the beloved tradition began.

Mumming, a custom from the Middle Ages where people dressed up in exchange for refreshment, was the earliest form of trick or treating.

The term had changed to "souling" by the ninth century for All Soul's Day.

When souling, poor people visited the homes of the rich for pray and sing in exchange for pastries.

The origin of trick or treating also partly stems from the Celtic festival of Samhain.

Irish and Scottish villagers fashioned animal skins into costumes to ward off spirits during some celebrations.

Young people participated in guising, a tradition where they dressed up in costume and performed a "trick" before receiving a "treat".

Irish immigrants helped popularize guising in the United States during the mid-nineteen century.

High schools and colleges hosted Halloween parties in the early nineteen-hundreds, and a guidebook on how to plan them was published.

By the early twentieth century, rowdy young revelers in cities pranked people and vandalized property.

It is believed that community-based trick-or-treating started in the early twentieth century to combat the excessive pranks.

The phrase "trick-or-treat" was coined by a Canadian newspaper on Nov. 3, 1927.

By the nineteen –fifties the growth of suburbanization made trick-or-treating the family-friendly activity we know and love today.

About a hundred and seventy-five million people will celebrate Halloween this year.

They're expected to spend nearly three billion dollars on candy and about the same amount on spooky decorations.

Birthdays for next month:
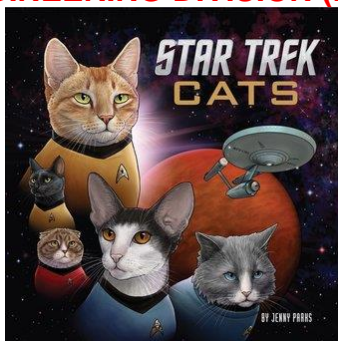December Birthdays: Thomas Clark Dec 5
Movies Upcoming
Nutcracker and the Four Realms   Nov 2
Mary Poppins Returns Dec 19
Fantastic Beasts the Curse of Grindelwald   Nov 16

ENGINEERING DIVISION (RED)

ENGINEERING

Red Division

BOSUN (Chief in Charge)

Got some tops from our CO and Medical Officer this month. My family has started back on the cans so those will be included.

I need more flip tops. You can set a can up in your office area or I have extra McDonald flip top houses that can be used just about anywhere.

Special Note: Please put your name and what group you want your flip tops to be counted for on your bag with the tops. If you do not put your name on it, you won't get credit- I will.

Alan Goulet, MCPO

Military Intelligence Group:

Intelligence Center

Greetings, Marines!

Well, the new STARFLEET Marine rank insignia has been made official, and the pins are available at the SFMC Quartermaster. In most cases, General Officers wear insignia on both collars, whilst Company and Field grade officers, Warrant Officers, and enlisted Marines wear their rank on the right collar, with the SFMC collar brass on the left collar. I expect to see a new uniform manual in May.

Meanwhile, we're approaching the end of our overview on military intelligence. This month, we continue our look at Intelligence Analysis. Although other platoons do some analysis within their fields, the Analysis Platoon goes into much greater detail.

Our Table of Organization for the 333rd Military Intelligence Group has Intelligence Analysis and Assessments assigned to 4th Platoon.

This brief is UNCLASSIFIED, from open sources. (My Underpowered Brain, and Wikipedia: http://en.wikipedia.org/wiki/Intelligence_analysis)

The nature of analysis
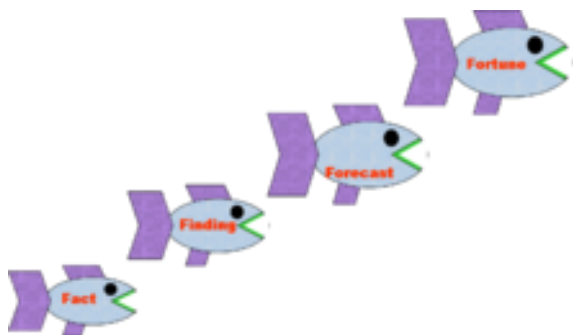
An analysis should have a summary of the key characteristics of the topic, followed by the key variables and choices. Increasingly deep analysis can explain the internal dynamics of the matter being studied, and eventually to prediction, known as estimation.

