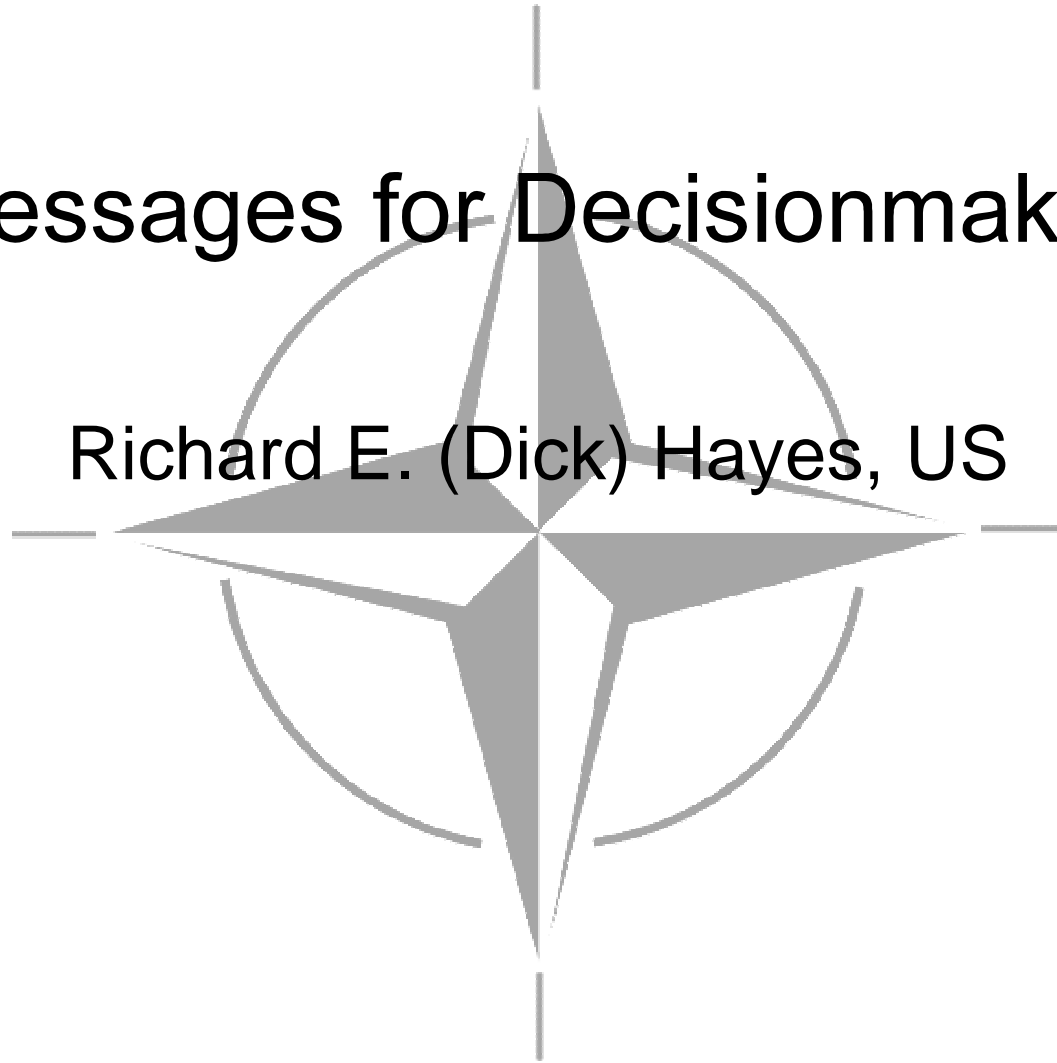




# NATO Code of Best Practice (COBP) for C2 Assessment

## Messages for Decisionmakers

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## Report Documentation Page

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## Why is the COBP Important to Decisionmakers?

