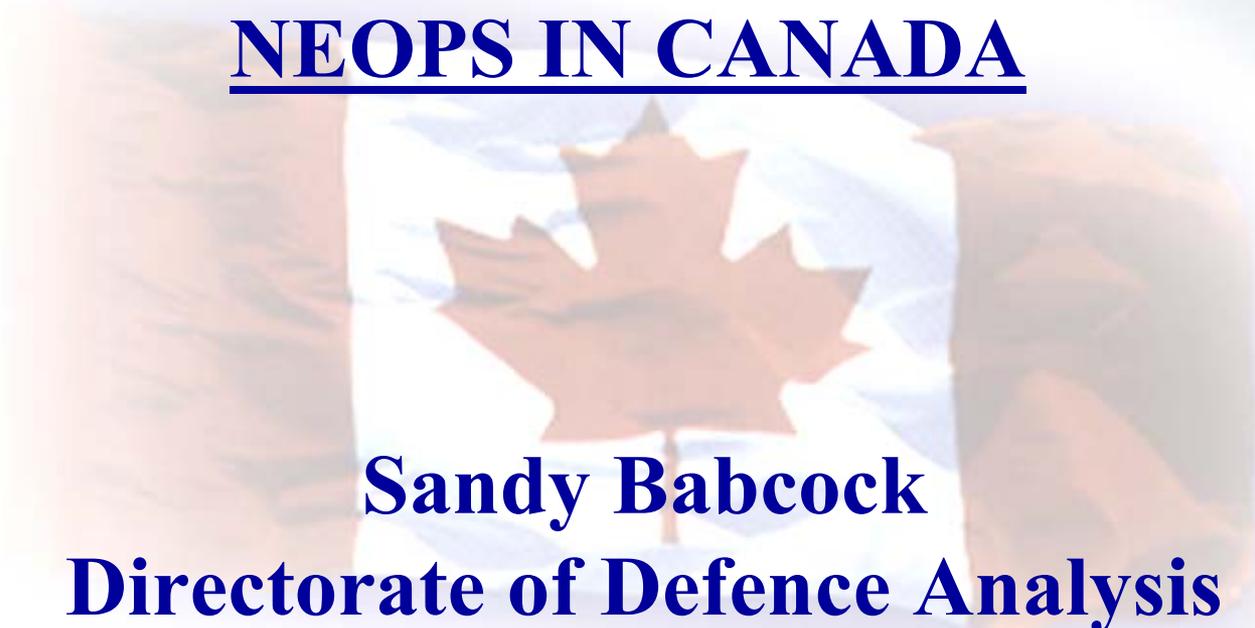


POLICY CHALLENGES IN THE
DEVELOPMENT OF INTEGRATED
NEOPS IN CANADA



Sandy Babcock
Directorate of Defence Analysis
10th ICCRTS
13 Jun 05

OUTLINE

- Canadian Policy
- Case Studies
 - Atlantic Littoral ISR Experiment
 - ISAF
- Framework Options
 - JIACG
 - Canadian Framework Proposal
- Conclusion

CANADIAN POLICY

- National Security Policy (2004)
- 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?

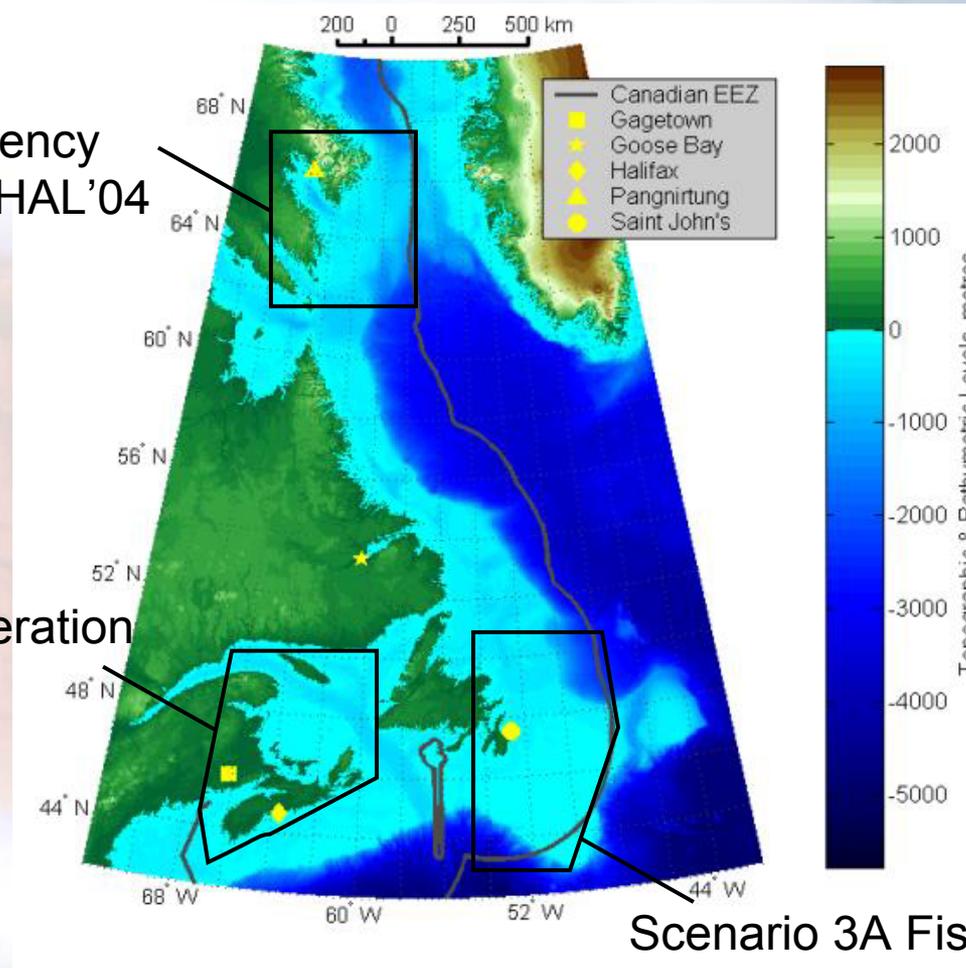
- Government-wide adoption of Network Enabled Operations

