

# **An Enterprise Evaluation Methodology for Baselining Australian Theatre Command**

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# Overview

- Aim and Scope of Study
- AST Subject of Evaluation
- Requirements of Theatre Evaluation
- Comparison of Evaluation Methodologies
- Enterprise Evaluation Methodology
- Feasibility of Evaluation Methodology



# Aim and Scope of Study

- Feasibility of Evaluation Methodology
- Suite of Measurements of Theatre
- Initial Baseline to Measure over Time

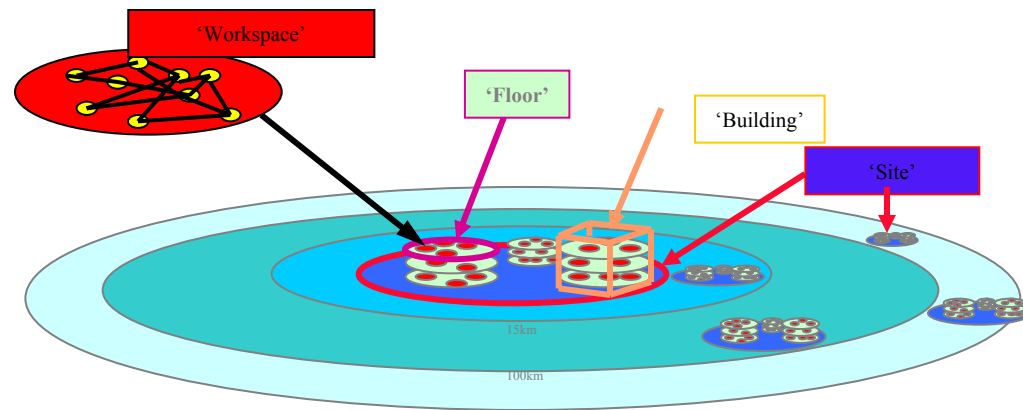


# AST Subject of Evaluation

- Australian Theatre (AST) Raised in 1997
- Principal Joint Operational HQ
- Planning and Conduct of Operations and Campaigns
- Development and Refinement of Campaign Doctrine And Processes
- HQAST plus Component Commands
- (Transformed to JOC 2003)

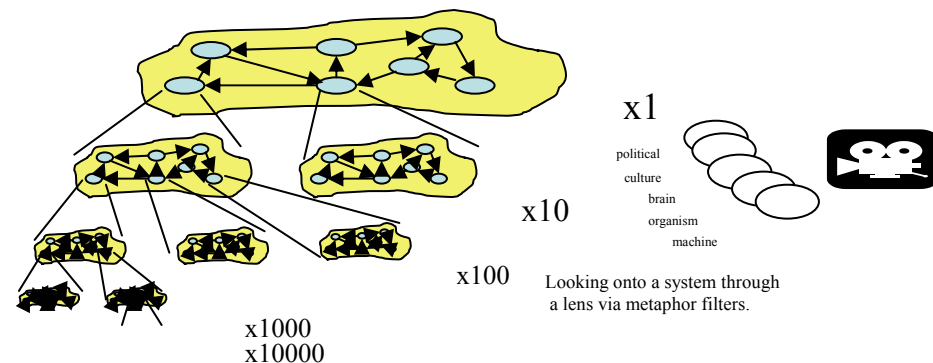
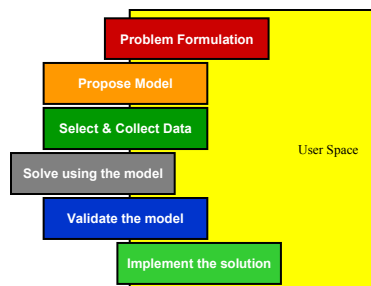
# Requirements of Theatre Evaluation

- How Theatre Operates with Respect to how it is Expected to Perform
- Relevant for Different Theatre Tempos
- Assess Theatre's Capacity To Plan, Coordinate and Conduct Concurrent Activities And Campaigns
- Compatible with Both Single Service and Strategic Level Evaluation



