



C² Policy: What's it for?

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What is Policy?

- A set of guidelines or courses of action oriented towards a long-term purpose or, in some cases, towards a particular problem.
- Policy should be:
 - Permissive, empowering, and provide the boundary conditions from which acceptable solution spaces can be derived
- Policy should not be:
 - Exhaustive, dictatorial, overly limiting
- Government and organization policy is written
 - *by* people *for* people



What is C²?

- Proliferation of acronyms (e.g., C4ISR, C3I, etc)
- Doctrinal definitions often redundant and circular (e.g., NATO)
- C2 often defined in terms of information management or decision support systems
- C2 definitions need to be coherent, unique and capture the fundamental principles
 - Command
 - Control
 - Command and Control (C²)



Conceptual Framework for C²

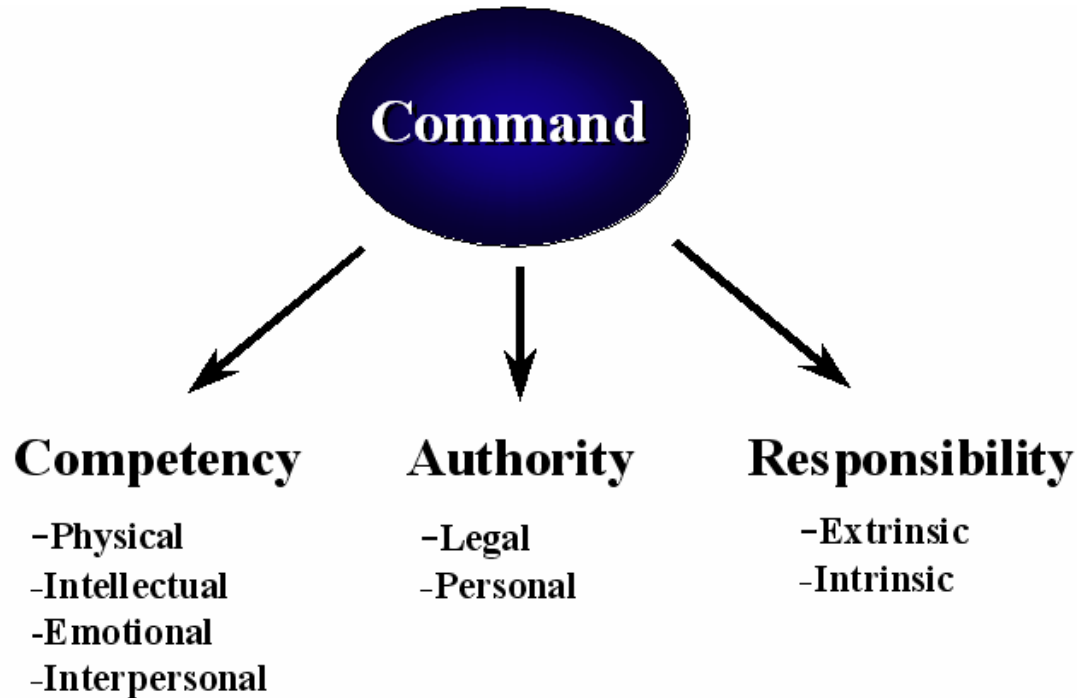
Command

The creative and purposeful exercise of legitimate authority to accomplish the mission legally, professionally and ethically.