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

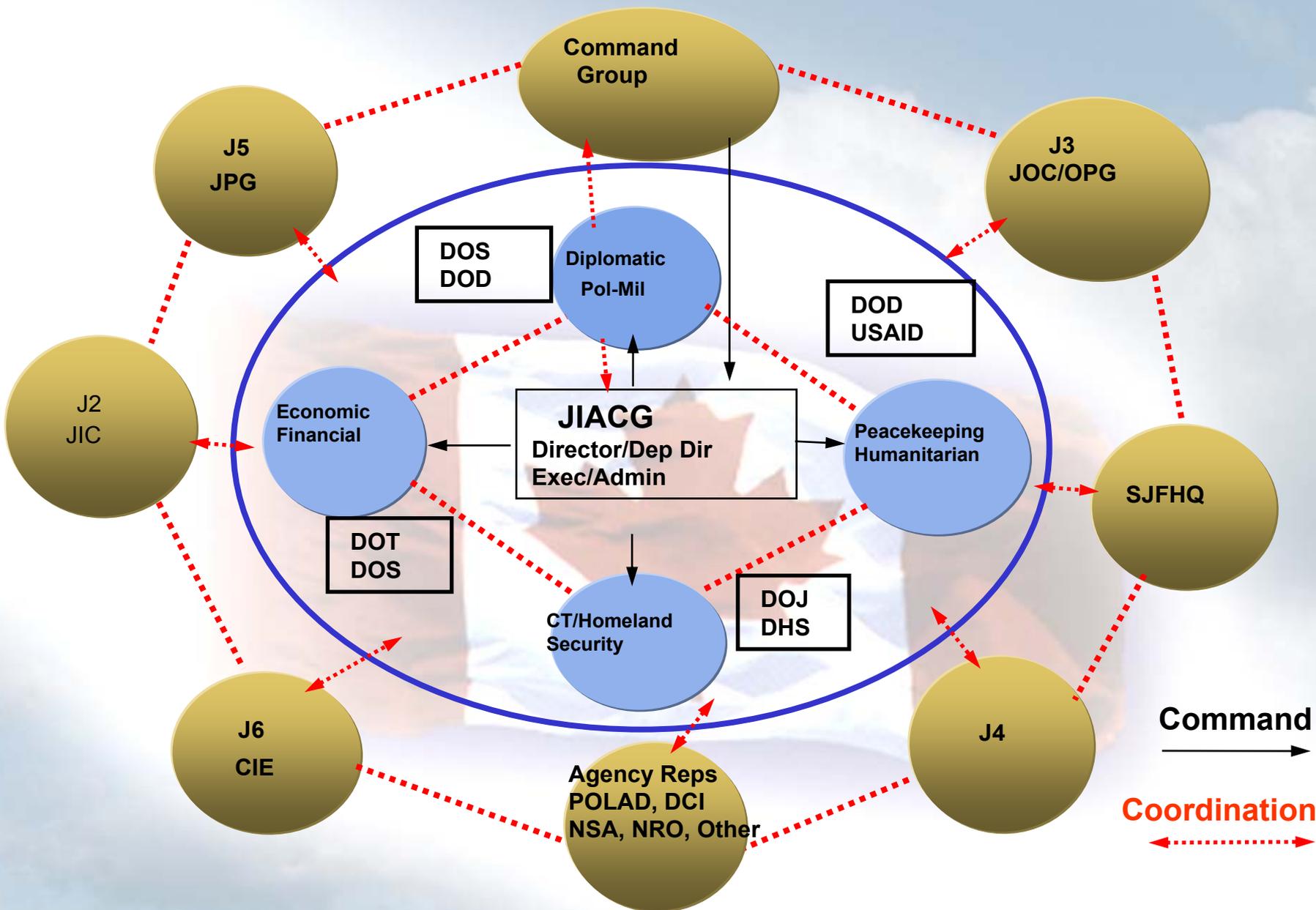
Framework Options

- 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)