# Comparison of Evaluation Methodologies

1. Assigned Force Effectiveness
2. Functional Decomposition Model
3. Principal Component Model



# Assigned Force Effectiveness

- Advantages
  - “Black Box” Approach To Measuring System Performance
  - Simple And Direct
- Disadvantages
  - Measurements Made At Different Times Difficult To Compare
  - Environment Influences Measurements
  - No Insight Into Mechanisms Operating Within Boundaries Of System

# Functional Breakdown Model

- Decomposes System Into Functional Elements
- Australian Joint Essential Tasks ASJETS
- Advantages
  - Direct Measure of System Components
  - Can Measure Differences over Time
- Disadvantages
  - Cannot Measure Interaction at Functional Interfaces
  - Not Values or Principles

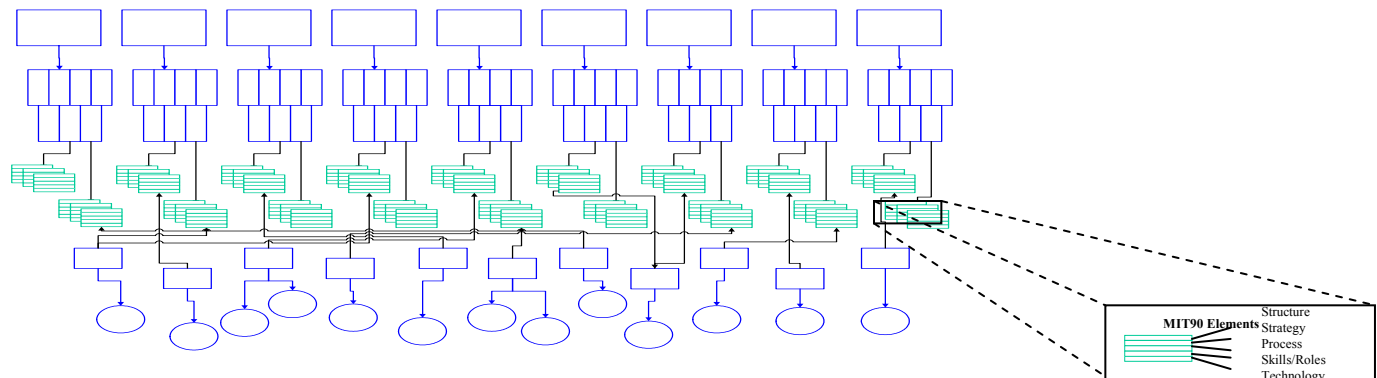


# Principal Component Model

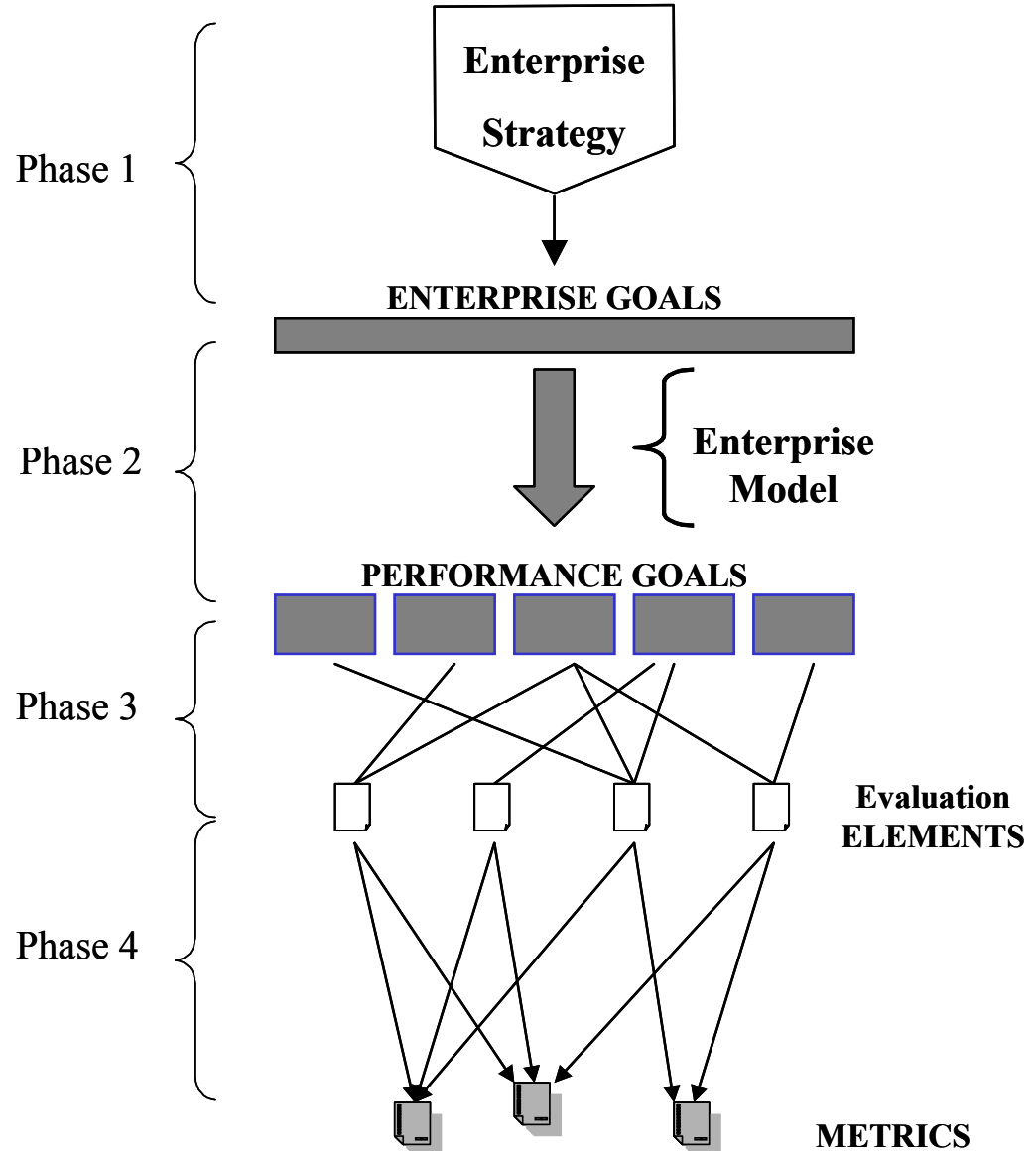
- Identifies Elemental Descriptive Statements
- Aggregates Elements Into Groups to Give Principal Components of System
- Advantages
  - Evaluates Values and Principles That Drive an Organization
  - Deep Understanding of System
- Disadvantages
  - Selection And Understanding of Appropriate Goals
  - Comprehensive Set of Elemental Statements

