



Assessing the Order Process

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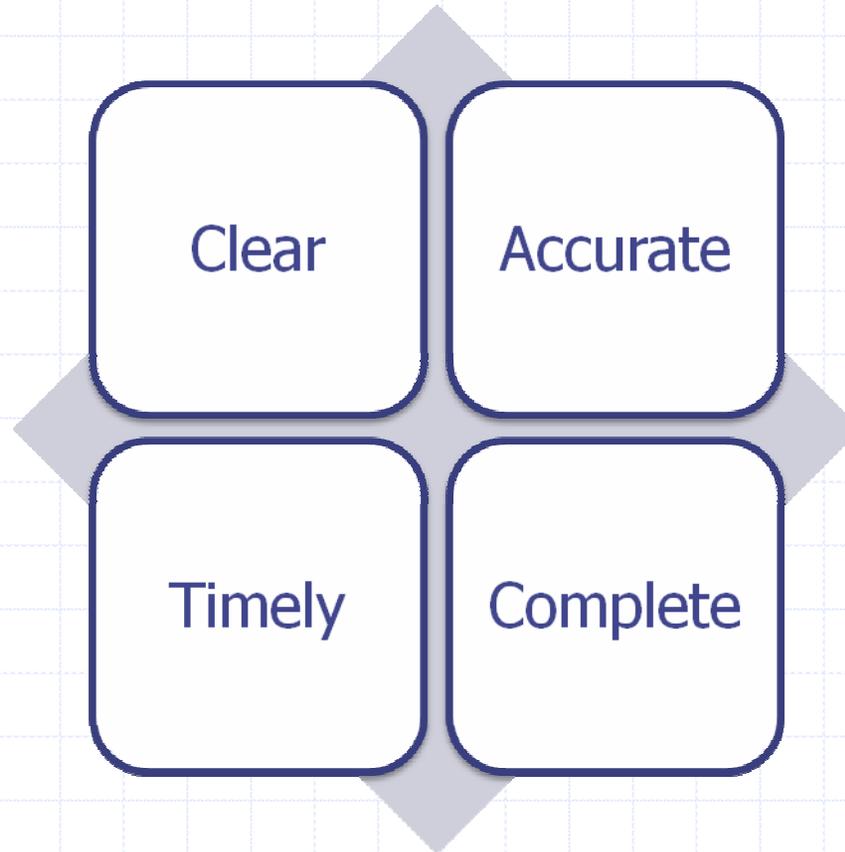
Presentation Plan

- ❑ Introduction
- ❑ Order Transmission
- ❑ Methods of Communication
- ❑ Proposed Research
- ❑ Order Assessment Tool
- ❑ Conclusions



Introduction

Orders should be:





Introduction

Even more important for multi-national ops





Order Transmission

Order definition (NATO standard STANAG 2014):

- 1. Situation**
- 2. Mission**
- 3. Execution**
- 4. Administration & Logistics**
- 5. Command & Signal**

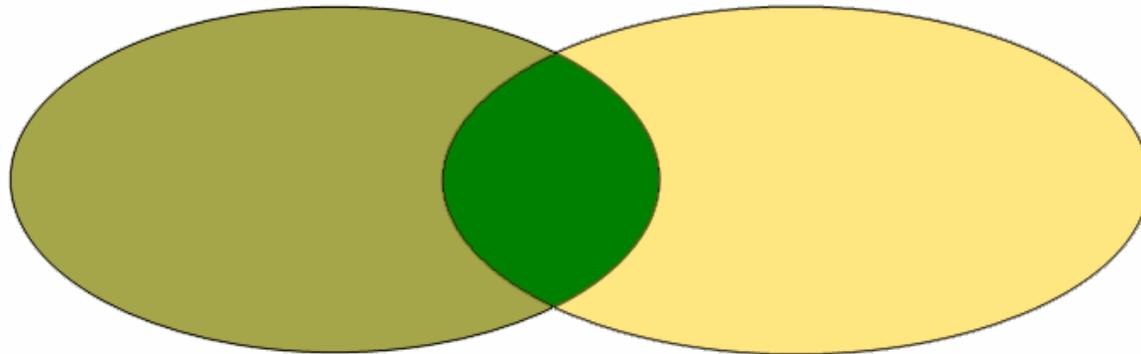


Order Transmission



Mission Command

= Freedom for sub-ordinate to use initiative



Best COA

Commander's
preferred COA



Order Transmission

“ A subordinate who is never allowed to make decisions may never make mistakes, but equally surely will never learn from them ”