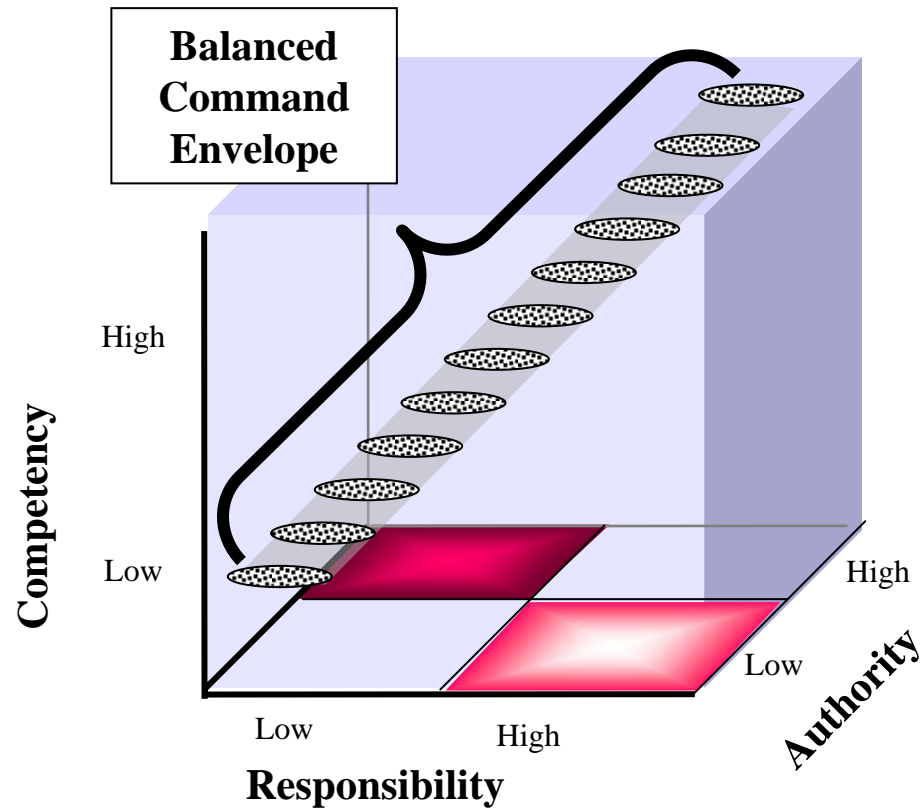
Dimensions of Command

The creative and purposeful exercise of legitimate authority to accomplish the mission legally, professionally and ethically.