# Enterprise Evaluation Methodology EEM

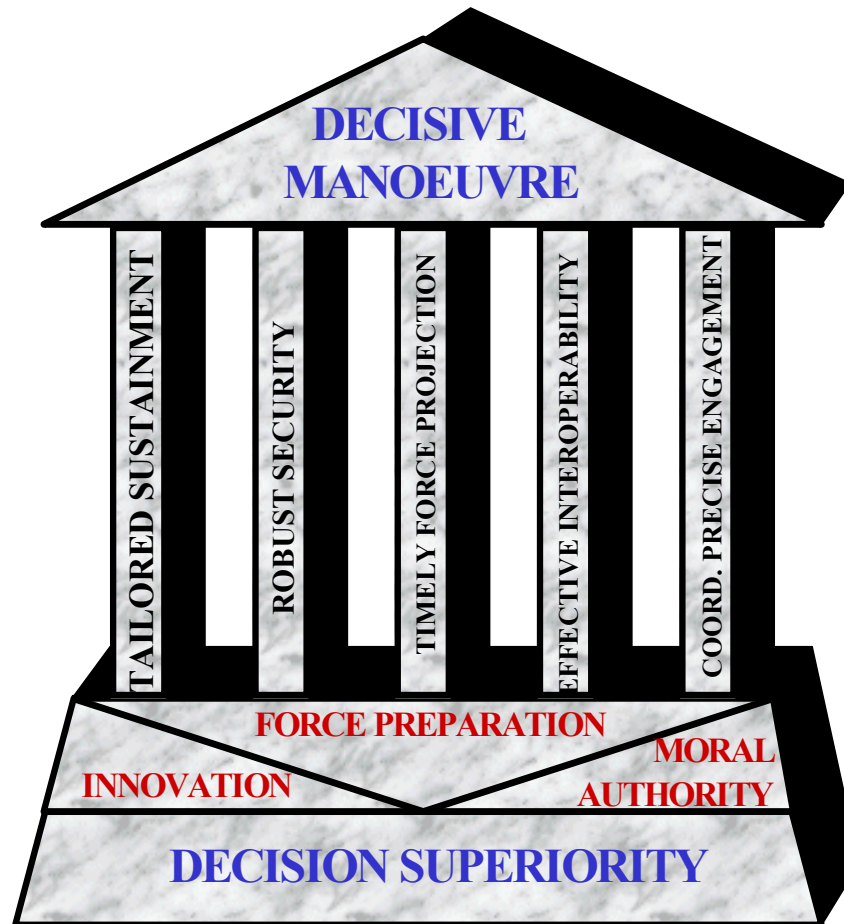
- Based on Principal Component Model
- Extracts Theatre Strategy into Performance Measures
- Applied a soft approach based on MIT90



# EEM



# Enterprise Goals for Theatre



# MIT90 Model

- Describes 5 interacting areas of change
  - Technology
    - The Information Technology that can be applied to facilitate business processes.
  - Individuals and roles
    - Concerned with people within the organization, tasks they undertake, and the education and training they require to perform their functions.
  - Structure
    - The way that the organization is partitioned and the way the partitions interrelate.
  - Management processes
    - The standardized sequences of activities that organizations adopt in order to undertake the tasks they perform regularly.
  - Strategy
    - General modes of doing business in pursuit of organizational goals.

