

turning knowledge into practice



Bias Inoculation Assessment and Simulation

Dr. Robert Hubal

rhubal@rti.org

919-541-6045

RTI International

3040 Cornwallis Road

P.O. Box 12194

Research Triangle Park, NC

USA 27709

Dr. Geoffrey Frank

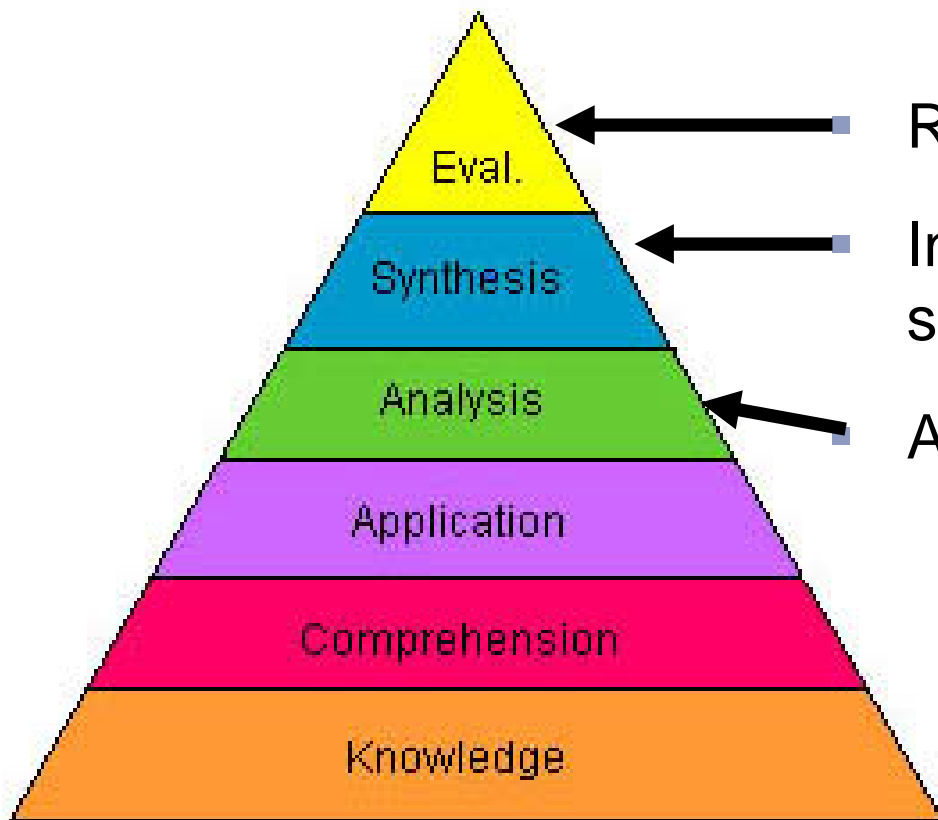
gaf@rti.org

919-541-6629

Individual Training on Collective Tasks

- PC-based simulations that train individuals for their roles in collective teams
- Applicable to training a broad range of individual roles in collective tasks / processes
- Uses vignettes that incorporate standardized doctrinal training scenarios
- Tailors multiple vignette versions to multiple staff members
- Provides deliberate practice through vignette variations
- Incorporates simulated roles and responsive virtual humans for other team members when appropriate

Bias and Bloom's Taxonomy



Resolving Bias in Analysis

Integrating data from intelligence subject matter experts

Analysis of intelligence sources

Forms of Bias to be Recognized

- Order Bias
 - Biasing decisions through the order in which information is presented
- Confirmation Bias
 - Biasing analysis results to confirm initial assumptions
- Accessibility Bias
 - Biasing analysis by using easily accessible information
- Process Bias
 - Biasing analysis results through the process used to conduct the analysis
- Sunk Costs Bias
 - Biasing analysis results to justify the effort spent to date

