

Information sharing and gathering in
NCW environment:
the transition from **Network-Centric
Warfare** to **Networker-Centric
Warfare**

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Background

Goal:

To understand how individual, cultural & organisational factors affect the integrated agile force

- Collating & disseminating lessons learnt from MEAO
- Advice on information management
- Impact of NCW Roadmap on planning, training & education of the future force
- Identification of skills & competencies required

Why study the human dimension of future warfare?

- Current understanding of NCW beyond structural & functional analysis is limited
- To be complete, any NCW analysis must consider social & psychological factors underpinning human interaction in complex environments

Study Methodology

- Review of the literature
- Interview program
- Go*Team

Method – semi structured interviews

ADF personnel returning from MEAO & OPSA

- Pre-deployment preparation & training
- Duties whilst deployed
- Decision-making processes
- C2 arrangements
- Interdependence
- **Information gathering**
- **Information sharing**
- **Communication flows**
- Skills & competencies
- Morale
- Lessons learned

Sample

<i>Deployment</i>	<i>Service</i>	<i>Male</i>	<i>Female</i>	<i>Total</i>
<i>MEAO</i>	<i>Army</i>	31	2	33
	<i>RAN</i>	24	8	32
	<i>RAAF</i>	27	7	34
	<i>Civilian</i>	1		1
	<i>Total</i>			100
<i>SA</i>	<i>Army</i>	14	4	18
<i>Total</i>		<i>97</i>	<i>21</i>	<i>118</i>

Interview sample by service and gender

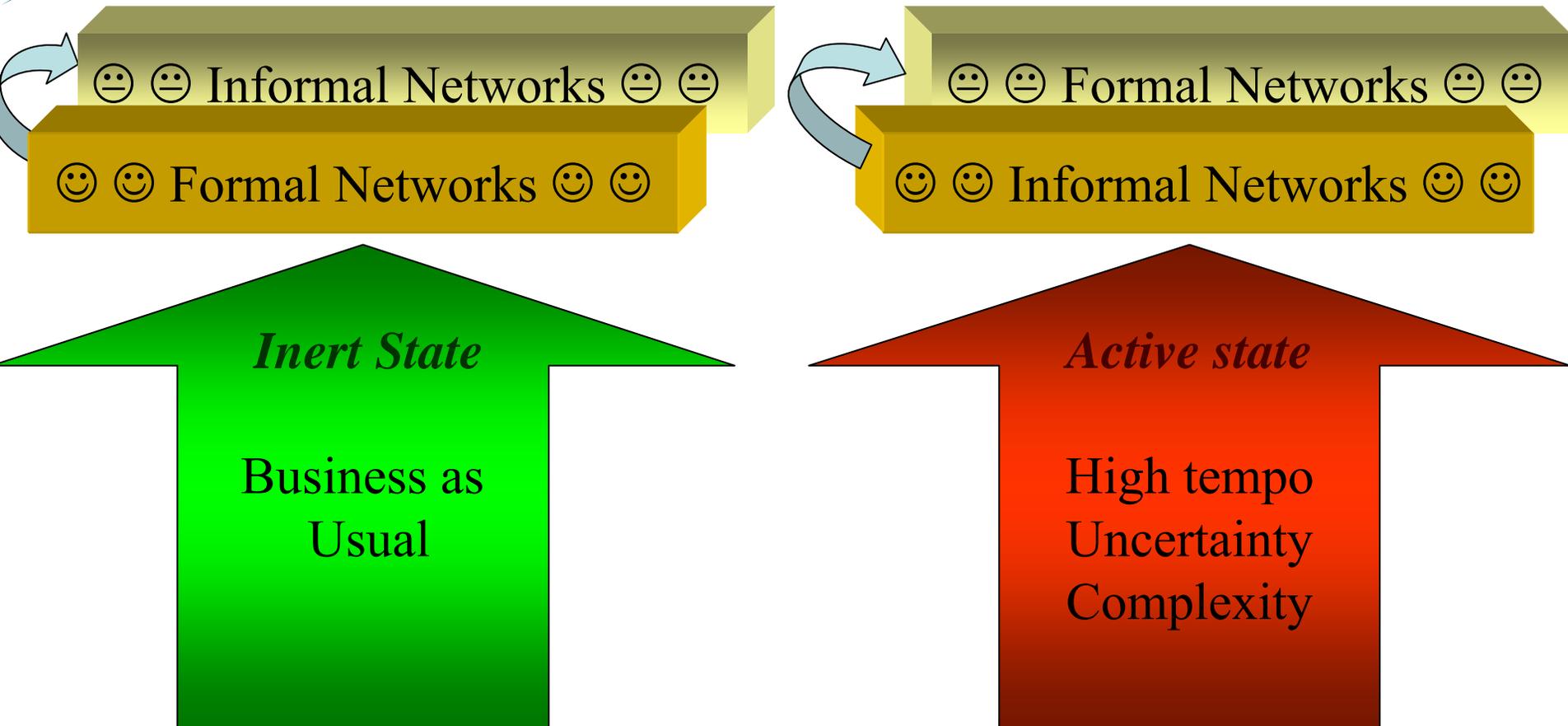
Characteristics of MEAO

“Networker Centric”

- **High tempo**
- **Complex environment**
- **Uncertainty**
- **Interoperability issues**
- **International scrutiny**



