



SBIR N03-112



Modeling and Simulation of Cultural Differences in Human Decision Making

Phase II Year 2: Focus on Transition

CKM Meeting
January 2006

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Multicultural Considerations in Work Processes



In both military and business environments, multinational teams have become the norm.

- Research has shown consistent differences in the ways that people from diverse cultures approach and complete tasks.
- Task performance and work process efficiency will be highest when the assignment of human resources is based on relevant attributes of the personnel.

A decision support and planning aid focused on multinational teams has been developed to facilitate the design of multicultural processes.

Integrative Decision Space Analytical System



❖ I-DecS AnSys

Models a work process as a series of tasks. Attributes of the tasks, personnel and organization are modeled, including cultural parameters.

Simulates the modeled work process and returns performance projections of a multinational team compared to a nationally homogeneous team.

Can be used during planning to perform a cultural fit assessment in order to identify strengths and weaknesses of the proposed team.



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Select Record



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Step	1	2	3	4	5
	Select Record	Properties	Task Selection	Worksheet	Display Analysis

[Cultural Info](#) [Logout](#)

Select Record

Select one or more fields to search:

** Mission Type **

*** Mission Theater ***

** CJTF Nationality **

**** CJTF Service ****

Search

My Records

Search Results

	Record Name	Date	Mission Type	Mission Theater	CJTF Nationality	CJTF Service
Select	Helo Raid	8-24-2005	Other...	PACOM	United States	Navy
Select	EMIO	8-25-2005	Other...	PACOM	United States	Navy
Select	Oil Spill	8-24-2005	Other...	PACOM	United States	Navy
Select	White Ship	8-24-2005	Other...	PACOM	United States	Navy

Create New

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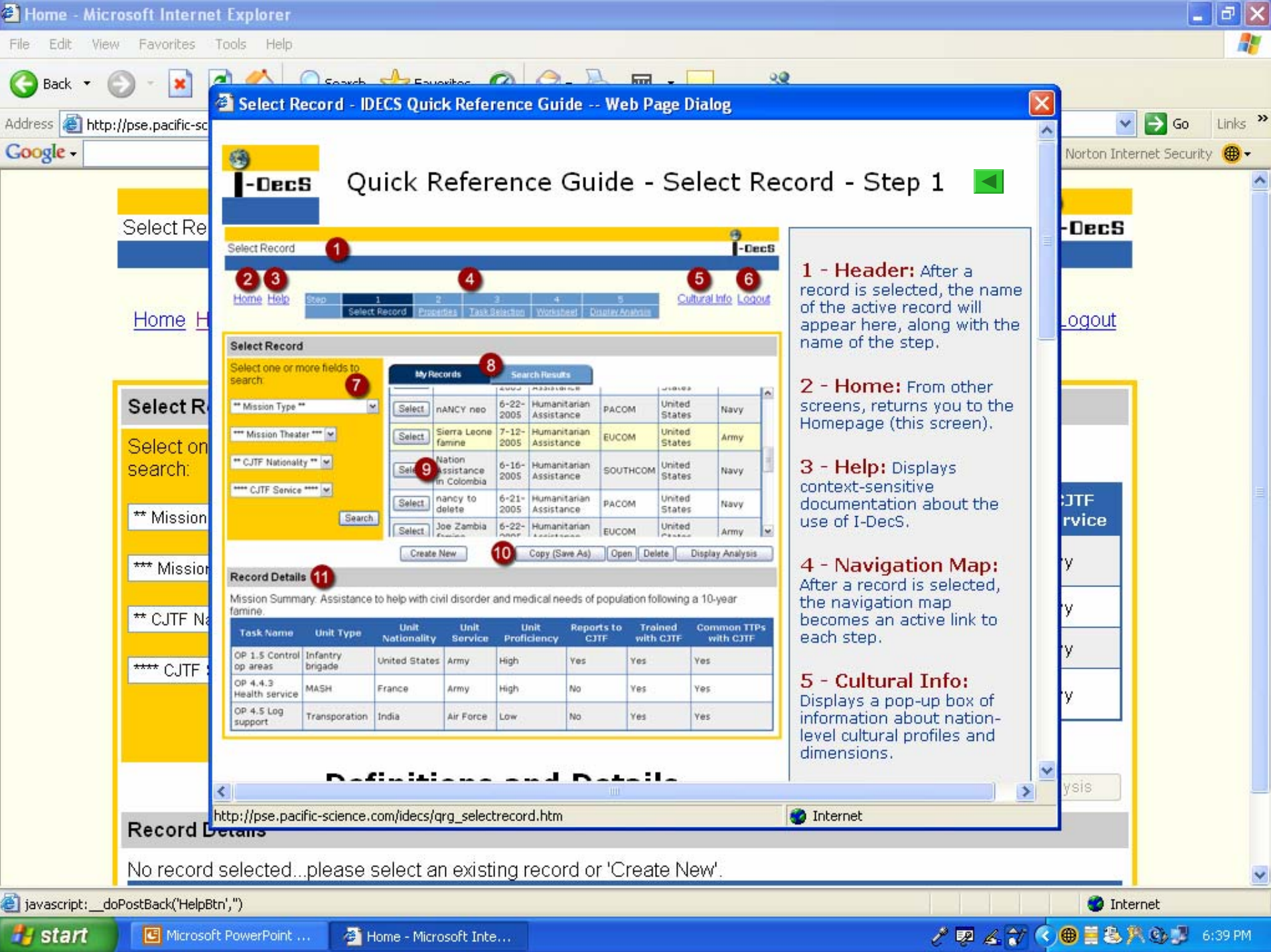
Delete

Display Analysis

Record Details

No record selected...please select an existing record or 'Create New'.