After Action Review

AAR Results

Student: test
 Lesson: Startup Procedures for FBCB2 Practice (Run 2)
 Status: NOGO
 Date: July 03, 2003 15:23

Performance Measures

Task 171-147-0002: Perform Startup Procedures for FBCB2, Performance Measure 01: Perform PLGR start up procedures.	Status: NOGO
PLGR start up procedures	Status: NOGO
The following action(s)/setting(s) is(are) required in sequence	
PLGR Power Status is set to On	Status: Satisfied
PLGR FOM Status is set to less than 5.0000	Status: Satisfied
GPS Startup Done Button is set to Depressed	Status: NotSatisfied
PLGR Settings OK	Status: GO
Task 171-147-0002: Perform Startup Procedures for FBCB2, Performance Measure 02: Perform EPLRS start up procedures.	Status: NOGO
EPLRS start up procedures	Status: NOGO
The following action(s)/setting(s) is(are) required in sequence	
EPLRS RT - POWER rotary switch is set to On_Audible	Status: Satisfied
EPLRS Current Message is set to At_C_Standby	Status: Satisfied
EPLRS Net State is set to In_Net	Status: Satisfied
COMM Startup Done Button is set to Depressed	Status: NotSatisfied
EPLRS Settings OK.	Status: GO
Task 171-147-0002: Perform Startup Procedures for FBCB2, Performance Measure 03: Perform INC start up procedures.	Status: GO
INC start up procedures	Status: GO
Task 171-147-0002: Perform Startup Procedures for FBCB2, Performance Measure 04: Perform SINGGARS ASIP Start up procedures.	Status: NOGO
SINGGARS ASIP Start up procedures	Status: NOGO
The following action(s)/setting(s) is(are) required in sequence	
SINGGARS RT A - Function Control Switch is set to SQ_On	Status: Satisfied
SINGGARS RT A Comsec Loaded is set to True	Status: Satisfied
COMM Startup Done Button is set to Depressed	Status: NotSatisfied
PLGR Satellites Acquired then SINGGARS Time Displayed	Status: NOGO
The following action(s)/setting(s) is(are) required in sequence	
PLGR FOM Status is set to less than 5.0000	Status: Satisfied
SINGGARS RT - LCD Display Date is set to 1.0000	Status: NotSatisfied
SINGGARS RT - LCD Display hrMin is set to 1.0000	Status: NotSatisfied
SINGGARS RT - LCD Display minSec is set to 1.0000	Status: NotSatisfied
SINGGARS Settings OK	Status: GO

What happened:

- Task and Performance Measures
- Why events happened

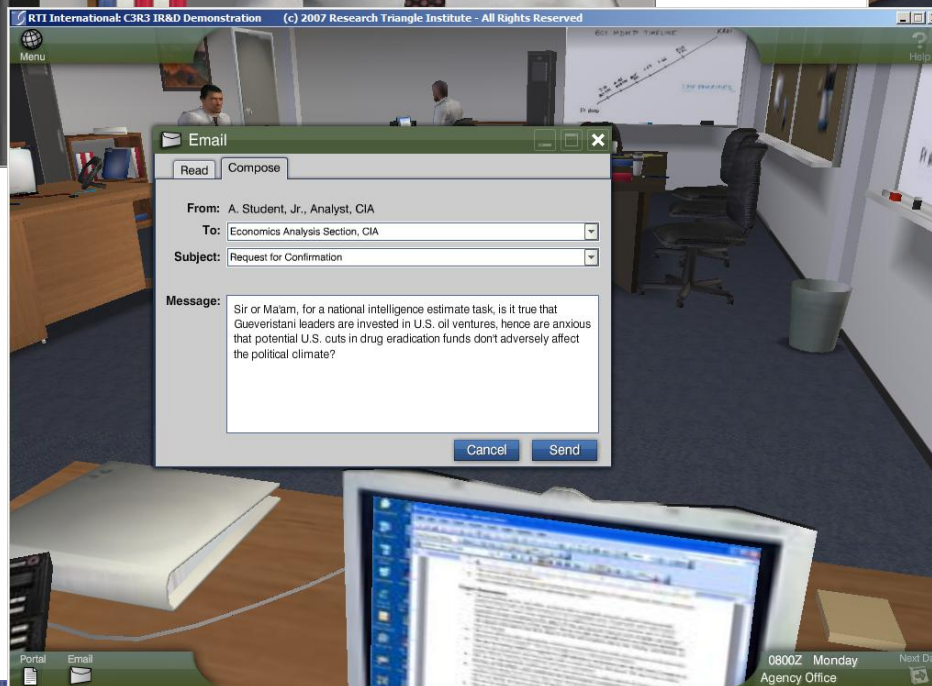
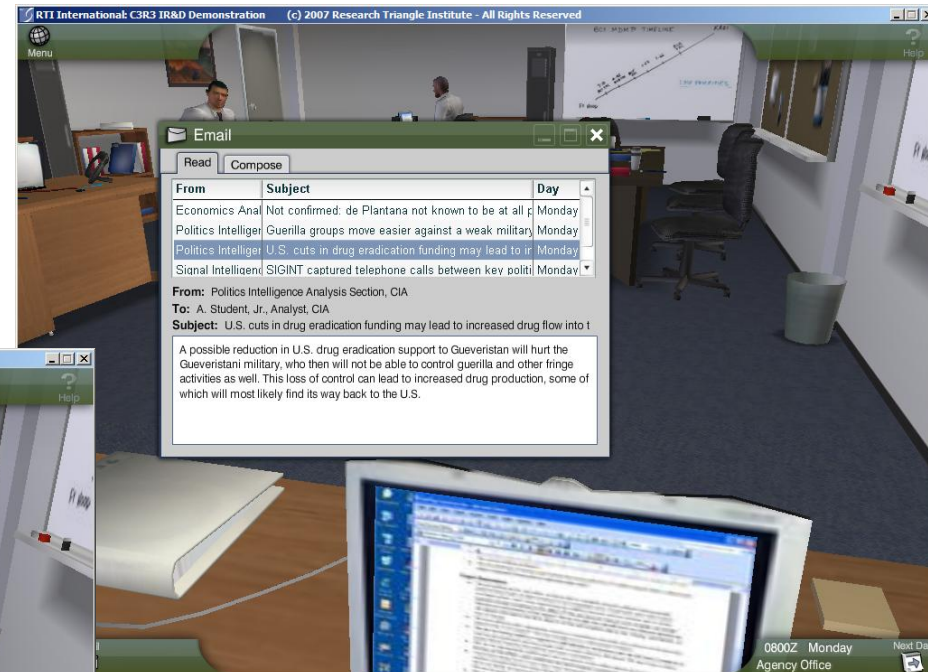
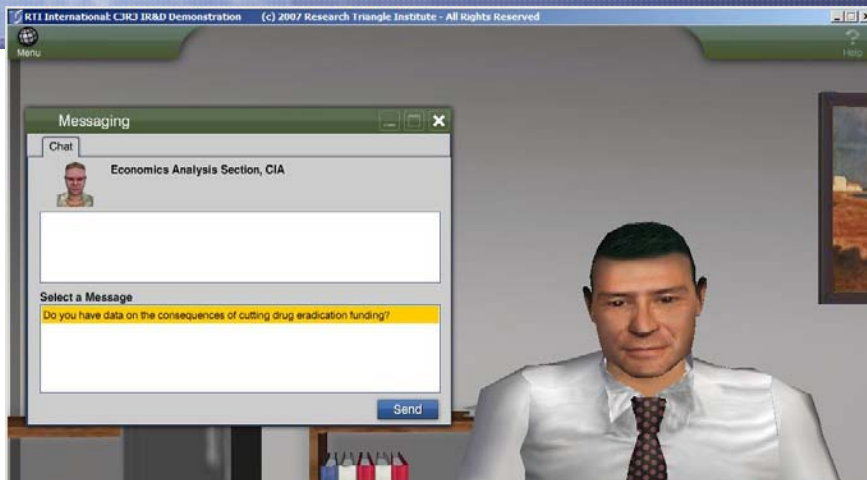
PM Criteria