The purpose of intelligence analysis is to reveal to a specific decision maker the underlying significance of selected target information. Analysts should begin with confirmed facts, apply expert knowledge to produce plausible but less certain findings, and even forecast, when

the forecast is appropriately qualified. Analysts should not, however, engage in fortunetelling that has no basis in fact.

Food chain in intelligence analysis: the bigger the "fish", the more unlikely it is

The mnemonic "Four Fs Minus One" may serve as a reminder of how to apply this criterion. Whenever the intelligence information allows, and the customer's validated needs demand it, the intelligence analyst will extend the thought process as far along the Food Chain as possible, to the third "F" but not beyond to the fourth.

Types of reasoning

Objectivity is the intelligence analyst's primary asset in creating intelligence that meets the Four Fs Minus One criterion. To produce intelligence objectively, the analyst must employ a process tailored to the nature of the problem. Four basic types of reasoning apply to intelligence analysis: induction, deduction, abduction and the scientific method.

Induction: seeking causality

The induction process is one of discovering relationships among the phenomena under study. It may come from human pattern recognition ability, looking at a seemingly random set of events, perhaps writing them on cards and shuffling them until a pattern emerges.

An analyst might notice that when Country X's command post with call sign ABC sent out a message on frequency 1 between Thursday and Saturday, an air unit will move to a training range within one week. The acknowledgement will take one day, so the analyst should recommend intensified COMINT monitoring of the appropriate frequencies between Friday and Sunday. Another kind of causality could come from interviews, in which soldiers might describe the things that warn them of an impending attack, or how the ground might look when an improvised explosive device has been emplaced.

While induction, for human beings, is usually not at a fully rational level, do not discount the potential role of software that uses statistical or logical techniques for finding patterns. Induction is subtly different from intuition: there usually is a pattern that induction recognizes, and this pattern may be applicable to other situations.

Deduction: applying the general

Deduction is the classic process of reasoning from the general to the specific, a process made memorable by Sherlock Holmes: "How often have I said to you that when you have eliminated the impossible, whatever remains, however improbable, must be the truth?" Deduction can be used to validate a hypothesis by working from premises to conclusion.

The pattern of air maneuvers described above may be a general pattern, or it may be purely General X's personal command style. Analysts need to look at variables, such as personalities, to learn whether a pattern is truly general doctrine, or simply idiosyncratic.

Not all intelligence officers regard this as a desirable approach. At his confirmation hearing for CIA Director, Gen. Michael V. Hayden said he believes that intelligence analysis should be done by "induction", under which "all the data" are gathered and general conclusions determined, rather than by "deduction", under which you have a conclusion and seek out the data that support it.

Trained intuition

Analysts need to harness trained intuition: the recognition that one has come to a spontaneous insight. The steps leading there may not

be apparent, although it is well to validate the intuition with the facts and tools that are available.

Polish cryptanalysts first were reading German Enigma ciphers in 1932, although the commercial version may have been broken by the British cryptanalyst, Dilwyn Knox, in the 1920s. Poland gave critical information to the French and British in 1939, and production British cryptanalysis was well underway in 1940. The Enigma, with German military enhancements, was quite powerful for a mechanical encryption device, and it might not have been broken as easily had the Germans been more careful about operating procedures. Throughout the war, Germany introduced enhancements, but never realized the British were reading the traffic almost as fast as the Germans.

Ultimately, no code is unbreakable, including Enigma's, if security is compromised

US cryptanalysts had broken several Japanese diplomatic ciphers, but, without ever seeing the PURPLE machine until after the war, they deduced the logic. Purple was actually mechanically simpler than Enigma, but the U.S. Army team struggled with a mechanical reproduction until Leo Rosen had the unexplained insight that the critical building block in the Purple machine was a telephone-type stepping switch rather than the rotor used in Enigma and in more advanced U.S. and UK machines. Rosen, Frank Rowlett, and others of the team recognized Rosen's insight as based on nothing but a communication engineer's intuition.