Task Name	Unit Type	Unit Nationality	Unit Service	Unit Proficiency	Reports to CJTF	Trained with CJTF	Common TTPs with CJTF
-----------	-----------	------------------	--------------	------------------	-----------------	-------------------	-----------------------



Properties - Helo Raid

[Home](#) [Help](#)

Step	1	2	3	4	5
	Select Record	Properties	Task Selection	Worksheet	Display Analysis

[Cultural Info](#) [Logout](#)**Mission Information**

Mission Type	TW05 Mission  Specify Other...
Mission Theater	PACOM  Specify Other...
Mission Country	United States 
CJTF Nationality	United States 
CJTF Service	Navy 

Properties

Point of Contact	Holly Handley
Email Address	idley@pacific-science.com (e.g., smith@zmax.com)
Keywords	TW05 Helo Raid Enter keywords separated by spaces. Keywords can be used to search for this file.
Summary	This mission is the Helo Raid performed as part of the TW05 exercise. Enter summary information to identify the situation and mission synopsis.

Task Selection - Helo Raid

[Home](#) [Help](#)

Step	1	2	3	4	5
	Select Record	Properties	Task Selection	Worksheet	Display Analysis

[Cultural Info](#) [Logout](#)

Task Selection

Select one of the fields to search.

- C4 [5]
- UJTL Category--
- Maneuver [1]
 - Intelligence [2]
 - Forces (Firepower) [3]
 - Sustainment (Logistics) [4]
 - C4 [5]**
 - Force Protection [6]
 - Alliances and Relations [8]
 - Counterproliferation [9,7]
 - Industrial Tasks

Task List

ST 5.0 Theater Strat C4
ST 5.1 Op/manage C4
ST 5.2 Assess environment
ST 5.3 Determine direction
ST 5.4 Provide direction
ST 5.5 Theater-wide IO
ST 5.6 Public affairs
OP 5.0 Provide Op C2
OP 5.1 Comm op/level info
OP 5.1.1 Comm op info
OP 5.1.2 Means of comm
OP 5.1.3 Determine CCIRs
OP 5.1.4 Maintain op info
OP 5.1.5 Monitor situation
OP 5.1.6 Preserve docs
OP 5.1.7 Combat cameras

Copy

Copy All

Selected Tasks

OP 5.1.1 Comm op info
OP 2.1 Direct op intel
OP 5.3 Prepare orders
OP 5.4 Command forces
OP 5.3 Prepare orders
OP 5.1.8 Execute C4 TTPs
OP 5.1 Comm op/level info
OP 5.3 Prepare orders
OP 5.4 Command forces
OP 3.2 Attack op targets
OP 2.2 Collect op info
OP 2.6 Evaluate intel
OP 2.2.5 Get target info
OP 2.5 Disseminate intel
OP 2.6 Evaluate intel
OP 5.0 Provide Op C2

Move Up

Move Down

Remove

Task Description

OP 5.0 PROVIDE OPERATIONAL COMMAND AND CONTROL (C2)

To exercise authority and direction by a joint force commander over assigned and attached joint and multinational forces in the accomplishment of the mission. Provides operational guidance, direction, and vision to assigned forces. Follows the theater strategy and links operational and tactical end states. Joint force commanders employ assigned single service, joint and multinational forces to accomplish assigned missions. When directed, a joint force commander will standup a joint task force to plan, direct, and coordinate operations. Joint force commanders may develop and execute policies, plans, and programs. They

[Back](#) [Next](#)

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Step	1	2	3	4	5
	Select Record	Properties	Task Selection	Worksheet	Display Analysis

[Cultural Info](#) [Logout](#)**Mission Tasks**

Select	OP	ESG	Country	Service	Priority	Yes	Yes	Yes
Select	OP 5.4 Command forces	1.17 ESG	United States	Navy	High	Yes	Yes	Yes
Select	OP 3.2 Attack op targets	1.18 MEU	United States	Navy	High	Yes	Yes	Yes
Select	OP 2.2 Collect op info	1.19 A/C	United States	Navy	High	Yes	Yes	Yes
Select	OP 2.6 Evaluate intel	1.20 CJTF	United States	Navy	High	Yes	Yes	Yes
Select	OP 2.2.5 Get target info	1.3 ISR Source	New Zealand	Navy	High	Yes	Yes	Yes

Task Editing**OP 2.2.5 COLLECT TARGET INFORMATION**

Unit Type

Unit Nationality

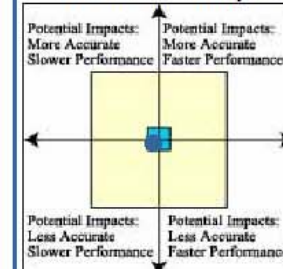
Unit Service

Unit Proficiency

Reports to CJTF

Trained with CJTF

Common TTPs w/ CJTF

Preview of Analysis


 Address <http://pse.pacific-science.com/idecs/Workbook.aspx?usr=TW05&Filename=Helo%20Raid>