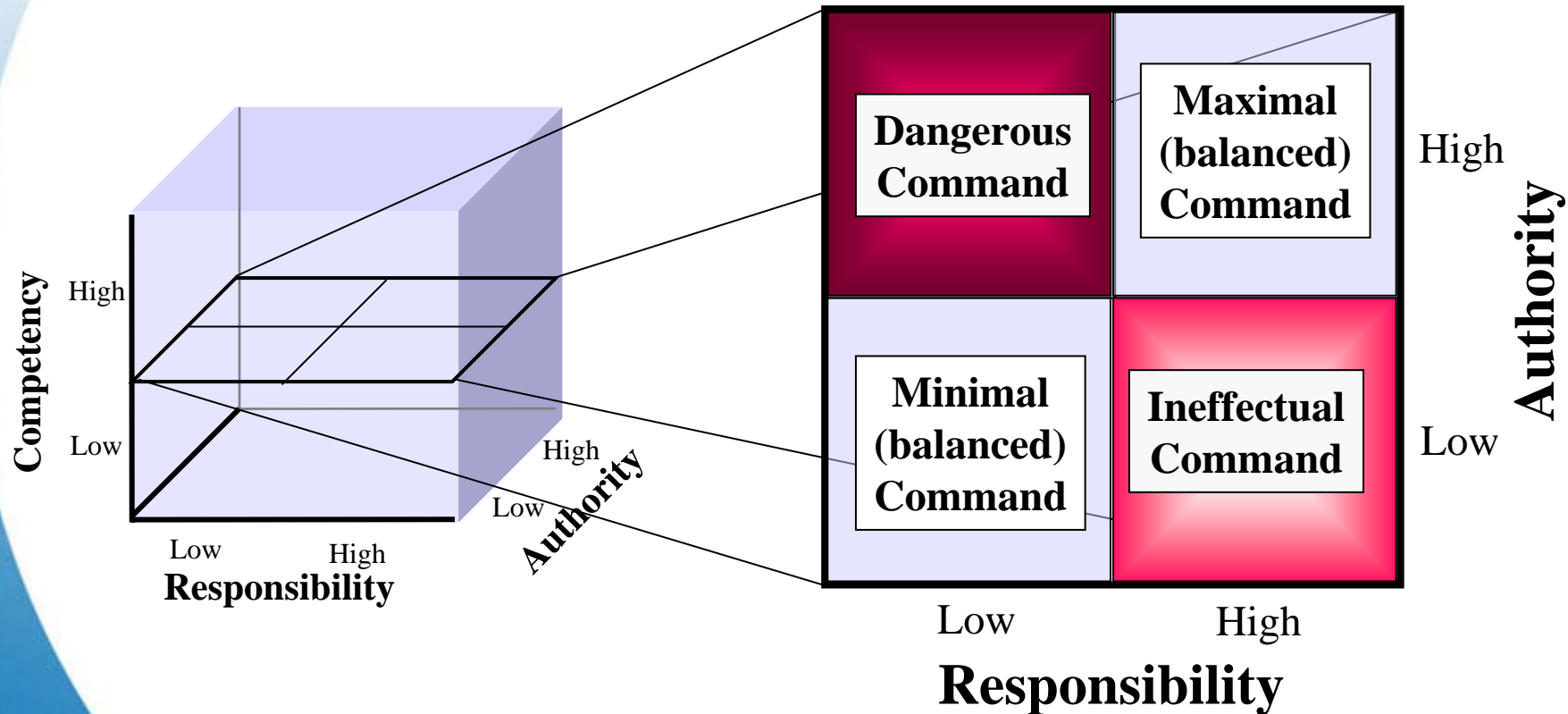


Balanced Command Envelope



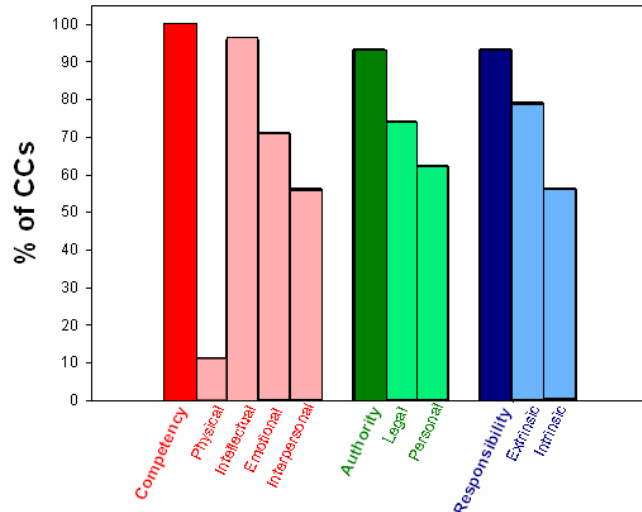
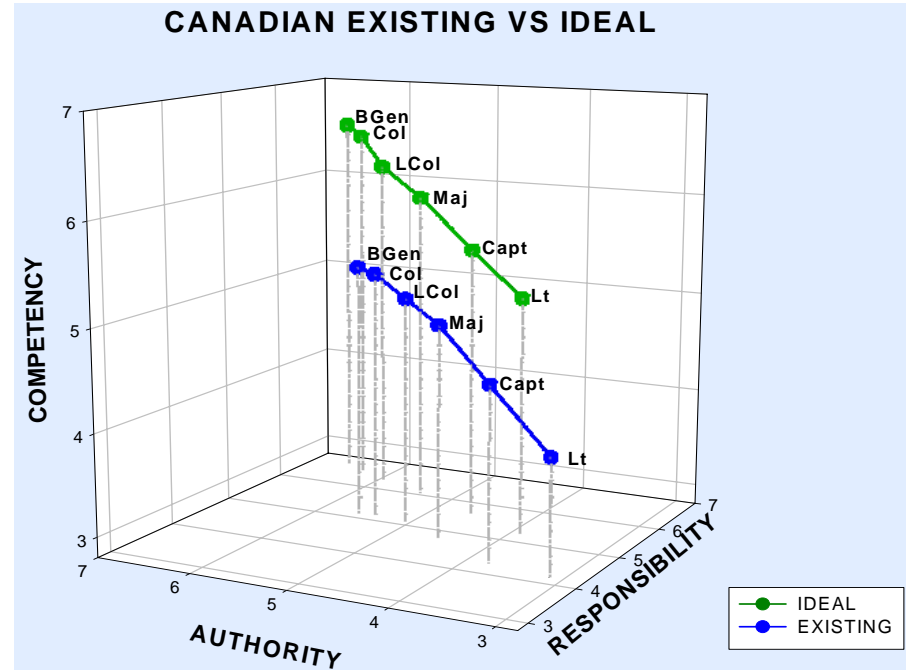
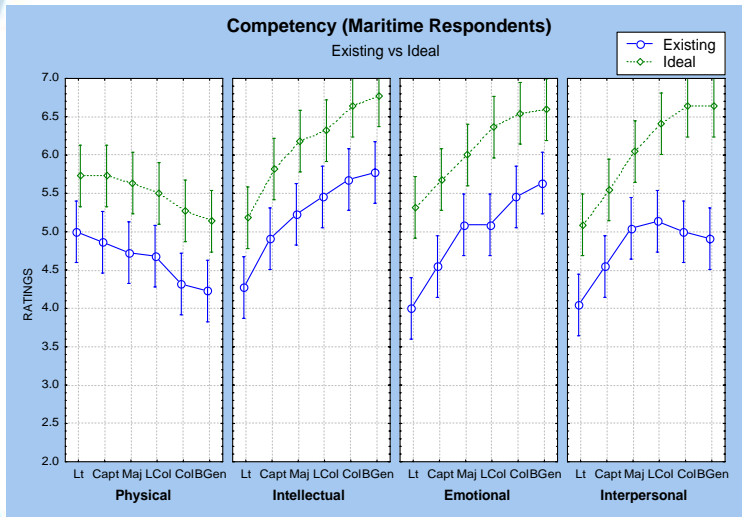


Authority/Responsibility Surface