Criteria Items

Scenario-Based Staff Training

- Tailors versions of common scenarios to each staff member
- Requires the student to assess the mission, collect information, analyze, decide, brief
- Requires the student to perform intra-team, inter-team, and human-machine transactions and evaluates their performance

Simulated Communications



Just In Time Feedback

- Student Product Assessment
 - Bias in selected results
 - Consistency of analysis and sources
 - Completeness of product
 - Source data references
- Student Action Review
 - Asking for analyses
 - Getting supporting sources
 - Getting confirmations
 - Resolving conflicts

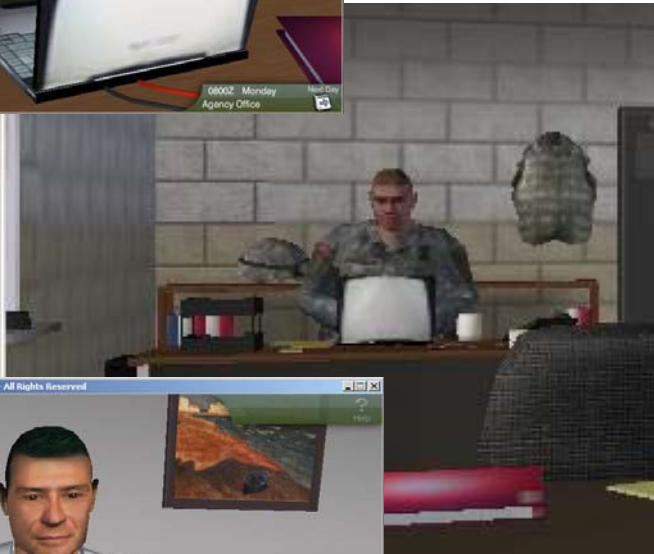
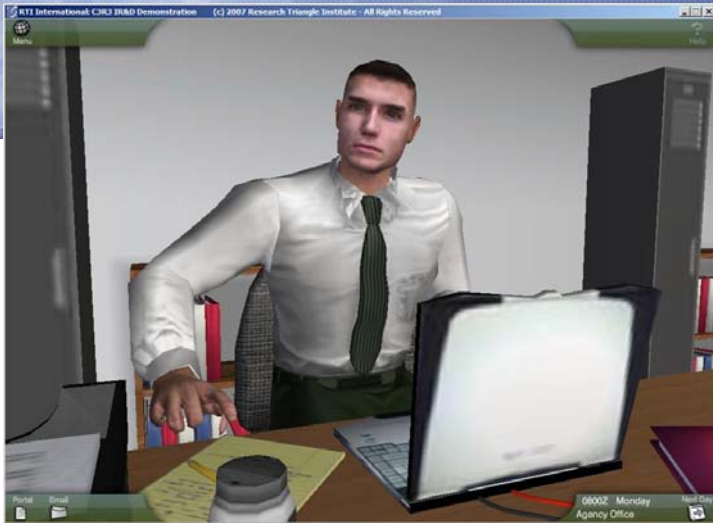
The screenshot displays the 'Just In Time Viewer' application window. At the top, it shows the title 'Just In Time Product Viewer' and several dropdown menus for 'Select Vehicle' (C3R3), 'Select MOS' (Jr. IA), 'Select Lesson' (Gueveristan), 'Select Product' (National Intelligence Estimate), and 'Select Section' (Political Analysis). Below this, the 'Political Analysis' section contains two paragraphs of text with corresponding source references: 'USA Today Article' and 'Phone Call Log'. The bottom section, titled 'After Action Review for the Gueveristan Lesson for MOS Jr. IA', lists three performance measures, each with a red warning that the 'Political Analysis section of the National Intelligence Estimate is a NOGO' and a note that 'The NIE does not appear to contain evidence of this competency.'