Go Links

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Impacts -- Web Page Dialog

**Compatibility of Ways of Doing Business -
Based on Nationality of Australia vs. USA Baseline**

Description of Characteristic	Similar	Different
Level of <i>supervision</i> customarily provide to workers.	✓	
Amount of <i>delegation</i> customarily employed.	✓	
Type of <i>communication patterns</i> customarily used.	✓	
Rigidity with which <i>business rules</i> are typically followed. * Please note: Non-US workers may be accustomed to working more closely 'by the book.'		✓
Level of tolerance for <i>uncertainty</i> that may be encountered. * Please note: Non-US workers may be more likely to seek additional information in uncertain situations, especially from experts or authority figures.		✓
Amount of <i>decisiveness</i> in decision-making that is typically found.	✓	
Amount of <i>group decision-making</i> that is common among peers.	✓	

<http://pse.pacific-science.com/idecs/Impacts.aspx?CountryName=Australia>

Internet

Task Edit

OP 2.2.5

Unit Type

1.3 ISR Sou

Unit Proficiency

High

Reports to
CJTF

Yes

Trained with
CJTF

Yes

Common
TTPs w/ CJTF

Yes

Update



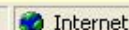
Culture Compare -- Web Page Dialog

National Culture information for: Australia

National cultures have been profiled by 4 dimensions. Note that 'High' and 'Low' are descriptive categories only, and neither category is "better".

How Australia scores LOW		
Power Distance (PD)	What HIGH means	People from HIGH nations tend to be accustomed to the concept of different classes and ranks. Power is a basic fact of society, and privilege to those in power is granted as a matter of course. Authority is centralized, and those in authority are expected to be directive.
	What LOW means	People from LOW nations tend to support the concept of equality. They tend to shun the concept of privilege unless it's "earned." Authority is decentralized, and directiveness is often equated with paternalism.
How Australia scores HIGH		
Uncertainty Avoidance (UA)	What HIGH means	People from HIGH nations have usually developed many rules and procedures that are expected to be followed; these can be viewed as society's attempt to lessen the uncertainty of situations by providing structure. There may be high value placed on security, and high priority placed on dispelling conflict within an organization. There may be intolerance of deviant ideas and behavior.
	What LOW means	People of LOW nations tend to place a high value on individual decisions, even in risky situations. There may be higher tolerance for deviant ideas and behavior. There may be acceptance, and even admiration, for challenges to "the system."

OP 2.2.5 http://pse.pacific-science.com/idecs/CultureCompare.aspx



Unit Type

Unit Nationality

Unit Service

Preview of Analysis

Culture Compare -- Web Page Dialog

	means	prestige within an in-group is important, and one's successes or failures reflect upon the entire group.
Masculinity (M)	How Australia scores HIGH	
	What HIGH means	People of high M nations tend to view work as central to life. Work is given a high priority when scheduling time and activities, and even social activities may revolve around work. "Working overtime" is often expected. There may be higher job stress.
	What LOW means	People of low M nations tend to view work as less central to life; e.g., "work to live" vs. "live to work." Machismo is not highly regarded. Interdependence (vs. independence) may be seen as the ideal.

Other nations with profiles similar to..... Australia

- United States - Canada - Ireland - New Zealand - United Kingdom -

Compare country profiles:

Countries to compare:	Australia	vs.	New Zealand
Power Distance (PD)	LOW		LOW
Uncertainty Avoidance (UA)	HIGH		LOW
Individualism (I)	HIGH		HIGH
Masculinity (M)	HIGH		HIGH

Mission T

Select

Select

Select

Task Edit

OP 2.2.5

http://pse.pacific-science.com/idecs/CultureCompare.aspx

Internet

analysis

Unit Type

Unit Nationality

Unit Service

Preview of Analysis

GraphOutput -- Web Page Dialog

Print Record name: Helo Raid

Potential Impacts:
More Accurate
Slower Performance

Potential Impacts:
More Accurate
Faster Performance

Potential Impacts:
Less Accurate
Slower Performance

Potential Impacts:
Less Accurate
Faster Performance

The projected impact on mission performance of the current force composition compared to an all-US baseline is shown below:

Accuracy	● No Change
Speed of Performance	● Decrease

Potential impact of assigned forces compared to baseline forces:

Legend:

● No Change ● Increase ● Decrease

Task Name	Unit Type	Unit Nationality	Unit Service
OP 5.1.1 Comm op info	1.1 CFMCC-CMD	United States	Navy
OP 2.1 Direct op intel	1.2 CFACC	United States	Navy
OP 5.3 Prepare orders	1.11 CFMCC-Plans	United States	Navy
OP 5.4 Command forces	1.12 CFMCC-CMD	United States	Navy
OP 5.3 Prepare orders	1.13 CFMCC-FOPS	United States	Navy
OP 5.1.8 Execute C4 TTPs	1.14 ESG	United States	Navy

http://pse.pacific-science.com/idecs/GraphOutput.aspx?usr=TW05&record=Helo Raid Internet

Mission T

Select

Select

Select

Task Edit

OP 2.2.5

Unit Type

Unit Nationality

Unit Service

Preview of Analysis

Phase III: Transition Plan – A Multi-Tiered Approach



Tier One: PSE Usability Testing

Implementation Validation and Interface Usability

- ✓ PSE Staff and SMEs (27-30 June 05)
- ✓ Version 1.0, Released 30 June 2005

Tier Two: Local Military Demonstration

Presentation of Tool in Military Environment

- ✓ 3rd Fleet (29 Apr 05)
- ✓ USS Tarawa (17-22 July 05)