- The Code can provide insight into the assessment process.
- The Code represents a standard against which assessments can be compared.
- The Code helps focus interaction with the technical community.
  - Right questions
  - Right resources
  - Right timing



# Senior Analysts and Leaders Recognize these Principles

- Interaction between Experts and the Customer [V. Roske, Phalanx 1998]
  - “What is the question?” and then “What is the REAL question?”
  - “Know your Customer”
    - Decisionmaker
    - Sponsor
    - Bill payer
    - Stakeholder
  - Collaboration
    - Design and execution of assessments/campaigns
    - Development and selection of models



# Who are Decisionmakers?

## *Decisionmaking is Often Collaborative*

People have Different Responsibilities:

- Decisionmaker
  - Identify the problem and the REAL problem
  - Inform the assessment team of changes in the problem
  - Engage with analysts in the cyclic process of model creation and adaptation
- Sponsor
  - Terms of reference
  - Access
  - Product / Goal definition
- Bill Payer
  - Assemble resources
  - Provide timely support
- Stakeholder
  - Provide perspective and feedback
- Perspectives depend on:
  - Responsibility / Authority
  - Decision timeline



# General Questions Implied by the Code

## Problem Formulation and Solution Strategies:

- What are our goals? (What are we trying to fix or change?)
- What do we already know about the problem?
- What resources do we need to do this assessment?
- How will we know we're doing better? (metrics)

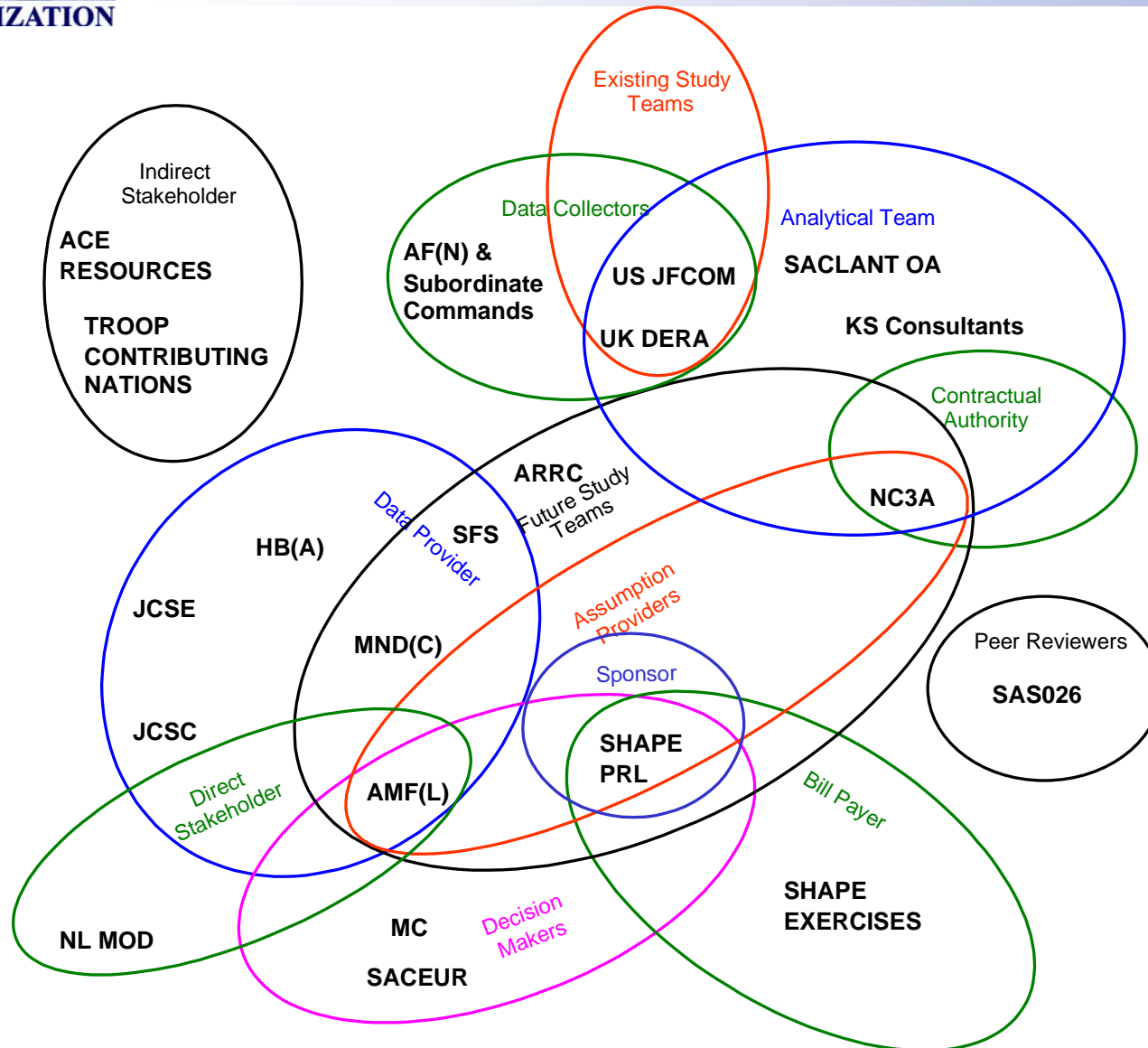
## Conduct of the Study:

