POLICY CHALLENGES IN THE DEVELOPMENT OF INTEGRATED NEOPS IN CANADA

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CANADIAN POLICY

- International Policy Statement (2005)
Securing an Open Society: Canada’s National Security Policy

• Public Security and Emergency Preparedness Canada (PSEPC)
  – Test and audit security readiness
  – Government Operations Centre
  – National Emergency Response System
• National Security Advisor
• Integrated Threat Assessment Centre
• Maritime Security Operations Centres
A Role of Price and Influence in the World: Canada’s International Policy Statement

• Integration of defence, diplomacy and development efforts during international operations ("3D" approach)
• Seek participation of IOs, NGO, Allies
• Foresees operations in harsh environments (failing and failed states, PSO, etc)
SOLUTION?

• Government-wide adoption of Network Enabled Operations
CASE STUDY ONE - ALIX

• First Canadian pragmatic assessment of NEOps
• Included development of a collaborative sharing environment in form of a Common Operating Picture (COP)
• Interagency cooperation a main focus of experiment
ALIX Experiment Scenarios

Scenario 1
Domestic Contingency
Sat Crash NARWHAL’04

Scenario 2
UN Peace Support Operation
ARCON’04 Exercise

Scenario 3A
Fisheries Surveillance
Scenario 3B
Defence of Canada
Results of Interagency Cooperation During ALIX

- National level buy-in, limited regional level participation
- Reluctance to use new technology
- Passive vice pro-active use of capabilities
- Inexperience/lack of capability to use classified data
- Structural and organizational impediments to full network-based collaboration
Conclusions: ALIX
Interagency Cooperation

- Easier to build a robust network than it is to achieve robust networking
- Blurred organizational boundaries
- Information exploitation and fusion support tools required
- NEOps seen as enabler for MSOCs and interagency collaboration
Case Study Two: International Security Assistance Force (ISAF)

- No direct interconnectivity between 3D on ground
- Reach back through departmental stovepipes
- No capability for on-line joint planning or coordination at tactical, operational or strategic level
International Security Assistance Force (ISAF)

- Absence of robust networking capability limited access to expertise
- Improved access to shared resources would have provided the opportunity to synchronized 3D
- Improved 3D reach back would have mitigated limitations resulting from team size
- Culture and trust issues remain
Framework Options

• JIACG
• Canadian Proposal
US JOINT INTERAGENCY COORDINATION GROUP (JIACG)

• Teams composed of representatives from various agencies attached to Combatant Commander Staff
• Responsible for interagency coordination and civilian input to military planning
• From military perspective, successfully prototyped and being fielded
US JOINT INTERAGENCY COORDINATION GROUP (JIACG)

• From agency perspective:
  – Cultural and organizational issues
  – Interagency coordination critical but undervalued
  – Training issues
  – Perception of negative career implications
  – High human resource bill
Canadian Framework Proposal

• Political sponsorship required to overcome bureaucratic and organizational barriers to integrated 3D approach
• Experimentation required to determine best architecture, team composition and collaborative tool suite
• Financial support to field NEOps capability from tactical to strategic level
FRAMEWORK PROPOSAL

- Locate tactical and operational fielding capability with CF Joint Operations Group (JOG)
  - Augment JOG with Foreign Affairs and CIDA representatives
- Lead agency on deployment mandated by political leadership, but typically DFA
Diplomatic Mission

Lines of Communications and Coordination

CIDA

DND/CF

DFA

PCO

Deployed CF With JOG

Development Mission

Diplomatic Mission

Departmental Tasking Relationship
Questions?

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