Tier Three: NAVAIR and NPS Laboratories

Assessment of use in Naval Laboratories

- ✓ NAVAIR: NEO Scenario (19-22 Dec 05)
- NPS: TNT Scenario (February 2006)

Phase III: Transition Plan – A Multi-Tiered Approach Continued



Tier Four: Fleet Experiments

Demonstrate Tool and Collect Data

- ✓ TW05 (2nd Fleet) – Pre Experimental Modeling
- TW06 (3rd Fleet) – Tactical Situation Planning

Tier Five: Customer Contacts

Potential Sponsors

- Boeing – SoSCOE CFMCC Planning Tool
- MPAT – Coalition Military Operations

Tier Six: Forum

Networking

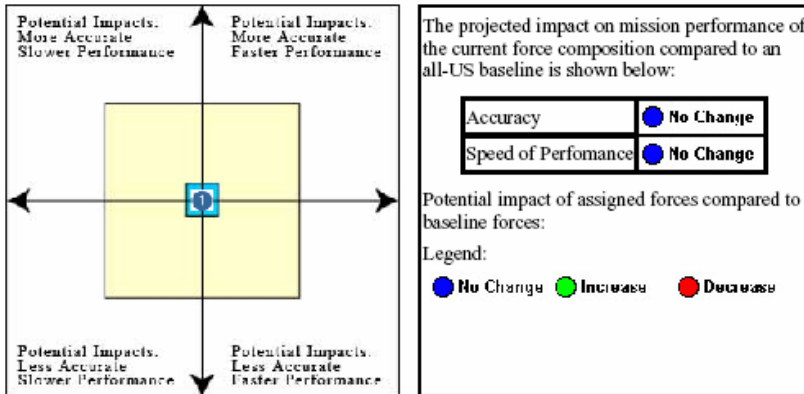
- Navy Transition Assistance Program

Tier Three: NAVAIR Laboratory



- Comparison of Mission Planning with/without I-DecS
- Experiment Conditions
 - CKM NEO Scenario
 - 5 Teams with I-DecS and 5 Teams with Pencil & Paper
- Changes to Scenario
 - Added Multi-national Resources
 - Thai SEALs and Australian Army Special Forces
 - Specified Command Arrangements and Training
- Changes to I-DecS Tool:
 - Added task list in lay terms that reflects all identified options from the scenario.
 - Added user fields for specification of Transportation, Weapons, and Critical Times.

I-DecS Report vs. Handwritten Solution Cards



CRITICAL TIMES

Onset 1800 Contact 2045 Evacuation 2100 Return 2345

Task Name	Unit Type	Unit Nationality	Unit Service	Transportation	Weapons
O 1.1 Depart from USS Enterprise	N/A	United States	Marine Corps	CH-53 helicopter	None
O 1.3 Drop personnel into sea	N/A	United States	Marine Corps	CH-53 helicopter	None
O 1.9 Travel from sea to shore	SEALs	United States	Navy	Zodiak inflatable boat	M-16s
O 1.13 Travel from shore to church	SEALs	United States	Navy	None	M-16s
C 2.3 Administer insulin in transit	SEALs	United States	Navy	None	M-16s
C 2.4 Stabilize broken leg in transit	SEALs	United States	Navy	None	M-16s
E 3.1 Travel from church to shore	SEALs	United States	Navy	None	M-16s
E 3.17 Travel from shore to sea	SEALs	United States	Navy	Zodiak inflatable boat	M-16s
E 3.22 Airlift personnel from sea	N/A	United States	Marine Corps	CH-53 helicopter	None
R 4.1 Travel from sea to USS Enterprise	N/A	United States	Marine Corps	CH-53 helicopter	None

DETAILED PLAN PERSONNEL TRANSPORTATION WEAPONS

VS.

Final Plan		
PERSONNEL	TRANSPORTATION	WEAPONS
Navy SEAL Team CH-53 (Marine Helicopter)	✓ CH-53 (Marine Helicopter) UH-60 Blackhawk Donkeys ✓ Zodiak ✓ USS Enterprise ✓ C-130 Hercules	SEAL Team's plc equipment
CRITICAL TIMES	DETAILED PLAN	ADDITIONAL COMMENTS
1. Onset: 3:30 AM CH-53 departs ✓ USS Enterprise w/ Navy SEAL Team	Contact village to provide transportation CH-53 departs USS Enterprise w/ SEAL Team. Arrives at 15 miles off shore and drops Zodiak + SEALs. Get to coral at 6 AM, wait until 7 AM to cross (high tide). Arrive at shore 7:00 AM. Move undetected to church; arrive at 7:49 AM. Treat and extract workers at 8:30 AM. Go to village and meet donkeys (SEALs) are carrying broken legged worker. Meet donkeys and load up workers; pack. South to blackhawk extraction point. Leave in blackhawk and arrive at navy base 1:15-1:30 PM.	← 6:00 AM Blackhawk left Army base to land at extraction zone. 20 miles South of church.

NAVAIR Hypotheses and Results –Supported



H2: The teams that use I-DecS will indicate a lower workload than the teams without I-DecS.

