

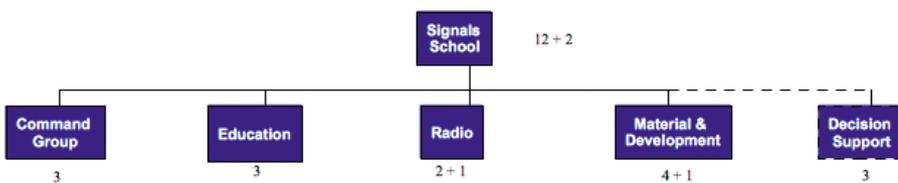
EXCHANGE OFFICER C4I IN NORWAY

Majoor Bart van Zutphen, uitwisselingsofficier in het kader van ACI

Majoor Bart van Zutphen is in Noorwegen geplaatst als C4I uitwisselingsofficier in het kader van het Noors-Nederlandse *Army Cooperation Initiative* (ACI) programma. Bart is de tweede Nederlandse C4I uitwisselingsofficier. De Noorse ‘tegenhanger’ van Bart, een Noorse officier, is werkzaam bij Staf CLAS. In de loop van de jaren heeft het Noors-Nederlandse programma zich verbreed en verdiept. Bart schetst in dit artikel het werken in Noorwegen ook het C4I-programma voor 2012. Hoewel Bart zowel het Nederlands als het Noors beheerst heeft hij gekozen voor een artikel in de Engels taal en hij slaat zo en een passende taalbrug naar de Noorse en andere internationale collega’s.

ABOUT THE JOB

The ACI is a bi-national project and consists of several workgroups of which C4I is one. The position I hold is placed under the Norwegian Land Warfare Centre in Rena at the Signals School. As the Norwegian Army is smaller than the RNLA, the Signals School only has 12 permanent and at this moment 2 temporary positions, divided into 4 sections, as shown in the graph below. The decision support section is a forward section of the NOR C2SC to hold tread with developments at the school.



As opposed to a Liaison Officer (LSO), an exchange officer holds a function within the Norwegian Army, which would normally be filled by a Norwegian Officer. As all functions were filled when I began in august 2010, I had some time to get familiar with all the processes, the organisation and the people. After a couple of months several functions became vacant and I have now taken over responsibility for several processes of these functions. In this respect I make the planning for the courses in the production year plan, coordinate international courses (USA, UK, DAN and NLD), act as POC to the NOR brigade on signals matters, attend all brigade exercises and planning processes and so on. As I am the only foreigner in the

unit, all communication is in Norwegian and even though I had an intensive Norwegian course, this was quite a challenge the first couple of months.

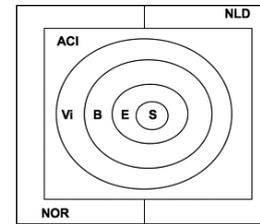
The NOR LWC also has close contacts to the RNLA ETC (OTCO) on other topics than just signals and I am often asked for information on the organisation of the RNLA or the content of courses in Holland or to find out points of contact for a specific topic. As the cooperation becomes more intensified, more and more opportunities and chances for cooperation are identified. Hopefully we will start to see results soon when more courses will be developed together and written and given in English.

C4I IN ACI

One of the tasks that I have not mentioned yet, is of course the ACI C4I portfolio. A large part of my activities here are aimed at finding possibilities for the Norwegian and The Netherlands Armies to cooperate in the field of C4I. As you might be just as confused as I was by all these abbreviations and terminology and by what this all means, I will explain a bit of how I started to work to make thing clearer for myself.

In general there are 2 models that I used to put things into perspective and to make it clear what we are actually doing in the ACI in general and specifically within C4I. In my mind the cooperation between Nor-

way and Holland evolves around changing our Armies (or maybe even broader, Armed Forces) in order to be better able to operate together during a mission, on a specific topic (e.g. CYBER Defence) or maybe even national operations. The realisation that cooperation on a bi-national level deals with organisational change, made me think of a model that is successfully used in changing organisations. This model consists of various layers which all have to be addressed in order to get to the core and is referred to as the Onion model. In order to make it fit better, I have adapted the names of the layers. The idea is that if all layers are addressed in the proper way, there is nothing but good VIBES.



The VIBES model

Visual
Best Practices
Extensive
Structural

In short it describes that if we want to achieve structural cooperation between the NOR and NLD Armies, we need to make the cooperation visible, we need to look at and learn from each other’s best practices and we need to cooperate as extensively as possible.