Roles in the Simulation

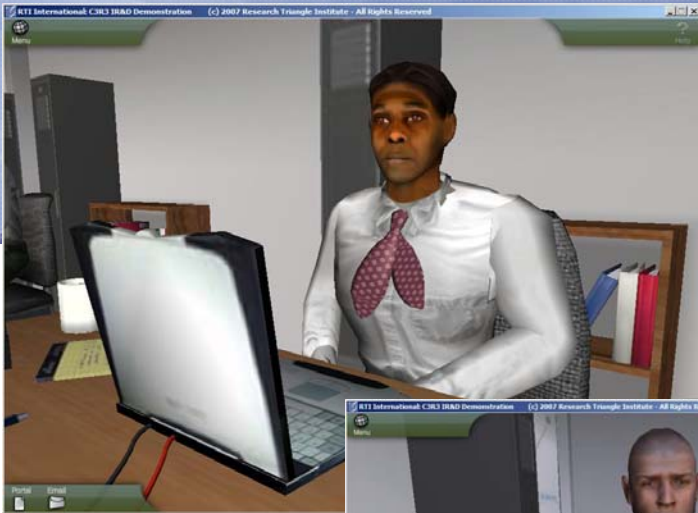


- Senior IA
 - Wants his opinion confirmed
 - Exhibits bias in statement of Key Estimative Question

- Student
 - Assembles the NIE
 - Recognizes bias
 - Uses processes to avoid bias



- Political Analyst
 - Opposed to current Gueveristan government
- Military Analyst
 - Supports current Gueveristan military
- Economic Analyst
 - Opposed to current Gueveristan government



- HUMINT Specialist
 - Supports current Gueveristan military
- IMINT Specialist
 - Technical expert
 - Politically neutral
 - Believes that the imagery can provide the answers
- SIGINT Specialist
 - Technical expert
 - Politically neutral
 - Believes in the technology

Documents

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Menu Help

PORTAL

- National Intelligence Estimate
- Boston Globe Article
- Camp photos
- Credit Report
- Economist Article
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- International Enquirer Article
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- USA Today Article

National Intelligence Estimate 100%

CENTRAL INTELLIGENCE AGENCY
THE WORK OF A NATION. THE CENTER OF INTELLIGENCE.

National Intelligence Estimate

Key Estimative Question
What are the likely impacts on U.S. national interests (to include political, military, economic, and social interests) given a possible reduction in drug eradication funding to the South American country of Gueveristan?

Overview
If the U.S. pulls the money out of drug eradication, it needs to put the money back into social programs, otherwise the U.S. will "lose" the country and will enable the creation of a haven for drug lords and a hostile political region.

Political Implications	
Gueveristan has an influential expatriate population in key political swing states. This expatriate population is very supportive of the current Gueveristani government.	USA Today Article
The Gueveristani president is right now making a hard anti-drug stance. Pulling the money out will hurt him politically. The political opposition is disorganized and would not be able to resist the religious fanatic guerrillas.	Phone Call Log
Military Implications	
The drug eradication program is run by the Gueveristani military and those dollars keep it strong. The strong Gueveristani military keeps the guerrilla religious fanatics weak.	Interviews
Economic Implications	

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USA Today Article 150%

USA TODAY

August 30, 2007

Gueveristani Expats Becoming More Vocal
Felix Bernabo, AP

For a small country, Gueveristan is doing well to make headlines. The most recent headlines involve the administration's efforts to reduce drug eradication funds to the South American country.