Measure: NASA TLX – Mental Demand and Effort

	With I-DecS	Without I-DecS	t value	Significant
Mental Demand	7.7	8.7	-1.979	Yes
Effort	7.3	8.2	-1.307	Yes

H5: The teams that use I-DecS will be more efficient than the teams not using I-DecS.

Measure: NASA TLX – Temporal Demand and Participant Comments

	With I-DecS	Without I-DecS	t value	Significant
Temporal Demand*	7.4	8.3	-1.344	Yes
Comments	1/5 Teams	3/5 Teams		

*Teams that felt temporal constraints.

NAVAIR Hypotheses and Results – Not Supported



H3: The teams that use I-DecS will indicate a higher confidence level in the plan than the teams without I-DecS.

Measure: Post Experiment Survey Question

H4: The teams that use I-DecS will indicate a higher satisfaction level in the plan development process than the teams without I-DecS.

Measure: Post Experiment Survey Question

	With I-DecS	Without I-DecS	t value	Significant
Q1 - Confidence	3.5	3.7	-0.443	No
Q2 - Satisfaction	3.3	3.5	-0.603	No

Tier Three: NPS Laboratory



- Mission Planning – Focus on Interoperability
- Experimental Conditions
 - TNT (Tactical Network Topology) Scenario
 - 3 to 4 Teams of Naval Officers
- Scenario
 - Coast Guard Maritime Interdiction – Precursor to TW06
 - Focus on Assigning Collaborators and Technology
- Changes to I-DecS Tool
 - Changed from UJTL to UNTL
 - Added user fields for specification of Collaboration Partners and Equipment/Networks
 - Added “Role” and “ROE” matrices – Suggestions from TW05
 - Performance measures of Synergy and Interoperability

NPS Sample Solution



TASK	UNIT	NATIONALITY	AGENCY	CONNECTIVITY	COLLABORATOR	NETWORK
NTA 2.4.1 Evaluate Information	USCG HQ	US	USCG	N/A		
ST 8.1 Foster Alliance and Regional Relations and Security Agreements	USCG HQ	US	USCG	NO	Country Purple	
NTA 5.1.1.1.2.1 Receive and Transmit Force Orders	USCG HQ	US	USCG	YES	GEM STATE (Motor Vessel)	Portable OFDM link to TNT test-bed
NTA 1.1.2 Move Forces	GEM STATE	US	USCG	N/A		
NTA 1.4.6.1 Conduct Visit	GEM STATE	US	USCG	N/A	ADMIRAL CALLAHAN (Target)	
NTA 5.1.2 Manage Means of Communication	GEM STATE	US	USCG	YES	NPS NOC (Network Operation Center)	Interface and Data Transport to OFDM from boarding team
NTA 2.3.1 Conduct Technical Processing and Exploitation	GEM STATE	US	USCG	YES	LLNL (Lawrence Livermore National Lab)	Portable radiation detection system for data and transfer
NTA 2.4.3 Interpret Information	LLNL	US	LAB	YES	GEM STATE (Motor Vessel)	VPN reach back to TNT collaborative partners
NTA 2.3.1 Conduct Technical Processing and Exploitation	GEM STATE	US	USCG	YES	NBFC (National Biometrics Fusion Center)	Electronic Biometrics gathering and uplink
NTA 2.4.3 Interpret Information	NBFC	US	DOD AGENCY	YES	GEM STATE (Motor Vessel)	VPN reach back to TNT collaborative partners
NTA 2.2.2 Collect Tactical Intelligence on Situation	GEM STATE	US	USCG	YES	DTRA - Defense Threat Reduction Agency	Portable OFDM link to TNT test-bed
NTA 1.4.6.4 Escort Detained Vessel	GEM STATE	US	USCG	N/A	ADMIRAL CALLAHAN (Target)	
OP 5.1.1 Communicate Operational Info	GEM STATE	US	USCG	YES	USCG HQ, Alameda	Portable OFDM link to TNT test-bed

Tier Four: Trident Warrior Exercises



Trident Warrior 2005

- ✓ Pre-experimental Modeling with I-DecS
- ✓ Assessing Methods to Validate TacSits

Trident Warrior 2006

- Coastal Zone EMIO with Biometric Reachback Network
- Provide to 3rd Fleet for Experimental Planning
- “Integration of enhanced coalition interoperability technologies and doctrine into CENTRIXS.”
- Cultural and Interoperability Component

FORCEnet Engineering Conference (June 2006)