- What role should the Decisionmaker play?
- What are the unanticipated challenges?

## Study Products:

- What did we learn?
- What was surprising (and why)?
- What does this imply for (acquisition, policy, future assessments)?
- Explicit answers to the REAL question
  - Supporting evidence
  - Clear presentation

# Participant Roles and Relationships



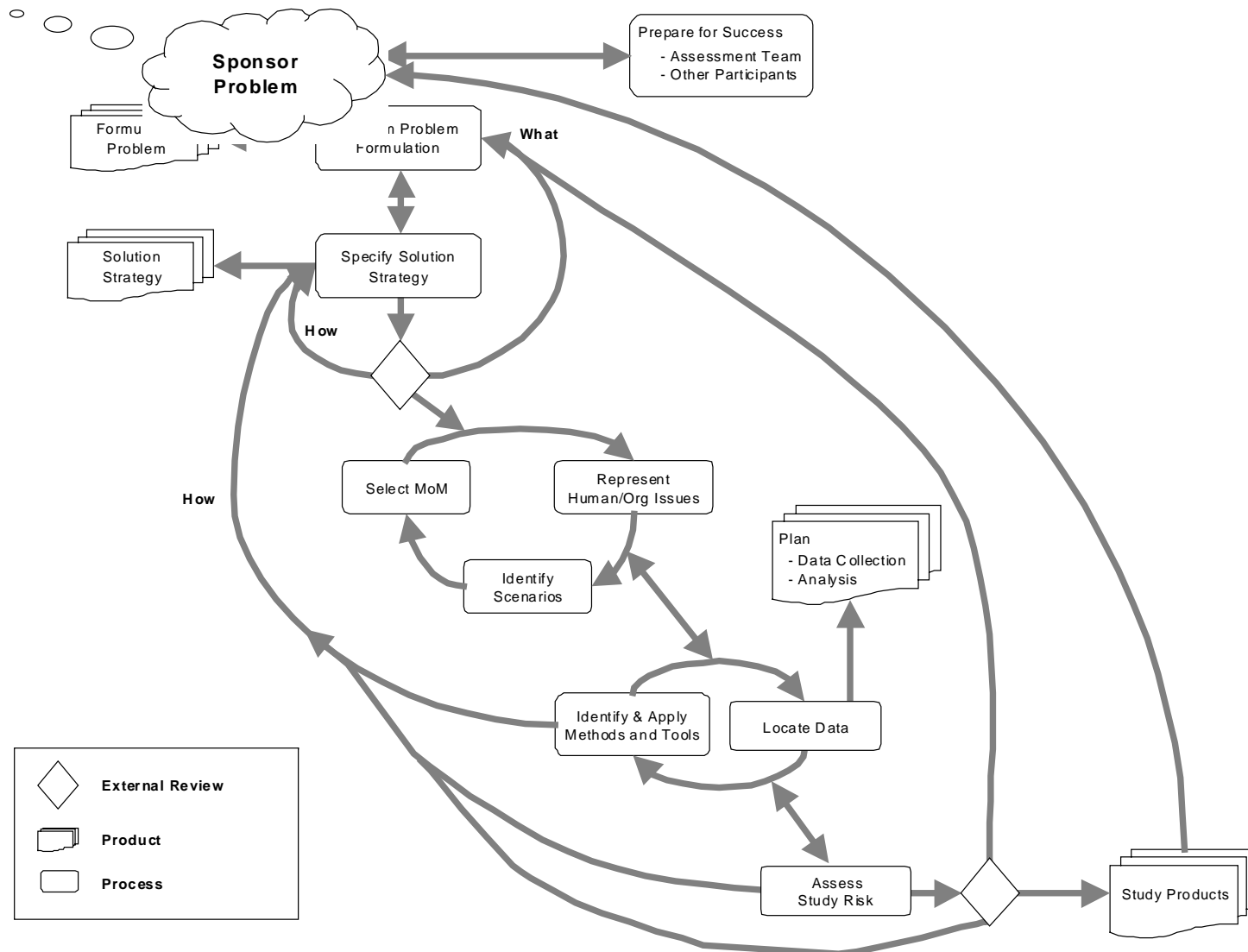


# Keys for Successful Assessment

## *Decisionmaker Involvement is Essential*

- Decisionmaker involvement needs to:
  - Be Continuous
  - Focus on Milestones
    - Problem Formulation / Solution Strategies
    - MoM, Scenarios, Human and Organizational Issues
    - Assess Execution
    - Products
  - Ensure Peer Review
    - Continuous
    - On Milestones