# Performance Goals to Eval Elements

## THEATRE GOALS

**Decisive**  
**Manoeuvre**  
**(Joint Warfare Concepts)**

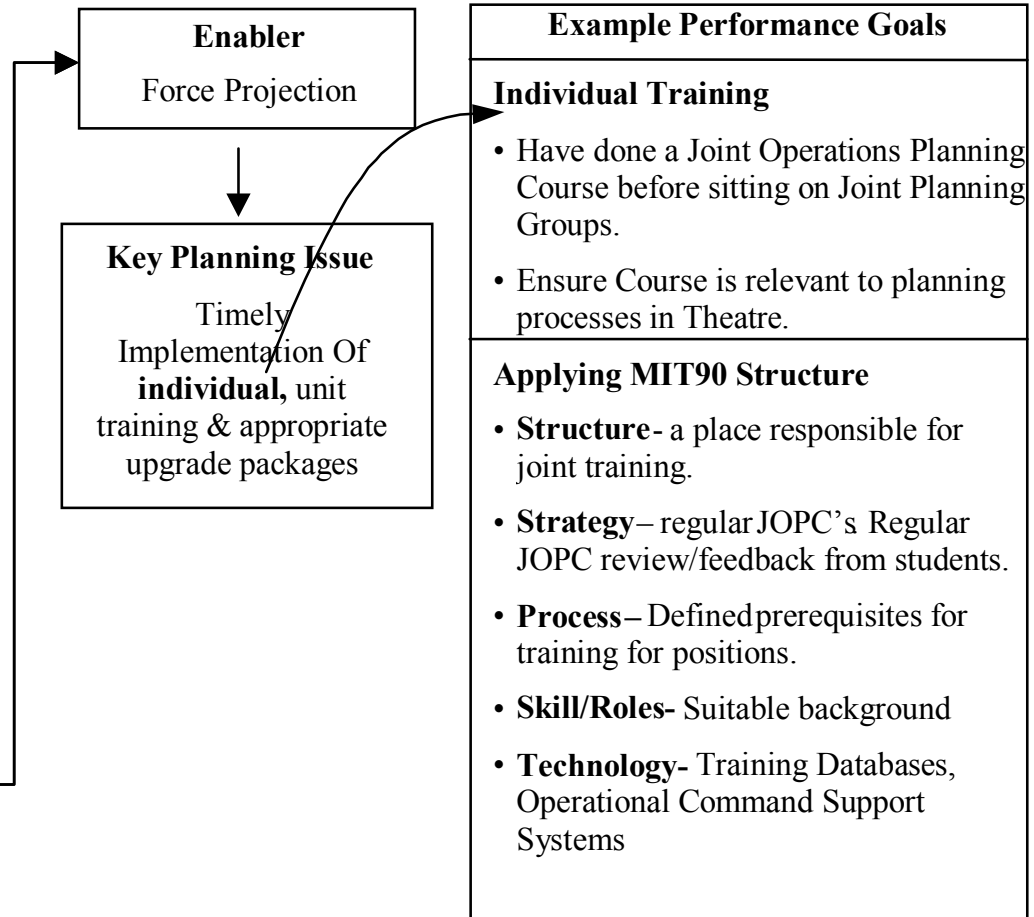
### Core Concepts/Enablers

1. Effective Interoperability
2. Tailored Sustainment
3. Robust Security
4. Timely Force Projection
5. Coordinated Precise Engagement