Communication Environment



Networker vs Network

- Not a direct consequence of existing IT links
- Face to face sharing of information preferred
- Informal social linkages define preferred channels

*You would find out who's... got that piece of information, or ...
knows somebody who has that piece of information...
it was all personality based. ...
the networks, in a sense,
were person to person, personality-based networks*

Relationships

- Personal relationships & trust underpinned collaboration

It is still about building a relationship, I think, because to get something out of someone that they do not necessarily want to give up, then it is all about them knowing and trust and liking and thinking there is going to be a mutual benefit out of it

Relationships and Trust

- Essential for access to knowledge and information
- Service/national boundaries sometime barriers

... because I'd built those relationships... he would bend over backwards to make sure that we got what we needed and I guess that sort of became my role in many regards

...rapport and trust, especially trust, is completely essential

The Role of Trust

“Trust - very hard to build up, and very easy to destroy”

- Competence-based trust
- Benevolence-based trust

When you task someone to do a job, you have to know – well, you have to trust that he can do the job and the job gets done properly ...you'd also follow up to see that it is, but, yeah, if you can't trust people in an environment like that, it's a very sad environment.

*We trusted each other implicitly in everything and that was a good feeling.
I think trust or teamwork was probably the first one...*

Partnership?

- Coalition membership \neq easy access to information

*There's no point in having this intelligence if we can't tell the folks
that it affects...*

Technological infrastructure

- Compatibility

Technologically they could not talk to each other because they were not compatible ...

- Connectivity

...there was no connectivity ... there were no lines, there was nothing, right? So my guys to get intelligence updates had to walk across physically several times a day in very hot weather, above everything else, and ask to tell them.

Information Management

- Policies or ad hoc

Unfortunately there was no data base and there was no information. So, you know, that was one of my biggest bugbears was there was no really useable data base. I had to develop my own data base over there just to store my information and to be able to see it.

Information overload

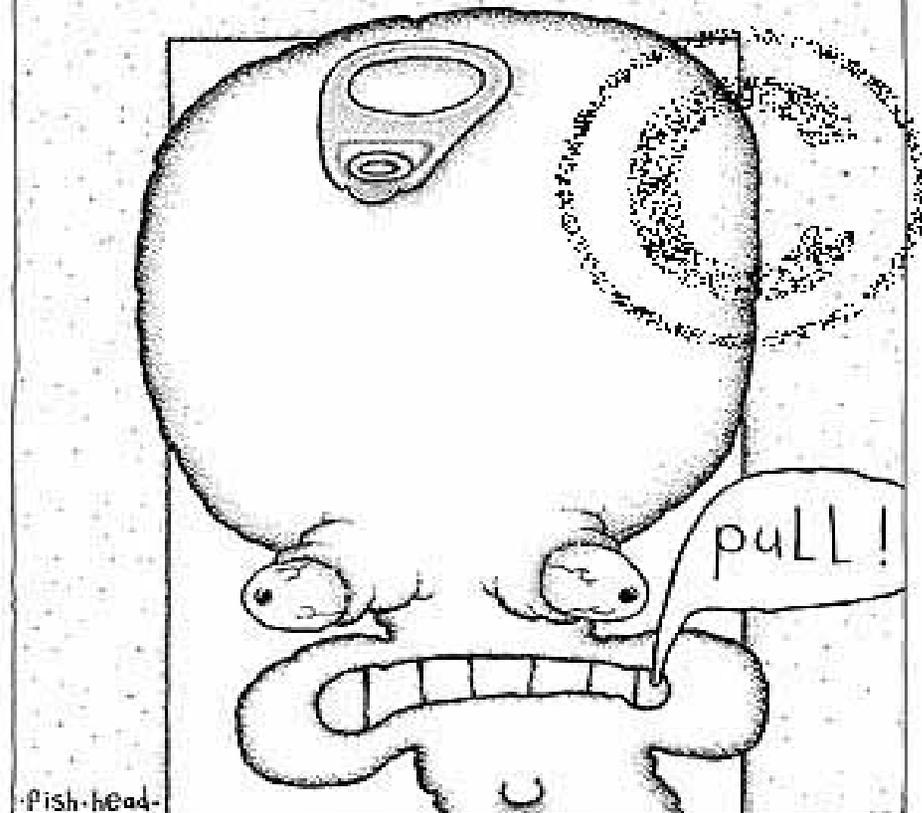
- Volume of information
- Poor IM policies and time constraints
- Irrelevance
- Multiple sources



"MAYBE YOU'RE TELLING THEM MORE THAN THEY CAN ASSIMILATE."

Coping mechanisms

...under pressure?... distended head?...
gain instant relief with doctor bengts
information overLoad adJuster.....



Information trust

- Connectivity does not always guarantee reliable information
- Varied ease and ability to verify information

The information that was provided to us via our own system, any form of verification was easy. We would just get on a secure telephone, a link or go back via secure messaging. If we were able to talk ...we could verify, otherwise it was a bit harder, within the turnaround times, a bit longer.

Summary

- **Robust human networks necessary for building up situational awareness**
- **Sharing classified information across national boundaries a problem**
- **Security of communication networks**
- **Information management policies**
- **Significance of Informal networks**
- **Further research**

Discussion and questions