Experienced analysts, and sometimes less experienced ones, will have an intuition about some improbable event in a target country, and will collect more data, and perhaps send out collection requests within his or her authority. These intuitions are useful just often enough that wise managers of analysts, unless the situation is absolutely critical, allow them a certain amount of freedom to explore.

Scientific method

Astronomers and nuclear physicists, at different ends of the continuum from macroscopic to microscopic, share the method of having to infer behavior, consistent with hypothesis, not by measuring phenomena to which they have no direct access, but by measuring phenomena that can be measured and that hypothesis suggests will be affected by the mechanism of interest. Other scientists may be able to set up direct experiments, as in chemistry or biology. If the experimental results match the expected outcome, then the hypothesis is validated; if not, then the analyst must develop a new hypothesis and appropriate experimental methods.

In intelligence analysis, the analyst rarely has direct access to the observable subject but gathers information indirectly. Even when the intelligence subject at hand is a technical one, analysts must remain aware that the other side may be presenting deliberately deceptive information.

From these gathered data, the analyst may proceed with the scientific method by generating tentative explanations for a subject event or phenomenon. Next, each hypothesis is examined for plausibility and compared against newly acquired information, in a continual process toward reaching a conclusion. Often the intelligence analyst tests several hypotheses at the same time, whereas the scientist usually focuses on one at a time. Furthermore, intelligence analysts cannot usually experiment directly upon the subject matter as in science but must generate fictional scenarios and rigorously test them through methods of analysis suggested below.

Methods of analysis

As opposed to types of reasoning, which are ways the analyst drafts the product, the following methods are ways of validating the analyst's results of reasoning. Structured analytic techniques are used to help challenge judgments, identify mental mindsets, overcome biases, stimulate creativity, and manage uncertainty. Examples include the key assumptions check, analysis of competing hypotheses, Devil's advocacy, Red Team Analysis, and Alternative Futures/Scenarios analysis, among others.

Opportunity analysis

Opportunity analysis identifies for policy officials opportunities or vulnerabilities that the customer's organization can exploit to advance a policy, as well as dangers that could undermine a policy. Lawyers apply the test *cui bono* (who benefits?) in a rather similar way.

To make the best use of opportunity analysis, there needs to be a set of objectives for one's own country, preferably with some flexibility to them. The next step is to examine personalities and groups in that target country to see if there are any with a commonality of interest. Even though the different sides might want the same thing, it is entirely possible that one or the other might have deal-breaking conditions. If that is the case, then ways to smooth that conflict need to be identified, or no more work should be spent on that alternative.

Conversely, if there are elements that would be utterly opposed to the objectives of one's side, ways of neutralizing those elements need to be explored. They may have vulnerabilities that could render them impotent, or there may be a reward, not a shared opportunity, that would make them cooperate.

Linchpin analysis

Linchpin analysis proceeds from information that is certain, or with a high probability of being certain. In mathematics and physics, a similar problem formation, which constrains the solution by certain known or impossible conditions, is the boundary value condition.

By starting from knowns (and impossibilities), the analyst has a powerful technique for showing consumers, peers, and managers that a problem has both been thoroughly studied and constrained to reality. Linchpin analysis was introduced to CIA by Deputy Director for Intelligence (1993–1996) Doug MacEachin, as one of the "muscular" terms he pressed as an alternative to academic language, which was unpopular with many analysts. He substituted linchpin analysis for the hypotheses driving key variables. MacEachin required the hypotheses—or linchpins—needed to be explicit, so policymakers could be aware of coverage, and also aware of changes in assumptions.

This method is an "anchoring tool" that seeks to reduce the hazard of self-inflicted intelligence error as well as policymaker misinterpretation. It forces use of the checkpoints listed below, to be used when drafting reports:

Identify the main uncertain factors or key variables judged likely to drive the outcome of the issue, forcing systematic attention to the range of and relationships among factors at play.