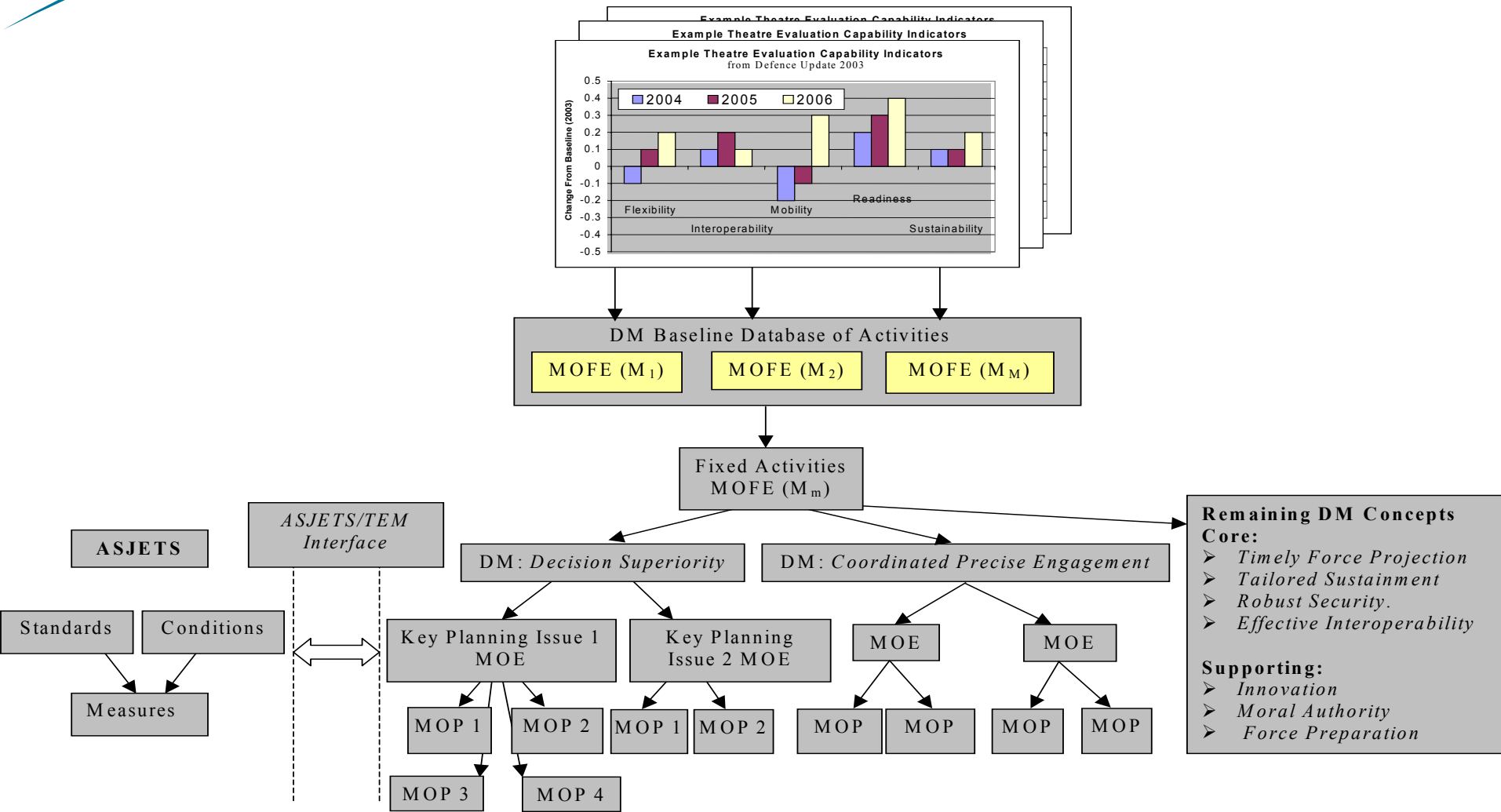
### Support Concepts/Enablers

1. Innovation
2. Decision Superiority
3. Force Projection
4. Moral Authority

## Example Translation of an Enabler to Performance Goals

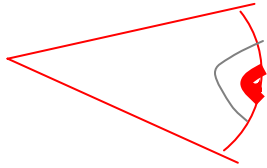


# Evaluation Element to Metric

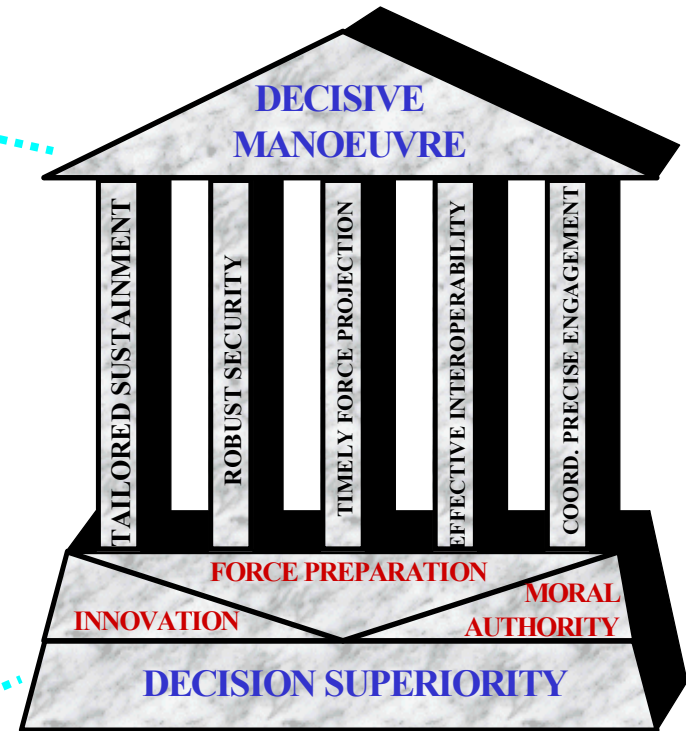


# Summarising the Process

**Examining Decisive  
Manoeuvre through  
the MIT90 Lens**



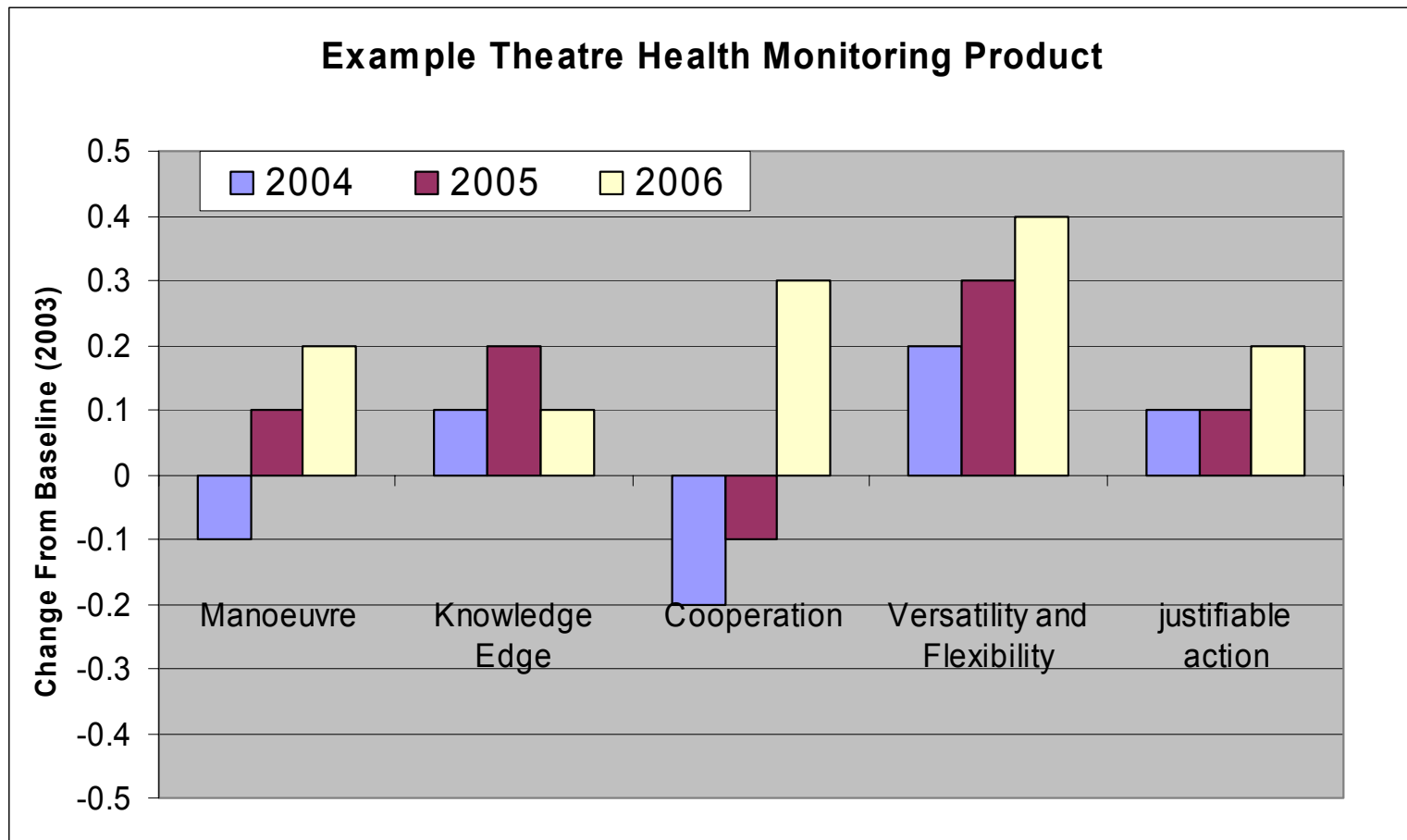
**9 Workshops**



**Theatre Evaluation Methodology (TEM)**



# Evaluation Product



# What we learned

- EEM will generate useful metrics
- There is a cost:
  - lot of effort by practitioners/SMEs to develop
  - (Our pilot was a longitudinal slice for Aus Doctrine, in the face of restricted resources)
- There is a benefit of undertaking EEM:
  - practitioners/SME's learned lessons

# Feasibility of Evaluation Methodology

- We have described the “how” method
  - As opposed to the usual “what” method
- Method needs researcher + practitioner
  - It needs solid participation by those within the process being evaluated
- Issues
  - Generation of metrics is resource intensive
  - EEM models a changing system – can it catch up?
  - Evaluation undertaken in this way is an intervention
- Ongoing development and validation are needed

# Questions?