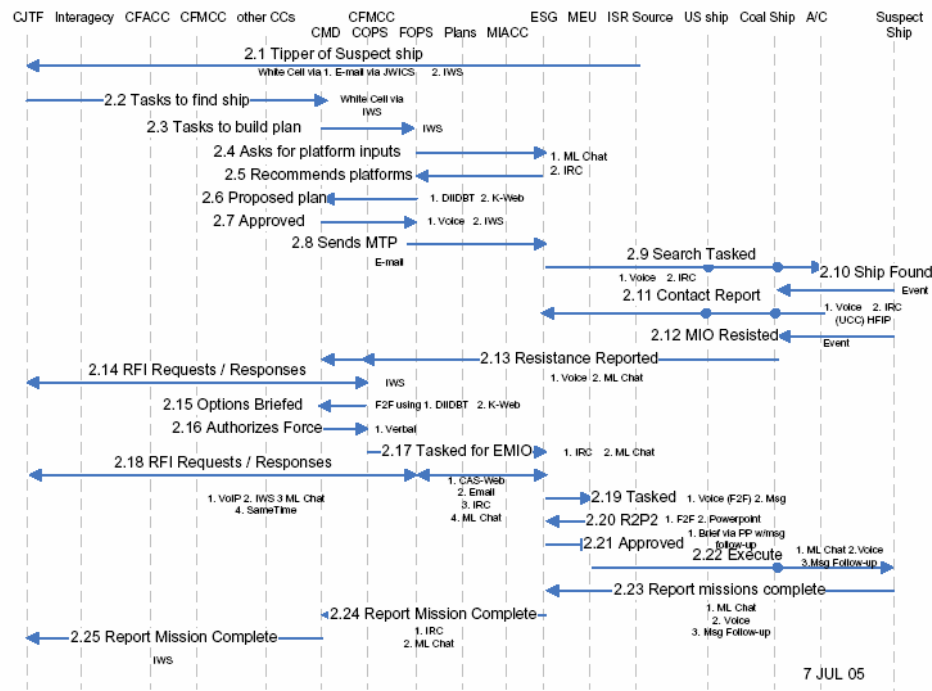
- Joint and Coalition Issues in FORCEnet
- I-DecS Contribution to Operational Planning

Trident Warrior 05 Pre-experimental Modeling

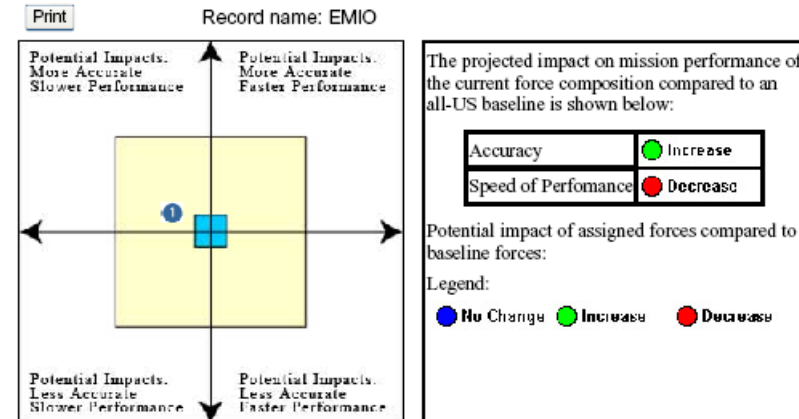


- The four mission threads for TW05 IM have been created in I-DecS.
- I-DecS is a useful pre-experimental modeling tool that shows the impact of different coalition arrangements.

IM Flow 2 - EMIO of Suspect ship



7 JUL 05



Task Name	Unit Type	Unit Nationality	Unit Service
OP 2.6 Evaluate intel	2.1 ISR Source	New Zealand	Navy
OP 5.0 Provide Op C2	2.2 CJTF	United States	Navy
OP 5.4 Command forces	2.3 CFMCC-CMD	United States	Navy
OP 5.1.1 Comm op info	2.4 CFMCC-FOPS	United States	Navy
OP 5.1.1 Comm op info	2.5 ESG	United States	Navy
OP 5.3 Prepare orders	2.6 CFMCC-FOPS	United States	Navy
OP 5.4 Command forces	2.7 CFMCC-CMD	United States	Navy
OP 5.3 Prepare orders	2.8 CFMCC-FOPS	United States	Navy
OP 5.1.8 Execute C4 TTPs	2.9 ESG	United States	Navy
OP 2.2.2 Support ISR	2.10 Coalition Ship	Australia	Navy
OP 2.4 Intel/reports	2.11 A/C	United States	Navy
OP 1.5 Control op areas	2.12 Coalition Ship	Australia	Navy
OP 5.1.1 Comm op info	2.13 Coalition Ship	Australia	Navy
OP 5.1 Comm op/level info	2.14 CJTF	United States	Navy
OP 5.3 Prepare orders	2.15 CFMCC-COPS	United States	Navy
OP 5.4 Command forces	2.16 CFMCC-CMD	United States	Navy
OP 5.1.8 Execute C4 TTPs	2.17 CFMCC-COPS	United States	Navy
OP 5.1 Comm op/level info	2.18 CJTF	United States	Navy
OP 5.1.8 Execute C4 TTPs	2.19 ESG	United States	Navy
OP 5.3 Prepare orders	2.20 MEU	United States	Navy