- Determine the linchpin premises or working assumptions about the drivers. This encourages testing of the key subordinate judgments that hold the estimative conclusion together.
- Marshal findings and reasoning in defense of the linchpins, as the premises that warrant the conclusion are subject to debate as well as error.
- Address the circumstances under which unexpected developments could occur. What indicators or patterns of development could emerge to signal that the linchpins were unreliable? And what triggers or dramatic internal and external events could reverse the expected momentum?

Analysis of competing hypotheses

Dick Heuer spent years in the CIA Directorate of Operations (DO) as well as the DI, and worked on methodology of analysis both in his later years and after retirement. Some of his key conclusions, coming from both experience and an academic background in philosophy, include:

- The mind is poorly "wired" to deal effectively with both inherent uncertainty (the natural fog

surrounding complex, indeterminate intelligence issues) and induced uncertainty (the man-made fog fabricated by denial and deception operations).

- Even increased awareness of cognitive and other "unmotivated" biases, such as the tendency to see information confirming an already-held judgment more vividly than one sees "disconfirming" information, does little by itself to help analysts deal effectively with uncertainty.
- Tools and techniques that gear the analyst's mind to apply higher levels of critical thinking can substantially improve analysis on complex issues on which information is incomplete, ambiguous, and often deliberately distorted. Key examples of such intellectual devices include techniques for structuring information, challenging assumptions, and exploring alternative interpretations.

In 1980, he wrote an article, "Perception: Why Can't We See What Is There to be Seen?" which suggests to Davis[21] that Heuer's ideas were compatible with linchpin analysis. Given the difficulties inherent in the human processing of complex information, a prudent management system should

- Encourage products that (a) clearly delineate their assumptions and chains of inference and (b) specify the degree and source of the uncertainty involved in the conclusions.
- Emphasize procedures that expose and elaborate alternative points of view--analytic debates, devil's advocates, interdisciplinary brainstorming, competitive analysis, intra-office peer review of production, and elicitation of outside expertise.

According to Heuer, analysts construct a reality based on objective information, filtered through complex mental processes that determine which information is attended to, how it is organized, and the meaning attributed to it. What people perceive, how readily they perceive it, and how they process this information after receiving it are all strongly influenced by past experience, education, cultural values, role requirements, and organizational norms, as well as by the specifics of the information received. To understand how the analysis results, one must use good mental models to create the work and understand the models when evaluating it. Analysts need to be comfortable with challenge, refinement, and challenge. To go back to linchpin analysis, the boundary conditions give places to challenge and test, reducing ambiguity.

More challenge, according to Heuer, is more important than more information. He wanted better analysis to be applied to less information, rather than the reverse. Given the immense volumes of information that modern collection systems produce, the mind is the limiting factor. Mirror-imaging is one of Heuer's favorite example of a cognitive trap, in which the analyst substitutes his own mindset for that of the target. "To see the options faced by foreign leaders as these leaders see them," according to Heuer, " one must understand [the foreign leaders'] values and assumptions and even their misperceptions and misunderstandings. ... Too frequently, foreign behavior appears "irrational" or "not in their own best interest." Projecting American values created models that were inappropriate for the foreign leader.

A significant problem during the Vietnam War is that Secretary of Defense Robert S. McNamara, an expert on statistical decision-making, assumed that Ho Chi Minh, Vo Nguyen Giap, and other North Vietnamese officials would approach decision-making as he did. For example, in McNamara's thinking, if the United States did not attack SA-2 anti-aircraft missiles, the enemy would interpret that as "restraint" and not use them against U.S. aircraft. The North Vietnamese leadership, not privy to McNamara's thinking, were unaware of the "signaling" and did their best to shoot down U.S. aircraft with those missiles.

Heuer's answer was making the challenge of Analysis of Competing Hypotheses (ACH) the core of analysis. In ACH, there is competition among competing hypotheses of the foreign leader's assumptions, which will reduce mirror-imaging even if they do not produce the precise answer. The best use of information, in this context, is to challenge the assumption the analyst likes best.