Measurable Command Concepts





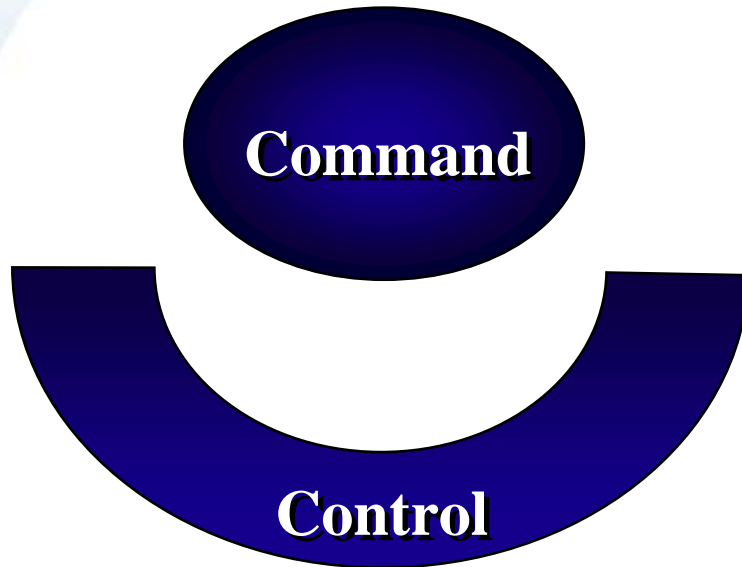
Command Creativity and Will

The creative and purposeful exercise of legitimate authority to accomplish the mission legally, professionally and ethically.