Gueveristan has an influential expatriate population in key political swing states. This expatriate population is very supportive of the current Gueveristani government led by Rigoberto de Plantana, remaining so despite the government's long and largely ineffective struggle with religious guerillas who go by the acronym EZLN.

An increased refugee influx from Gueveristan into the U.S. has added some burden on public welfare in the states where there is an existing Gueveristani population. However, the expatriates say that any decline in social order in Gueveristan will increase the refugee influx and illegal immigration from Gueveristan into the U.S.

Given the high profile of the war on drugs, U.S. media is beginning to

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Economist Article 150%

The Economist

Energy policy a contradiction in Gueveristan

SANTA ABDUL, Gueveristan - President Rigoberto de Plantana warned of an undocumented dark conspiracy last month against him by the natural-gas industry, and has also called for "nationalizing" the foreign-owned operations.

Yet de Plantana and other senior government officials have welcomed more foreign investment in Gueveristan's natural-gas industry and indeed want to use tax dollars generated by increased gas production to finance an ambitious program of new schools, health clinics, and natural-gas connections to the homes of poor people.

Welcome to Gueveristan, the land of contradictions when it comes to its huge natural-gas holdings, which are eyed hungrily not only by the foreign producers but by Gueveristan's natural-gas-starved neighbors.

Fueled public anger has been that perhaps only 20 percent of Gueveristanis actually directly benefit from having a gas hook-up for home cooking. Most Gueveristanis either have to buy gas in expensive mini-tanks or, if they are very poor, use wood, straw or cow dung.

"This is how we cook," explained Maeda Colon as she put straw under a pot that would be used to make squash soup, under a lean-to behind her simple home in the town of

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Religious Cult Website 150%

Ejército Zabelista de Liberación Nacional

Zabelista National Liberation Exercise

The Zabelista National Liberation Exercise (*Ejército Zabelista de Liberación Nacional*, EZLN) is an armed revolutionary religious group based in Pikelita, one of the poorest states of Gueveristan. Our social base is partly indigenous and we have supporters in urban areas as well as an international web of support. Our spokesperson and military commander, although not our leader, is *Supersubordinante Todos*.

Our group takes its name from *Lorenzo Zabela*, the most reactionary proponent of the Gueveristani Revolution (1941-1952); We Zabelistas see ourselves as his ideological heirs, and heirs to thousands of years of religious resistance against godlessness. Some consider the Zabelista movement the first "retro-modern" revolution: An armed revolutionary religious group that has abstained from using our weapons since our 1999 uprising was demolished by the overpowering military might of the Gueveristani Army. We Zabelistas have survived because we are a bit fervent and were quick to adopt a new strategy and garner the support of Gueveristani and international religious societies, or so we believe. We managed to achieve this by making use of the Internet to disseminate our communiqués and to enlist the support of like-minded religious fanatics and other solidarity groups. Outwardly, we portray ourselves as part of the wider anti-liberalism social movement while for our indigenous base the Zabelista struggle is all about control over our own resources, particularly the land we live on, the right to govern ourselves according to our own religious customs and a dignified peace without godless government interference.

We claim to be on the order of 2746 religious fanatics going up against 72,991 federal

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DEA - State Dept Briefing 150% 1/1

 **U.S. DEPARTMENT of STATE**

Briefing by U.S. Drug Enforcement Agency Administrator
June 25, 2007

UNCLASSIFIED

Executive Summary

On June 24, 2007 U.S. Drug Enforcement Agency administrator Mary Jane Toquer briefed U.S. State Department officials on current drug eradication efforts in South America. Discussion centered on a plan to reduce funding for drug eradication specifically to the country of Gueveristan. Gueveristan is a strategic partner with the U.S. in the War on Drugs.

The administration has publicly commented on contemplating reduction in support for drug eradication efforts in Gueveristan, as part of restructuring of domestic and international spending in response to the War on Terror. The Gueveristani government is opposed to any reduction in drug eradication funding.