One of the key motivations for ACH, according to Heuer, is to avoid rejecting deception out of hand, because the situation looks straightforward. Heuer observed that good deception looks real. "Rejecting a plausible but unproven hypothesis too early tends to bias the subsequent analysis,

because one does not then look for the evidence that might support it. The possibility of deception should not be rejected until it is disproved or, at least, until a systematic search for evidence has been made and none has been found."

The steps in ACH are:

1. Identify the possible hypotheses to be considered. Use a group of analysts with different perspectives to brainstorm the possibilities.
2. Make a list of significant evidence and arguments for and against each hypothesis.
3. Prepare a matrix with hypotheses across the top and evidence down the side. Analyze the "diagnosticity" of the evidence and arguments--that is, identify which items are most helpful in judging the relative likelihood of the hypotheses.
4. Refine the matrix. Reconsider the hypotheses and delete evidence and arguments that have no diagnostic value.
5. Draw tentative conclusions about the relative likelihood of each hypothesis. Proceed by trying to disprove the hypotheses rather than prove them.
6. Analyze how sensitive your conclusion is to a few critical items of evidence. Consider the consequences for your analysis if that evidence were wrong, misleading, or subject to a different interpretation.
7. Report conclusions. Discuss the relative likelihood of all the hypotheses, not just the most likely one.
8. Identify milestones for future observation that may indicate events are taking a different course than expected.

Keith Devlin has been researching the use of mathematics and formal logic in implementing Heuer's ACH paradigm.

Analogy

1Top speed MiG-25RB reconnaissance flights damaged its engines beyond repair

Analogy is common in technical analysis, but engineering characteristics seeming alike do not necessarily mean that the other side has the same employment doctrine for an otherwise similar thing. Sometimes, the analogy was valid for a time, such as the MiG-25 aircraft being designed as a Soviet counter to the perceived threat of the high-altitude, supersonic B-70 bomber. The Soviets could have canceled the MiG-25 program when the US changed doctrines to low altitude penetration and canceled the B-70 program, but they continued building the MiG-25.

One of the Soviet variants was a high-speed, high-altitude reconnaissance aircraft (MiG-25RB), which, for a time, was thought comparable to the US SR-71 aircraft. Several additional points of data, however, showed that an analogy between the SR-71 and MiG-25RB was not complete. HUMINT revealed that a single Mach 3.2 flight of the MiG wrecked the engines beyond hope of repair, and the cost of replacement was prohibitive. The SR-71, however, could make repeated flights with the same engines. The dissimilarity of engine life was not only expensive but meant that the MiG-25RB could operate only from bases with the capability to change engines.

The United States had applied "reverse engineering" to the MiG, essentially saying "if we had an aircraft with such capabilities, what would we do with it?" In the fighter-interceptor role, however, the US gives the pilot considerable flexibility in tactics, where the Soviets had a doctrine of tight ground

control. For the U.S. doctrine, the aircraft was too inflexible for American fighter tactics, but made sense for the Soviets as an interceptor that could make one pass at a penetrating bomber, using an extremely powerful radar to burn through jamming for final targeting.

Many of these assumptions fell apart after Viktor Belenko flew his MiG-25 to the West, where TECHINT analysts could examine the aircraft, and doctrinal specialists could interview Belenko.

Come back next month for part 5 of this multi-part series!

Any questions, or if you just want to chat about stuff, feel free to email me (greenlantern.pirate@gmail.com), call me (940.255.9445), text me, or find me on Facebook, or whatever.

Brigadier General Tank Clark, SFMC, SFMD (BFHD, LMAO)
Officer-in-Charge, 333rd Military Intelligence Group, "The Yellowjackets"
"We Know Better"
Greenlantern.pirate@gmail.com

Have Phaser, Will Travel!

There's a little bit of business, and a bit of RPG stuff this month.

As I have mentioned in my STARFLEET Marines report, the new rank insignia (used by both MACO and Marines) has been approved and is available for purchase at the SFMC Quartermaster. General Officers wear their insignia on both collars (generally speaking); Company and Field grade officers, warrant officers, and enlisted wear theirs on the right collar only. The SFSO pins have been discontinued, and there's not yet any MACO collar brass, so for now, we'll just leave the left collar blank. I'm sure that eventually we'll see a new, updated Uniform manual that will have guidelines for us all.