- Human creativity and will are the most important factors for mission success
 - Extremely underemphasized in most discussions of C²



Conceptual Framework for C²



The creative and purposeful exercise of legitimate authority to accomplish the mission legally, professionally and ethically.

Those structures and processes devised by Command to enable it and to manage risk.

Control

Structure and process

Technology

Equipment

Software

Communication protocols

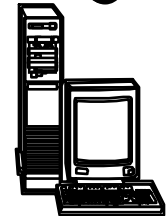
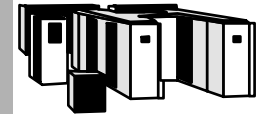
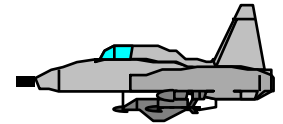
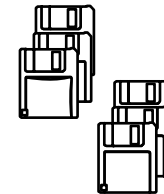
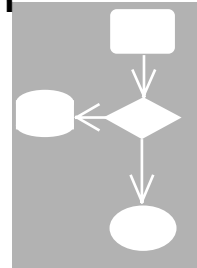
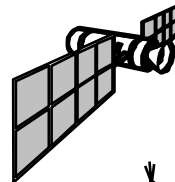
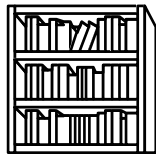
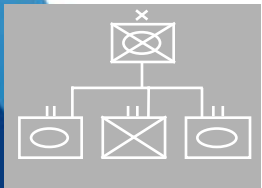
Guidelines & Standards