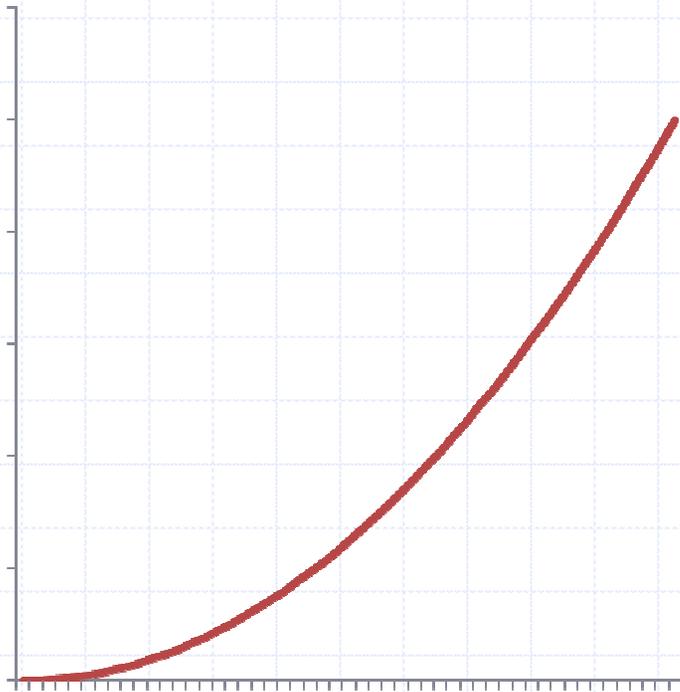
Lt Col (ret'd) Jim Storr (PhD) 2003

Ex-The Kings Regiment



Order Transmission

Volume of communication increases by
(no. of people involved)²



Cf Metcalf's Law (1973):

"The value of a telecommunications network is proportional to the square of the number of users of the system (n^2)"

Also Figure 4, p33 "Network Centric Warfare" (CCRP 2002)
Hayes, Alberts, Stein

Order Transmission

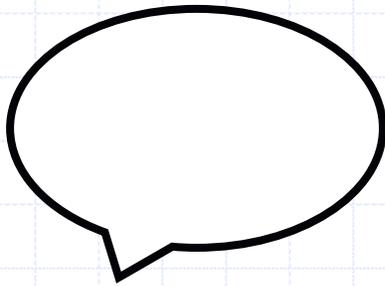
Orders in Practice – Visit to CAST(S) (Command and Staff Trainer (South))





Methods of Communication

Orders formally written, but the order process may actually involve a combination of methods





Proposed Research

3 Research Hypotheses:

- **Written orders are more common at higher levels of command**
- **Written orders are more common within joint coalition operations**
- **Effectiveness of transmission of command intent can be inferred from a combination of written orders and electronic communications up and down the command hierarchy**



Proposed Research

Stage 1 (written and verbal orders):

Interview commanders to get a subjective opinion on

verbal orders (frequency, importance)