20

Tier Five: Potential Customers



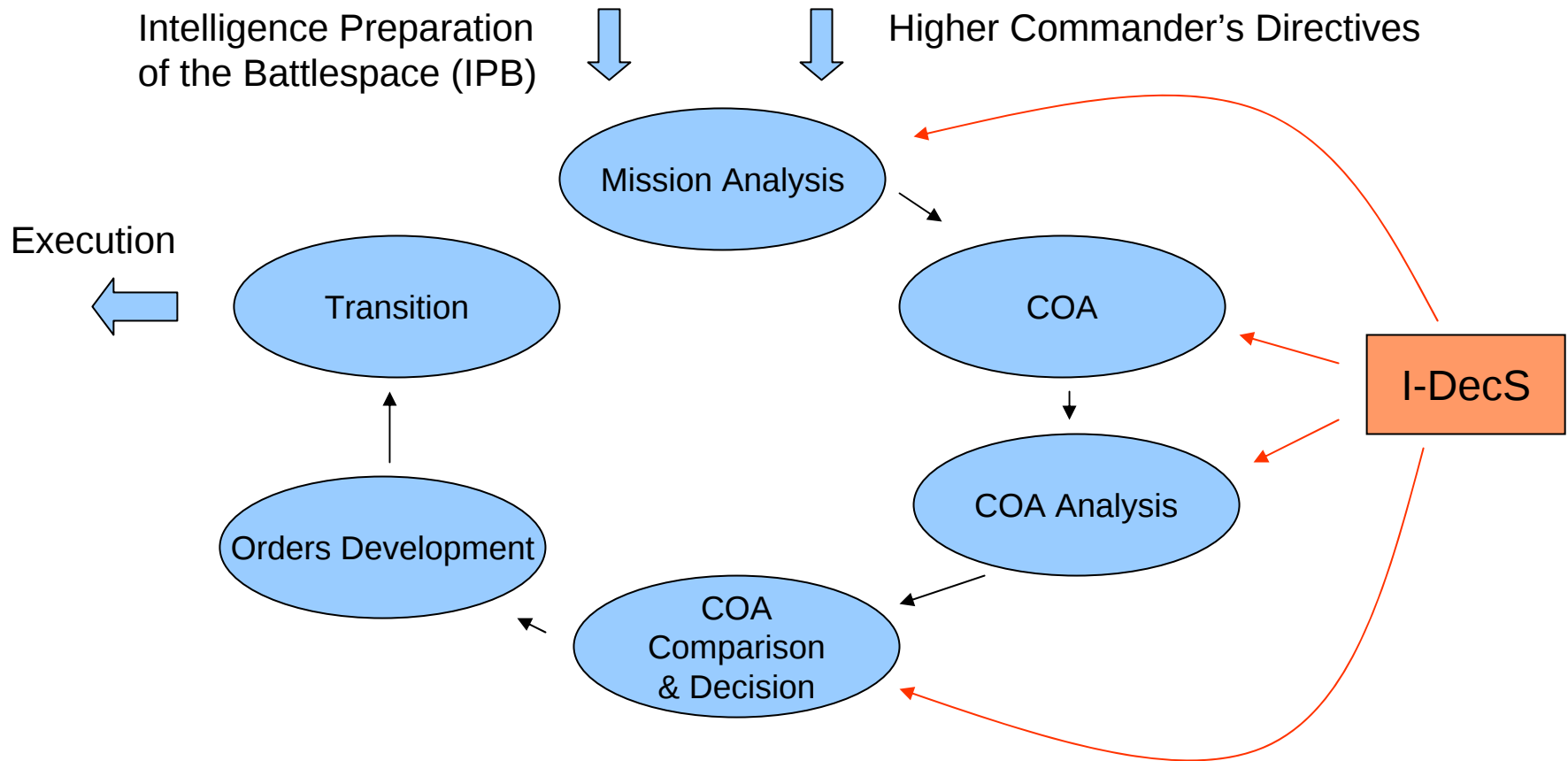
Boeing

- Currently building SoSCOE operational planning tool
 - System of Systems Collaborative Operating Environment.
 - Provides the Combined Forces Maritime Component Commander (CFMCC) a tool to assist in operational planning and mission execution.
- I-DecS has been fit into the CFMCC planning process.
- Interacted with Boeing during TW05/TW06. 

MPAT (Multinational Planning Augmentation Team)

- Source of initial user requirements and user workflow.
- Proposing I-DecS to support Tempest Express.
- Good relationship with PACOM and MPAT. 

