

NCO Conceptual Framework: Special Operations Forces Case Study

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Booz Allen Hamilton conducted a research case study for the Office of the Secretary of Defense (OSD) Office of Force Transformation (OFT). The purpose of the case study was to examine differences in the people, processes and procedures used by the Special Operations Forces (SOF) within Naval Special Warfare Group One (NSWG1) during Operation Enduring Freedom (OEF) and Operation Iraqi Freedom (OIF). The basic hypothesis was to determine if the evolution of NSWG1's Mission Support Center between OEF and OIF demonstrate improvements in the Quality of Networking, the Degree of Information Shareability, the Quality of Individual Information, the Quality of Interaction and the Degree of Shared Information. The research for the case study focused on data collection and analysis of after-action reports, subject interviews and questionnaires designed to address these factors for the baseline case (OEF) and the treatment case (OIF). Based on the results of the data collection and analysis, an effort was made to determine if these improvements contribute to an increased Degree of Decision Making (for mission planning) and lead to an increased Degree of Effectiveness. While the end result (increased mission effectiveness was not implicitly quantified, the analysis of the results indicates that there were measurable differences in the overall effectiveness of instituting NCO aspects. This report defines the case study in the following respects: objectives of the research; the operational context; scope and assumptions; data collection and analysis approach; findings and insights; interpretation and analysis of the findings; peer reviewer comments and recommendations; vignettes and "stories" intended to provide explicit details; and recommendations for how the findings of this case study pertain to the NCO Conceptual Framework (CF).