Each of these layers then needs to be put into activities and actions. Visual activities are for example company logos, posters, articles in magazines, and so on. Best Practices can be developed from for example SOP’s, doctrines, Lessons learnt, and so on. Extensive cooperation involves amongst others, finding and using as many opportunities as possible to ‘do things together’, like exercises, courses, missions and so on. If we then do all these activities long enough, we will achieve Structural cooperation or, in other words, an organisation in which the cooperation between the NOR and NLD armies is the norm and no longer the exception. The second model that is very useful for putting things into perspective is the Interoperability model, which is frequently used by the C2 CoE. Because any cooperation depends on the ability to be interoperable to a certain level, this also applies to the ACI. The model basically describes that you can only achieve interoperability if and when activities and actions are undertaken in the Social, Cognitive and Technical domains. Traditionally signallers have a strong focus on the technical domain and are incredibly good at making technical systems talk to each other. However all other domains have to be addressed as well in order for the technical interoperability to be useful and used! The C2CoE has now identified that the Social domain is in fact the most important domain and this is why the similarity between Norwegians and Dutch is so important and why we can and, more importantly, want to cooperate.

On the next page you find a list of all activities that are planned for the C4I community for 2012. Each and every activity should be seen in the context of the abovementioned layers and domains and addresses one or several of these layers or domains.

C4I activities 2012 - General

C2IS interoperability	Bi-national testing and development of interoperability of C2IS during exercises like Combined Endeavor, CWID/CWIX, Bold Quest and others
Fielding of C2IS interoperability	Providing digital interoperability solutions to C2IS during “real” exercises amongst others Lowland Torch, Cold Response
Simulators and Serious games	Connecting simulators and Serious Games provides a chance to train together digitally without the movement of troops. Exchanging terrain databases and scenario’s provides an opportunity to use mutual assets and knowledge
ISTAR BN and Intel BN cooperation C4I	The cooperation in C4I between ISTAR and Intel BN has been groundbreaking and exemplary in the cooperation and will be sustained and extended where possible.
“Patenschaft”	In order to make the cooperation more visible and easier to plan activities and budgets, it might be a good idea to have several ‘patenschafts’ between NOR and NLD unit: eg. FK-KKIS – C2SC; SignBN – 101 CISBn; G6 BDE N – G6 43 MechBde
CYBER	Both countries have CYBER high on the agenda. It might be more efficient to join forces and cooperate
SAP / SPEER	Closer cooperation on the implementation of SAP could result in a better, quicker and cheaper implementation and running of SAP.
Materials project Transmission systems	Closer cooperation in this process could result in better interoperability, better market power, lower purchasing cost and lower running costs.
Public Relations	In order to make the cooperation more visible, more effort needs to be put into writing articles in magazines and better use of other media like Intranet and internet
Information Management	This topic is high on the agenda in both countries and benefits can be gained by closer cooperation.
CD&E (Concept Development & Experimentation)	As both countries are tackling a lot of the same issues, there is a lot of similar experimentation done in both countries. Better cooperation in this field could result in better, cheaper and more capability for CD&E

C4I activities 2012 – Workgroup activities

C4I status meeting	In conjunction with the NLD regimental dinner, the WG C4I holds an annual meeting to brief about the status of the cooperation and future intent for WG C4I
Quarterly meetings	WG C4I intends to hold quarterly meetings to monitor and discuss progress with changing locations (NOR - NLD)

C4I activities 2012 – Participation by Norway in The Netherlands

Regimental Dinner	Attendance by a Norwegian Signals delegation to maintain and establish social contacts
Instructor S6 course	A Norwegian instructor will be assigned to parts of the NLD S6 course to assist and help with understanding each others doctrines and CONOPS
G6 augmentee in BDE exercise	To better understand each others way of working, procedures, issues and to extend and sustain the social signals network there will be a NOR augmentee in the G6 and/or C2SUP branch during 2 BDE exercises
S6 augmentee in BN exercise	To better understand each others way of working, procedures, issues and to extend and sustain the social signals network there will be a NOR augmentee in the S6 and/or C2SUP branch during 2 BN exercises
Exchange between Signals BN’s	In order to achieve closer cooperation and better understanding of each others method of operating, we will try to establish several exchanges during BN activities
Attending seminars and other C4I related gatherings	During the year there are several C4I related gatherings and seminars. Attending these will lead to better understanding, a better social network and eventually better interoperability.

C4I activities 2012 – Participation by The Netherlands in Norway

Ceremonial Dinner	Attendance by a Dutch Signals delegation to maintain and establish social and formal contacts
G6 augmentee in BDE exercise	To better understand each others way of working, procedures, issues and to extend and sustain the social signals network there will be a NOR augmentee in the G6 and/or C2SUP branch during 2 BDE exercises
S6 augmentee in BN exercise	To better understand each others way of working, procedures, issues and to extend and sustain the social signals network there will be a NOR augmentee in the S6 and/or C2SUP branch during 2 BN exercises
Exchange between Signals BN’s	In order to achieve closer cooperation and better understanding of each others method of operating, we will try to establish several exchanges during BN activities
Implementing DMP support tool Athena Attending seminars and other C4I related gatherings	Some Norwegian units have expressed their interest in implementing and Athena. During the year there are several C4I related gatherings and seminars. Attending these will lead to better understanding, a better social network and eventually better interoperability.

It might be clear that there are many activities planned already. However this list is not limitative and open for suggestions.

I would like to call upon all in the C4I community to think about chances for cooperation between The Netherlands and Norway and e-mail ideas to me.