Rules & Procedures

SOPs, ROEs

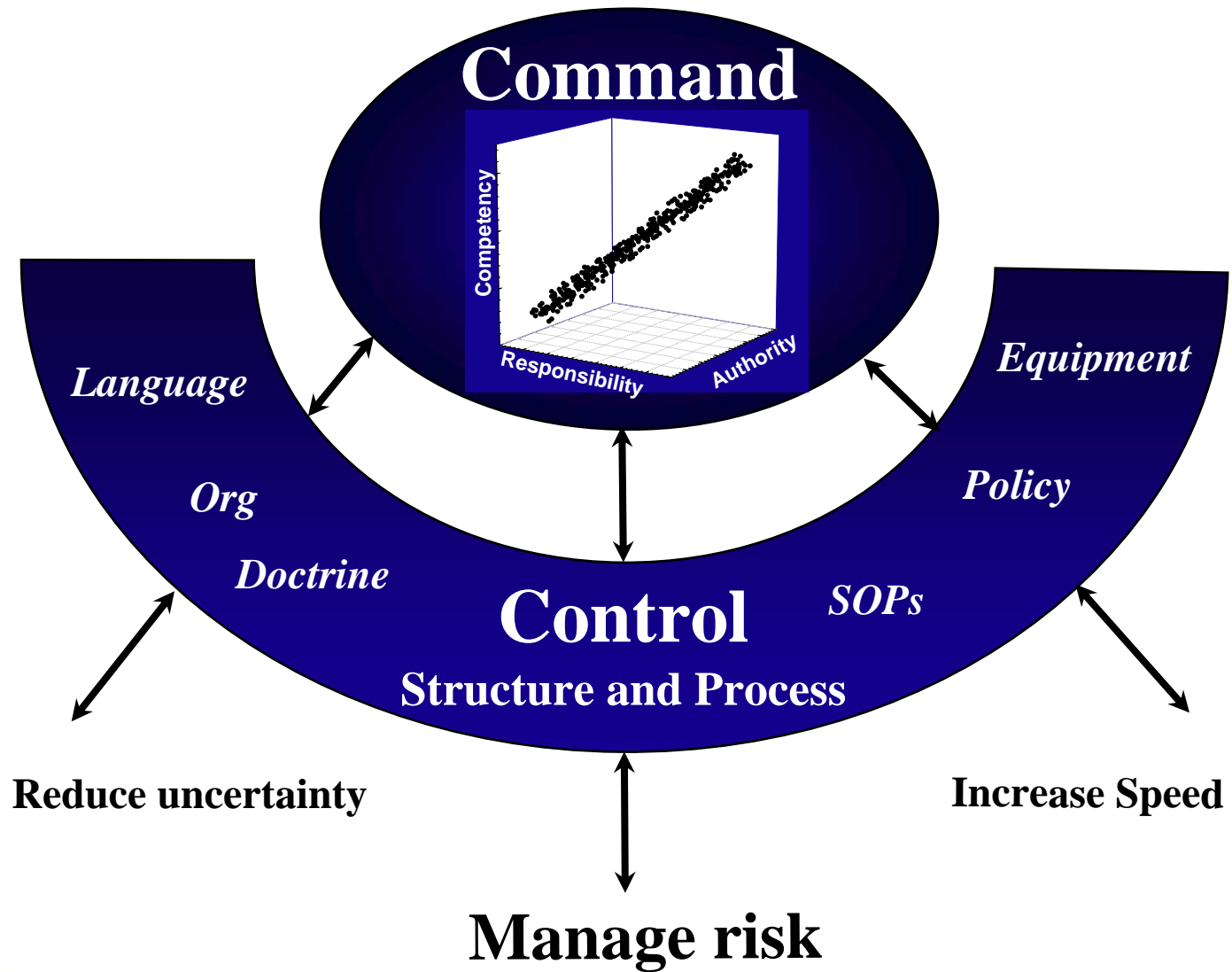
Doctrine

Organization



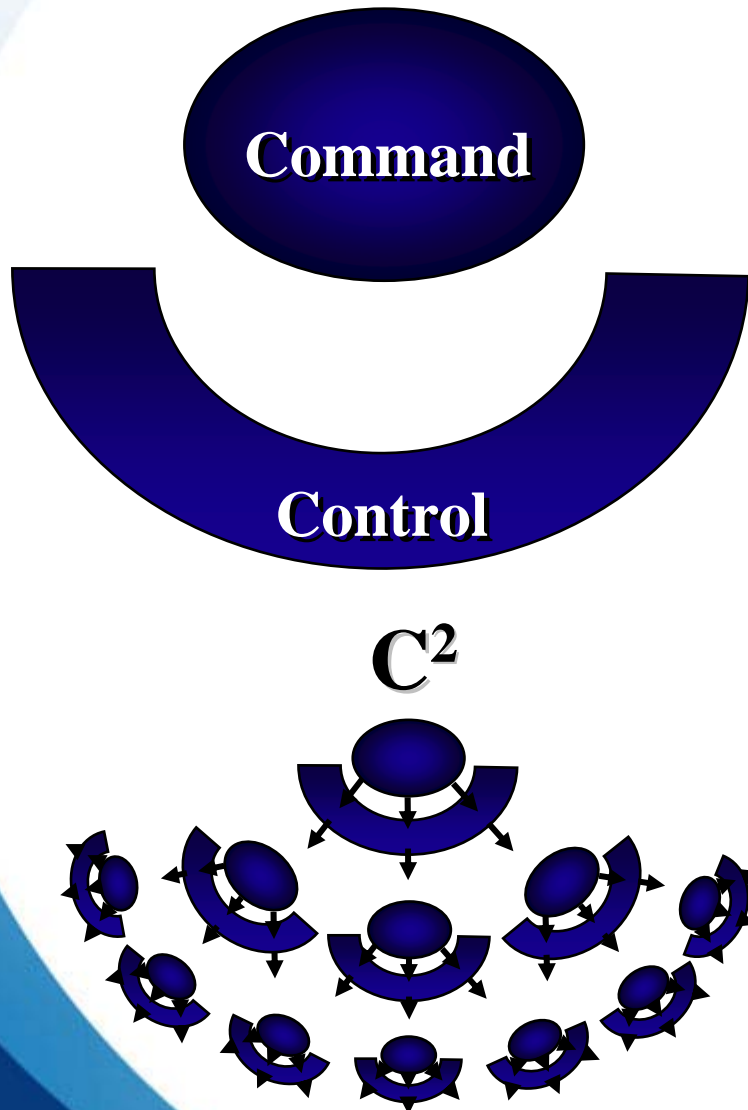


Command and Control Relationship





Conceptual Framework for C²



The creative and purposeful exercise of legitimate authority to accomplish the mission legally, professionally and ethically.

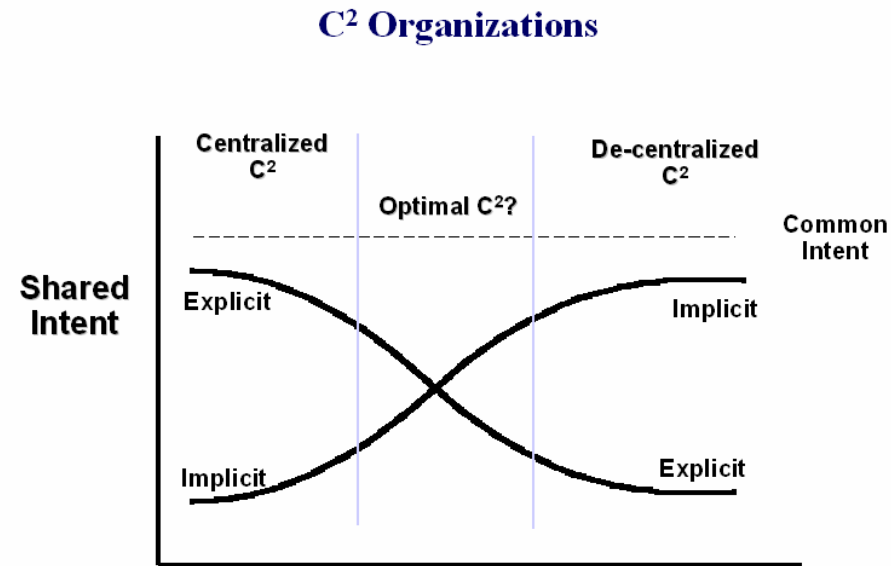
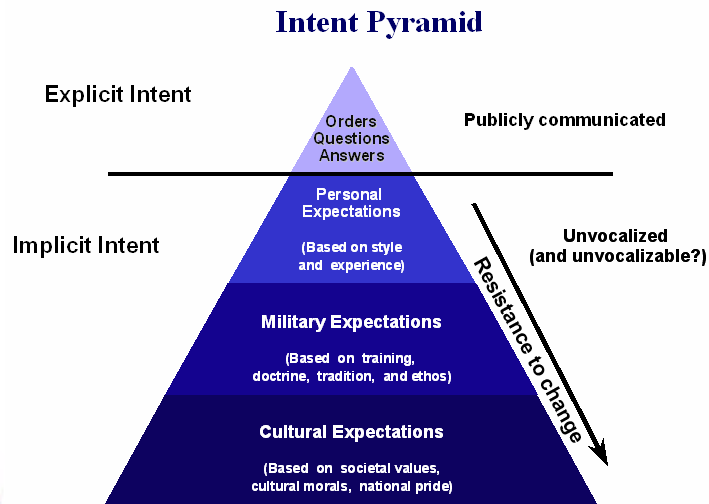
Those structures and processes devised by Command to enable it and to manage risk.

The establishment of common intent to achieve coordinated action.



C²

The establishment of common intent to achieve coordinated action.





C² Policy: What's it for?

- Military C² Policy exists to answer two fundamental questions:
 - 1) How can military organisations encourage creative command while also controlling command creativity?
 - 2) How can coordinated action be achieved among all of these creative wills?

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