# C2 Assessment Process





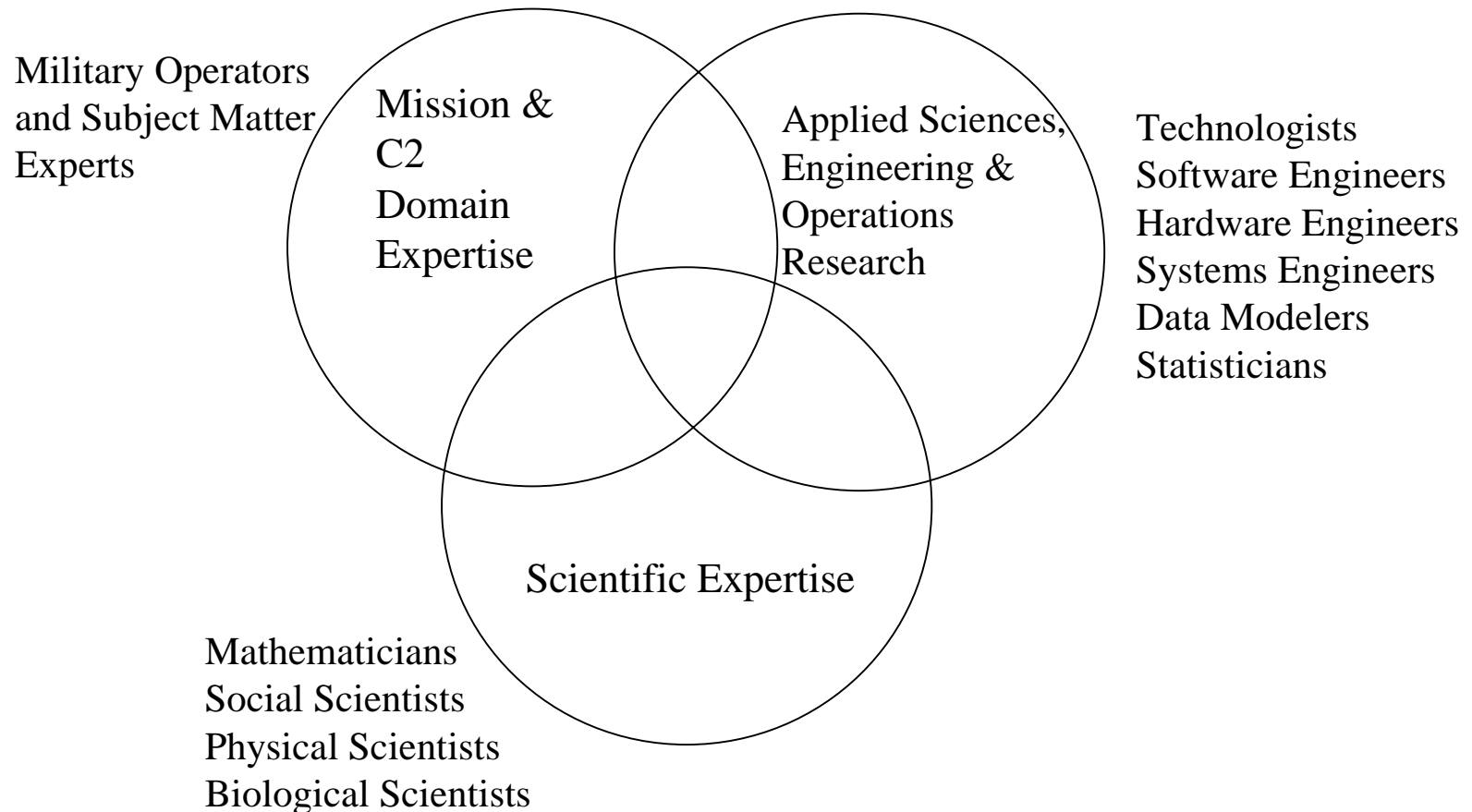
## Assessment Team's Responsibilities

It is the Assessment Team's responsibility to:

- Ensure science comes before engineering
- Drill down to the 'REAL Question'
- Support the Decisionmaker's need for understanding
- Identify peer reviewers

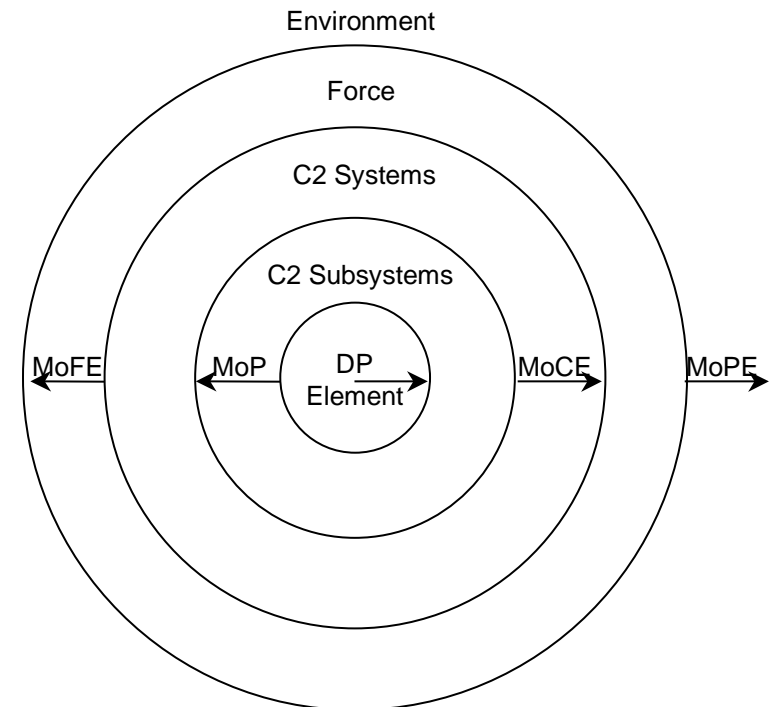


# Assessment Teams are Multidisciplinary



# Metrics

- Metrics are the link between goals and the assessment
- Decisionmakers should be involved in developing metrics
- The model should fit the goals and metrics, not the reverse



MoPE - focuses on policy and societal outcomes

MoFE - focuses on how a force performs its mission

MoCE - focuses on the impact of C2 systems within the operational context

MoP - focuses on internal system structure, characteristics and behavior

DP - focuses on the properties or characteristics inherent in the physical C2 systems



## C2 Assessment

### Message to Decisionmakers:

- Analysis is Not Advocacy
- The Decisionmaker must create a culture where this attitude is possible
- “What is the REAL Question?”
- Stay involved
- Ensure peer review
- Ask follow-up questions
  - “What is the assessment telling us?”
  - “What is the assessment *not* telling us?”

## Messages for Decisionmakers

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