

entities that would perform specified tasks where primary units were not capable of action, for example.

- Where the activity should take place. Location-related information should be provided as a key element of an operational plan in order to insure that all key operational areas are covered, and that inappropriate deployment does not create errors or vulnerabilities.
- When should the activity take place. Time-related information should be provided in order to insure that the overall plan does not contain any time-gaps, or the requirement that entities perform tasks at times and for durations that are physically reasonable.

If a measure of staff performance is needed it could be obtained from measurements of the output from the staff in different ways. One such measure could involve the time taken to produce an order that contains who, what, where, and when list? Another performance measure could be based on an assessment of the completeness of such lists. A third measure could reflect the relevance of outgoing list seen from a military theoretic point of view. Again we assume military resource are dominating the scenario. If one could measure one could state questions if best of military practice is considered? Given a fix repertoire of scenarios and background data the staff can have procedural support or not and this will reflect the out coming result of there planning activities.

If we are able to look inside the 'black box' that we have created to contain the staff planning activities, we would be able to identify process, procedures, and procedural products associated with planning staff activities. The methods actually employed by the staff might either hinder or facilitate plan production. Procedural planning products would provide co-ordinated lists of who does what, where, and when. These planning products would be defined according to the NATO GOP version specified in 1999 (used because that version was available as an open-source document). We argue here that these procedural planning products are the items that the staffs have to develop because otherwise the staffs have not understood the meaning and context of the mission. The strongest use of the procedural planning products is to mediate the staff awareness of the content of the orders, how those orders should be formulated and the indication of effects.

THE TIME PLANNING PERSPECTIVE, ROBUST PLANNING, AND DIRECT AND INDIRECT INDICATOR REQUIREMENTS

The staff in the black box, military officers (as well as diplomats, non-government officers, and international based organisational officers under appropriate circumstances) may be tasked to develop plans to intervene in an appointed country or to undertake other types of mission. By tasking members of a staff to co-operate in the development of a plan they are struggling with many different problems at the same time.

Each of the staff members and other participants brings their own perceptions, training, and experience to the planning process. As a result they will possess different internal models and perceptions of external processes and could make different projections about future behaviour. As an example, we will describe possible planning and future assessment