

Non-technical interoperability revisited

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Collective C2 in Multinational Civil-Military Operations

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- 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

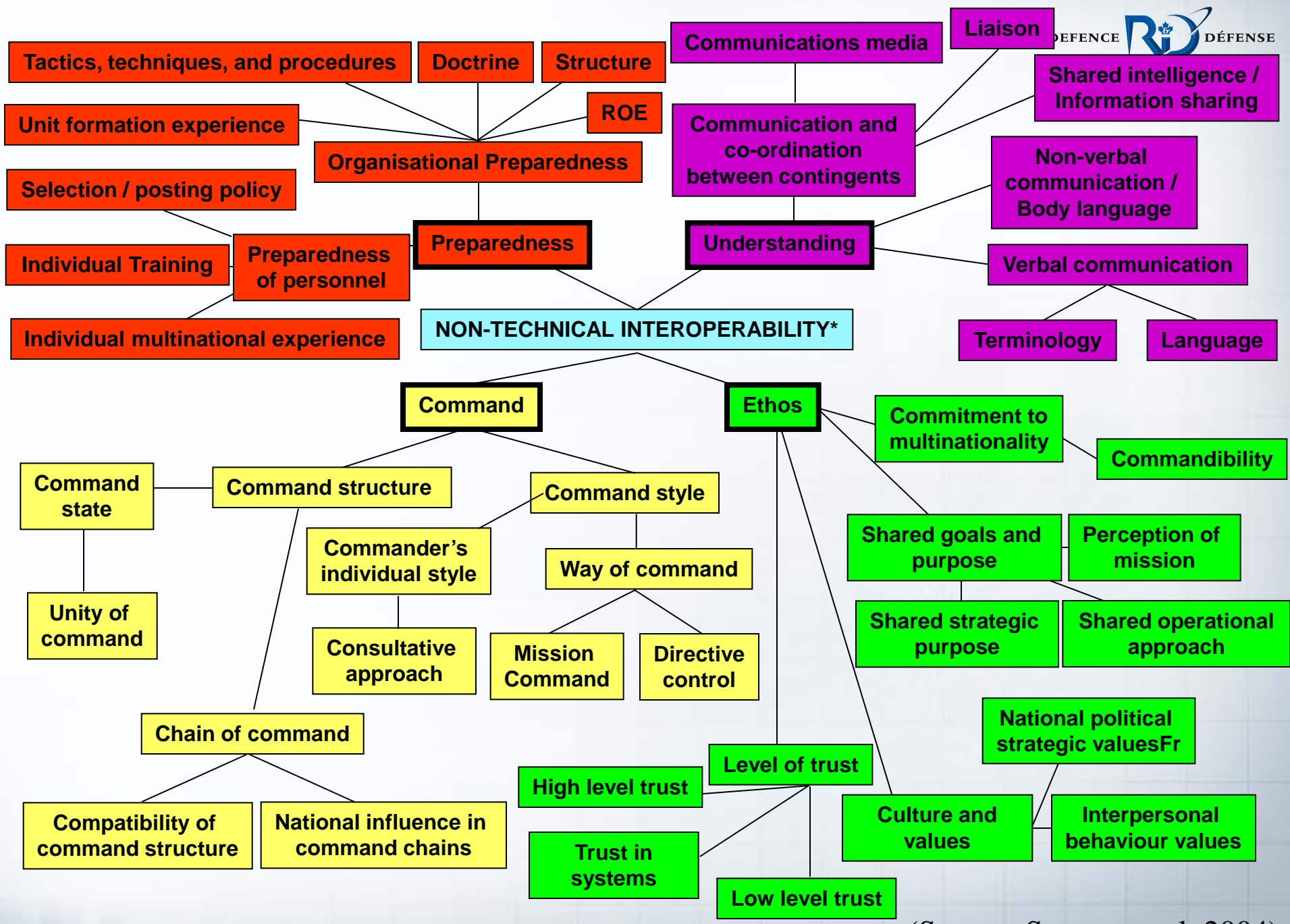
“the friction within a machine - human or mechanical - increases in proportion to the number of its parts”

(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)



(Source: Stewart et al, 2004)

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