Okay, so let's discuss some RPG stuff.

Last month, I mentioned finding a copy of the AD&D 2nd Edition campaign setting, *Al-Quadim: Adventures in the Land of Fate.* I have quite enjoyed reading it, finding some PDF's of adventures set in it, and – just for fun – rolling up some characters for it. It will have to wait until we're finished with what we're doing right now, though.

We're currently playing a Pathfinder campaign, *"The Mummy's Mask"*, set in an Egypt analog in the Pathfinder game world. Our party has already had two of the four starting player characters die, and the current party makeup is the most unusual I've had the pleasure to experience.

The "muscle" or "tank" of the party – the front-line fighter -- is a female Cavalier. The party also has a female rogue doing the trap finding, trap removing, and lock opening duties, while the artillery support comes from a sorcerer.

The party's healer started out to be the party's arcane support: he's [1]a witch, who brews lots of potions and carries a healer's kit. Most of his potions are "Cure Light Wounds", but he's got a few others, as well as his on-the-spot spellcasting.

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[1] Yes, "he". Pathfinder is neither "Bewitched", which called all male witches "warlocks", nor "Harry Potter", in which the male counterparts to witches were called wizards. A witch is a specific type of arcane spellcaster, who gets his spells not through study of spellbooks but by communing with his familiar. In Azotus' case, he has a pet greensting scorpion named "Mr. Bigglesworth."

The secondary fighter – and secondary trap expert, and secondary healer, and secondary spell-caster, etc. – is a bard. I've never before seen a bard run up to fight in the front lines like this one does, nor have I seen one wear such heavy armor and try to fill so many roles at once. It's truly been fascinating.

Pathfinder is a fun gaming system, but it's very different from the last system in which we played (BECMI D&D, from the early 1980's) and from the next game system we'll play, the 90's Advanced Dungeons & Dragons Second Edition. The feel of gameplay is different, the approach is different, the style is different. Lots of the spells have the same names, though, and even many of the weapons and other items cost the same. There's even an in-game shop, that seems to be everywhere all our characters go in every game system, that sells clubs and quarterstaffs: "Sticks and Things."[2]

Unfortunately, we probably won't be able to play for a while – Thanksgiving Day at the earliest. Next month may be a review of another RPG that Tracy found for me: "H.A.R.P.", or "High Adventure Role Play" by Iron Crown Enterprises (ICE) – the company that made MERP (Middle Earth Role Playing), Rolemaster, and Spacemaster. HARP seems to be quite similar, but somewhat simplified, and only uses ten-sided dice.

Roll 1d10 for initiative!

Sum non Satis?
Commodore Tank Clark, SFMD
Team Leader, 33rd STARFLEET Rangers ("The Paladins")
"Have Phaser, Will Travel"

Book Reports

Louisiana Longshot by Jana DeLeon (reviewed by Liz Goulet)
If you enjoy a good mystery and a good laugh, this is the book for you. Not only do we resolve a four year old missing person's mystery but discover that life in a small town can be more exciting than the big city. Several other mysteries are uncovered over the course of a week's period. The main character in this book is a CIA agent who is trying to hide out from having a price on her head. Needless to say, the harder she tries to stay under the wire the more she seems to be dragged to the for front.

Just be careful where you read this. You may find yourself laughing out loud and being able to explain why without revealing what you are reading.

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[2] Sorry, that's kind of an in-joke. Clubs and staves are usually free, but in D&D 3.0 and 3.5 – and Pathfinder – you can purchase Masterwork quality versions: 150 gold pieces for a masterwork club, and 300 gp for a masterwork staff. (Quarterstaffs are double weapons.)

Meetings for the *USS Sea Tiger* are held every month
at 1500hrs at Shady Oaks BBQ at Sand Shell &
Hwy 35. Usually on the fourth Saturday of every month.
For information contact CO Commodore Tank Clark
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or visit our web site
http://ussseatiger.weebly.com/

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