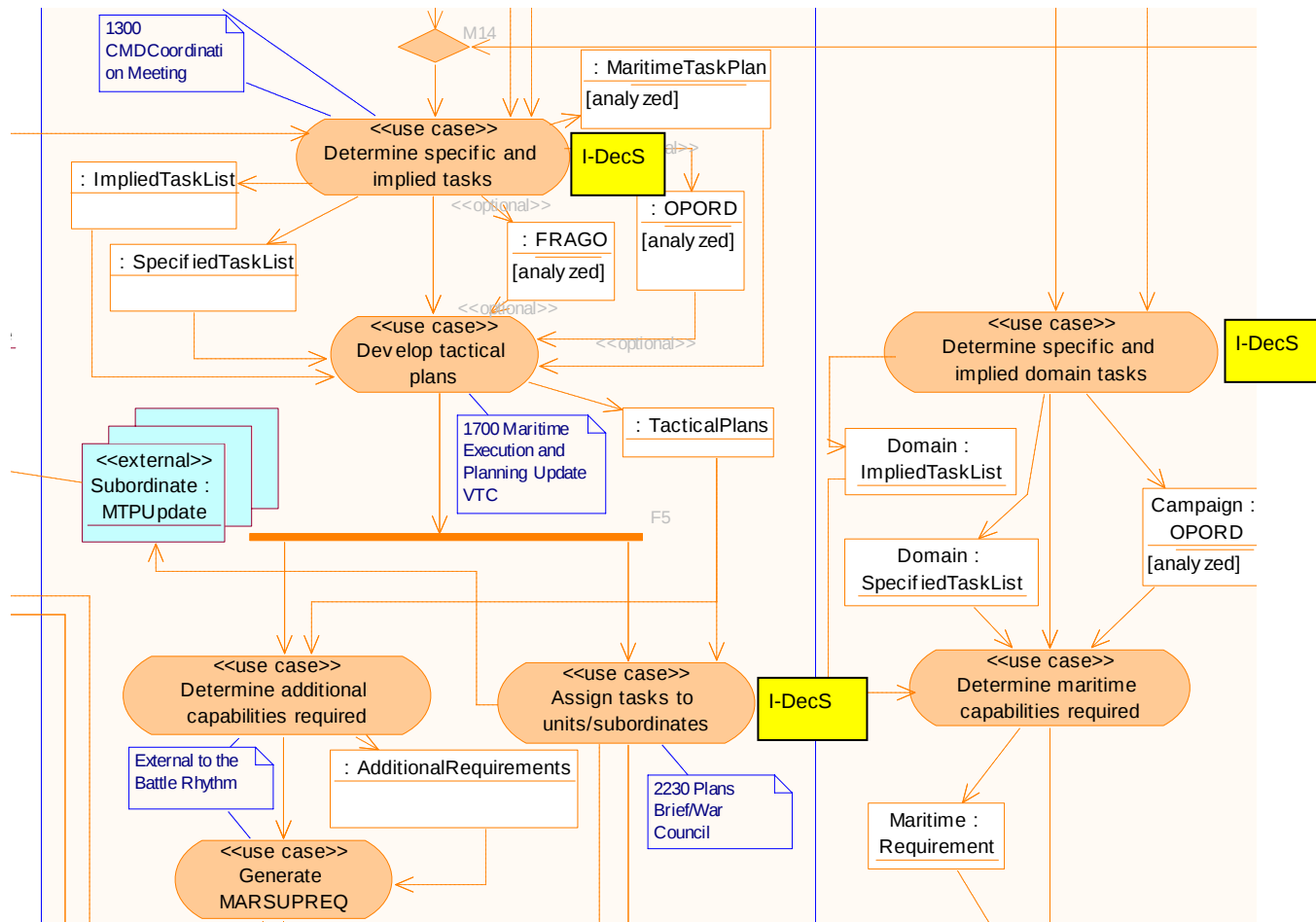
CFMCC Planning Process*



CFMCC Combined Forces Maritime Component Commander

*Based on "Navy Warfare Development Command TACMEMO 3-23-03, Joint Force Maritime Component Commander (JFMCC) Planning and Execution, Appendix A: JFMCC Planning Process."

SoSCOE and I-DecS



MPAT Objectives

Increase speed of initial crisis response by a CTF in the Asia-Pacific region.

Improve overall Multinational Task Force Headquarters mission effectiveness.

Improve the interoperability of coalition or combined forces.



I-DecS Capabilities

Quickly and easily build mission plans comprised of military tasks.

Model and simulate the performance of the plans as staffed with multi-service and/or multi-national units.

Choose the optimum force composition for the mission.

Tier Six: Navy TAP Program



- ✓ Application for June Forum (December 2005)
 - Quad Chart
 - Narrative Briefing

- Advanced Transition Workshop (February 2006)

- Presentation Workshop and Forum (June 2006)
 - “At the Navy *Opportunity Forum*, you can efficiently preview some of the Navy’s best technologies developed with SBIR/STTR funding and evaluate premiere small businesses as potential partners.”

NEED & CUSTOMER REQUIREMENT

Need: Missions often include units with a wide range of capabilities. Current models for mission planning do not take into account differences in national and organizational culture that may affect mission performance.

Operational Gap: Culture is becoming increasingly important in coalition planning. Misunderstandings between coalition partners and incompatibilities in work processes result in inefficiencies in performance of mission activities.

Customer Specifications: ONR has challenged us to develop models and algorithms to simulate cultural characteristics in human decision-making. The resulting tool is designed to account for the cultural differences in multinational collaborations leading to improved planning.

Technology Description: The Integrated Decision Space is a planning tool based on four component models and an integrating algorithm. The process outcomes are determined by a compatibility test between the organization, process, culture, and decision-maker attributes.

SPONSORSHIP of original SBIR Topic

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**TECHNOLOGY DEVELOPMENT MILESTONES (SBIR)**

Milestones	TRL	Risk-Test	Measure of Success	TRL Date
NAVAIR Laboratory Testing	5	Low	Utility Testing	Dec 2006
NPS Military Officer Testing	5	Low	Usability Feedback	Feb 2006
Trident Warrior 2006 Exercise	6/7	Low	Operational Test	June 2006

Open contracts: SBIR Phase II - N00014-04-C-0392 - until July 7, 2006

TECHNOLOGY TRANSITION OPPORTUNITIES (PHASE III)

The company is looking for transition opportunities and program dollars for the following applications and targeted activities:

>> CFMCC /SOSCOE Cultural Component

>> MPAT Planning Tool

>> CENTRIXS Environment

TRL	Required Test and Demos	Target Date	\$ Needed
8/9	DITSCAP Certification	June 2007	150K

Phase II Summary



Year II will continue to focus on:

- Incorporating user feedback into improved versions
 - » Increased focus on interoperability,
- Interacting with other CKM researchers
 - » University of Tennessee
 - » E-Wall
- Identifying and capitalizing on transition opportunities
 - » Military exercises,
 - » Specific customers/commands,
- Contributing to the area of multi-cultural issues in collaboration contexts.