Non-technical interoperability revisited

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Collective C2 in Multinational Civil-Military Operations

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Aims

- Review DERA / QinetiQ studies on ‘non-technical interoperability’ in NMOs
- Re-examine conclusions in the context of the subsequent focus on a comprehensive approach
Background

• Multicultural issues raised in UK MOD CRP work on distributed and ad-hoc teams, e.g. communication of commander’s intent, incompatibility of command style (Mills and Pascual, 1997)

• Report of UK DSAC working party on Science and Technology requirements for coalition warfare highlighted the importance of organisational factors (1999)

• Multinational forces studies followed (e.g. Verrall and Stewart, 2000; Stewart, Macklin, Proud, Verrall, Widdowson, 2004)
DERA / QinetiQ MNF studies

“the friction within a machine - human or mechanical - increases in proportion to the number of its parts”

(van Creveld, 1977)

……and is proportional to the goodness of fit!

(Stewart, Clarke, Goillau, Verrall, Widdowson 2004)

• Interview studies conducted aimed at the identification of frictional factors
  – 45 officers with multinational experience (2001/2)
  – 10 multinational ‘leaders’ (2003/4)

• Framework constructed based on DSTO’s Organisational Interoperability model (Clark and Jones 1999, Clark and Moon 2001)
Tactics, techniques, and procedures
Doctrine
Structure

Unit formation experience
Selection / posting policy

Individual Training
Preparedness of personnel

Individual multinational experience

Organisational Preparedness

Preparedness

Command

Command structure

Command style

Consultative approach
Mission Command
Directive control

Way of command

Commander’s individual style

Chain of command

Compatibility of command structure
National influence in command chains

Liaison

Shared intelligence / Information sharing
Non-verbal communication / Body language
Verbal communication

Terminology
Language

Understanding

Communication and co-ordination between contingents

Communication media

Level of trust

High level trust
Low level trust

Trust in systems

Level of trust

Ethos

Commitment to multinationality
Commandibility

Shared goals and purpose
Perception of mission

Shared strategic purpose
Shared operational approach

National political strategic values

Interpersonal behaviour values

Culture and values

Non-military organisations

- Military interviews made it clear that NMOs should be considered in the studies owing to their inevitable presence in complex campaign spaces

- NMO studies conducted (Stewart et al 2004)
  - Interviews included UN OCHA, ICRC, Oxfam, Save the Children, UK DFID
  - Questionnaire study.
    - N = 102; 54 from NGOs and 48 from military
Non-military organisations

- General findings:
  - Structured questionnaire items provide an insight into perceived organisational culture (after Schein, 1990)
    - Organisational practices and procedures
    - Pragmatism
    - Morality and values
  - Analysis of free response statements illustrates differences in self / other perceptions between military and NMOs
Discussion points

• The nature of the relationship
  – Comprehensive approach
  – Effects delivery
  – Humanitarian space
  – Control (e.g. Terrell, 2000)
  – Interoperability levels