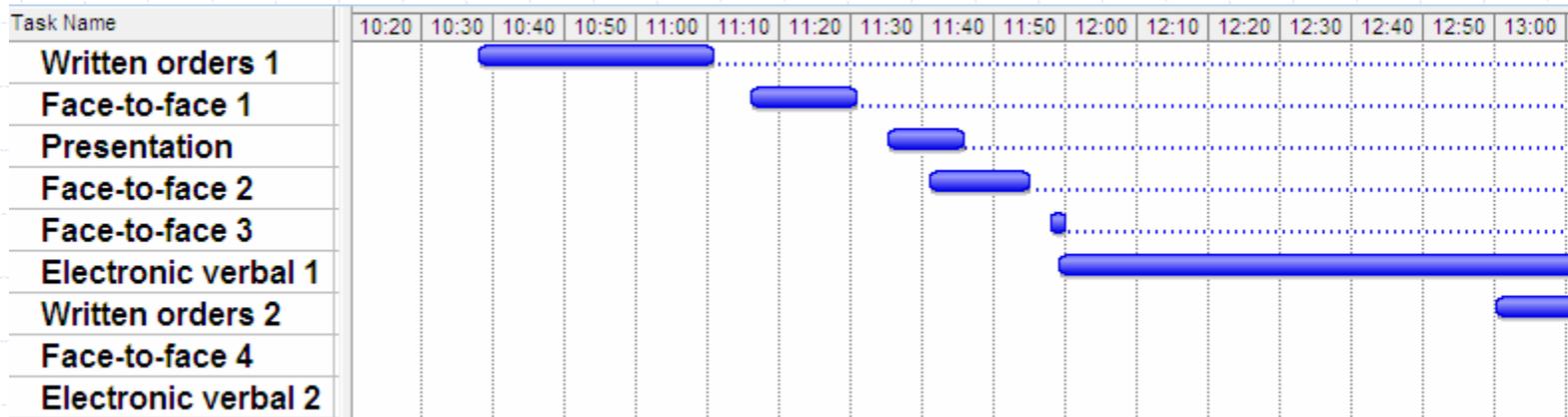
VS

written orders (frequency, importance)



Proposed Research

**Stage 2 (Communications style):
Observation - including time-stamping
communications during an operation**

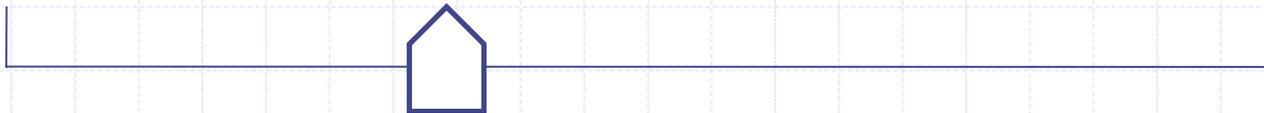




Proposed Research

Stage 3 (Effectiveness):

**Post-exercise assessment of order
communication**

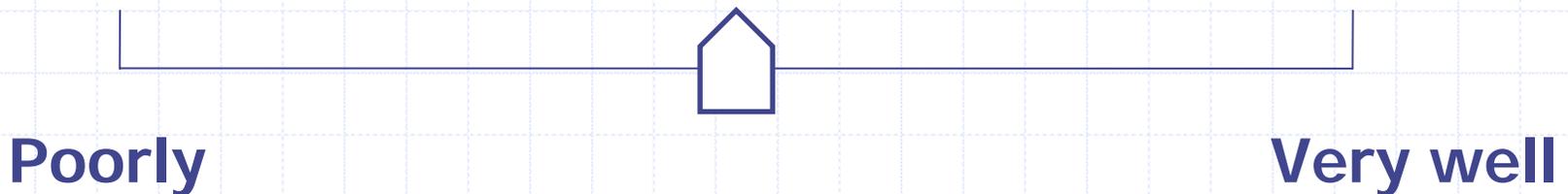




Order Assessment Tool

Stage 3 to make use of the Osgood Semantic Differential (OSD) Tool, e.g.

“To what degree do these Orders (produced by your subordinate commander) use the available forces to best serve your Intent?”





Order Assessment Tool

Can export results to spreadsheet:

- ❑ Use templates for multiple correlations (compare overall and detailed results)
- ❑ Highlights any problem areas
- ❑ Grade each instance separately, generate colour-coded rating





Order Assessment Tool

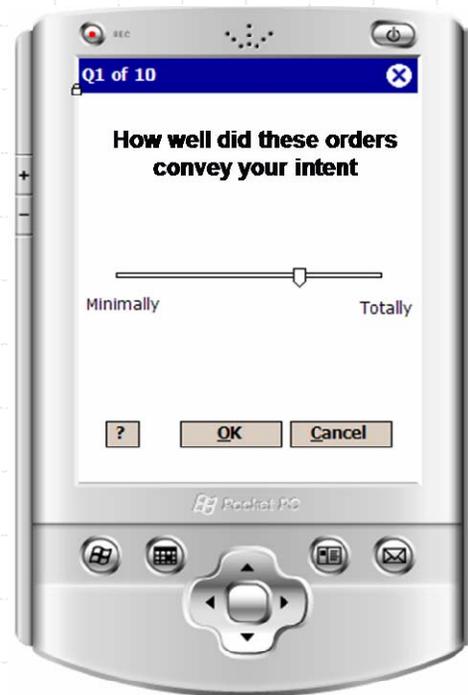
Analysis of results:

- ❑ Evaluate quantitative variables
- ❑ Judgement requires Subject Matter Expert (SME) input
 - ❑ E.g. Subordinate commander receiving good senior commander assessment made fewer clarification requests
- ❑ Potentially high return of data



Order Assessment Tool

PDA version available





Conclusions

Outlined a 3-stage method for assessing the order process – differences for levels of command and coalition operations?

Interviews

Observation

Post-ex
Assessment



Questions?

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