Administrator Toquer briefed these points:

- The success of drug eradication efforts is mixed. The funding supports the Gueveristani military in repressing religious and narcotic elements in the region, but there remains a continuous flow of drugs into the U.S. from the region.

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Credit Report 200% 1/1

initials	residence	financial interests	overseas investment	net worth
RdP	n/a	660,000	500,000	1,160,000
AZ	500,000	400,000	255,000	1,155,000
LK	300,000	450,000	125,000	875,000
DH	200,000	210,000		410,000
CM	225,000	121,000		346,000
EdP	n/a	1,100,000	450,000	1,550,000

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Interviews 150%



UNCLASSIFIED

Summary from interviews with expatriate Gueveristani religious fanatics

Counterintelligence Center Analysis Group
Dated: 09 Sep 2007

The Gueveristani expatriate population is centered in several major cities in Gulf Coast states. Among this population are deeply religious persons who are in general in opposition to the current de Plantana administration.

Funds from U.S.-led drug eradication efforts are redirected by de Plantana to the Gueveristani military, which then runs the drug eradication program. These dollars keep the military strong. The strong Gueveristani military keeps guerilla religious fanatics weak.

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Drug Lord Photo 200%



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Phone Call Log 125%

uuid	initials of person placing call	initials of person called	date_time	content
-01064d353d13e41dc9	RdP	AZ	2007-04-09T20:31:53Z	discussion of possible U.S. reduction in drug eradication funding
-0192cab901297008a0	AZ	LK	2007-04-10T08:46:36Z	issue order: determine political implications of possible U.S. actions forward discussion of possible U.S. actions; adverse political effects
-015bde118d75fa1d30	LK	DH	2007-04-10T21:48:38Z	esp. in outlying provinces discussion of effects of U.S. actions; disorganized rebels might gain
-01280aac2f471a8994b	LK	CM	2007-04-11T00:56:02Z	footing
-0183c39d848c3511d8	LK	AZ	2007-04-12T10:05:03Z	report back on discussions of adverse political effects
-014c2dfbc4773798f	AZ	RdP	2007-04-12T14:10:15Z	report back on discussions of adverse political effects
-0193a15755560a227b	RdP	EdP	2007-04-16T21:40:17Z	going to be late for dinner

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Camp photos 75%



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Continuum of Individual Training on Collective Tasks

Costs, Coordination, Complexity

Individual Task Training → Individual Training on Collective Tasks using Simulated Scenarios → Individual Training on Collective Tasks using Real-World Scenarios → Collective Training on Collective Tasks using all Individuals (not to scale)

Training Progress / Time

Scenario-Based Staff Training

- Tailors versions of common scenarios to each staff member
- Requires the student to assess the mission, collect information, analyze, decide, brief
- Requires the student to perform intra-team, inter-team, and human-machine transactions and evaluates their performance

Forms of Bias to be Recognized

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- Sunk Costs Bias
 - Biasing analysis results to justify the effort spent to date

Simulated Communications

After Action Review

AAR Results

Item	Performance Measure	What happened:
Task and Performance Measures
Why events happened
FM Criteria
Criteria Status

- Student Product Assessment
 - Bias in selected results
 - Consistency of analysis and sources
 - Completeness of product
 - Source data references
- Student Action Review
 - Asking for analyses
 - Getting supporting sources
 - Getting confirmations
 - Resolving conflicts

Roles in the Simulation

- Senior IA
 - Wants his opinion confirmed
 - Exhibits bias in statement of Key Estimative Question
- Student
 - Assembles the NIE
 - Recognizes bias
 - Uses processes to avoid bias

Documents

Roles in the Simulation (continued)

- Political Analyst
 - Opposed to current Guverstan government
- Military Analyst
 - Supports current Guverstan military
- Economic Analyst
 - Opposed to current Guverstan government
- HUMINT Specialist
 - Supports current Guverstan military
- MINT Specialist
 - Technical expert
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