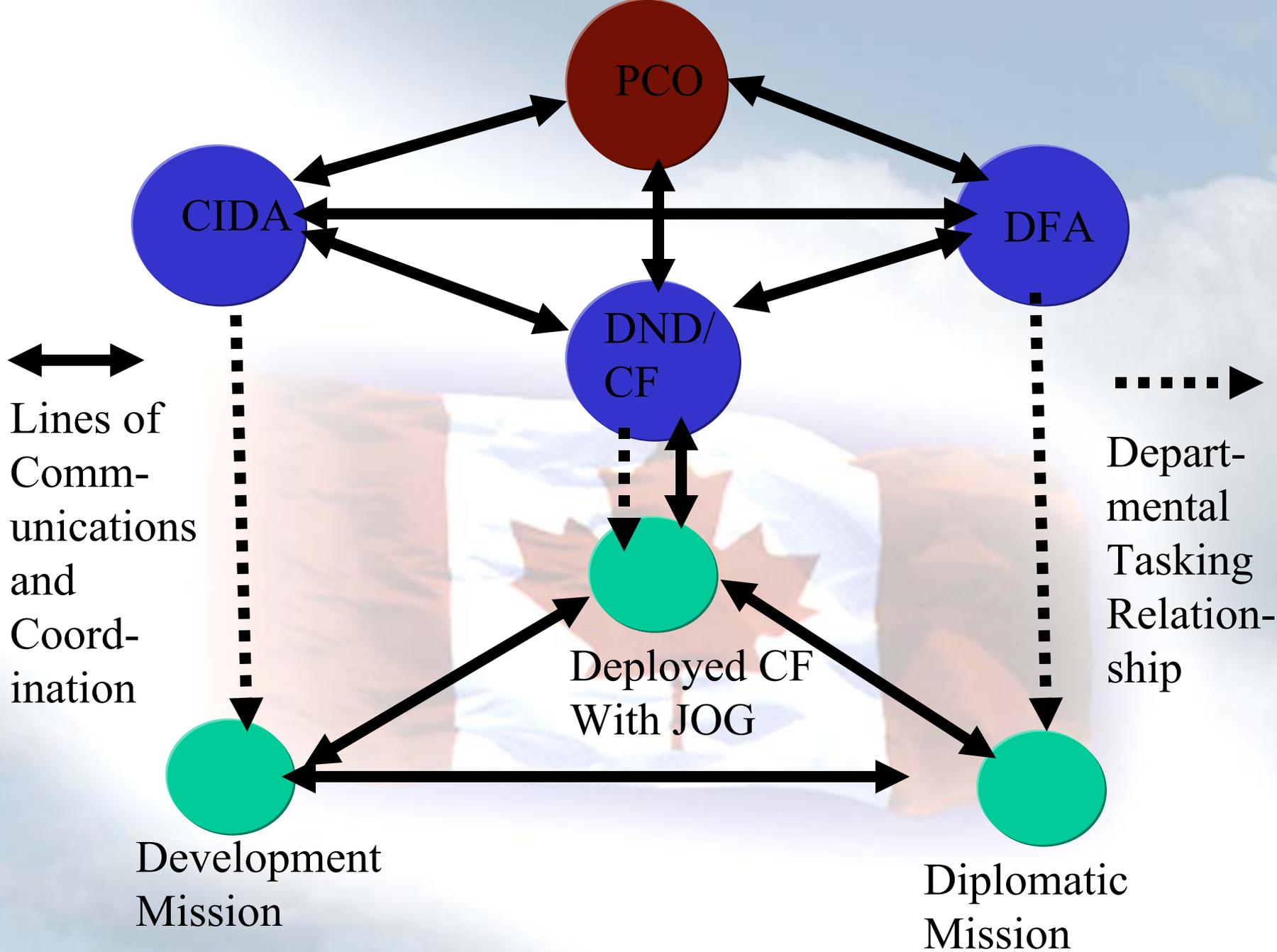
- From agency perspective:
 - Cultural and organizational issues
 - Interagency coordination critical but undervalued
 - Training issues
 - Perception of negative career implications
 - High human resource bill

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



Questions?

Babcock.aa@forces.gc.ca