

DOCTRINE DEVELOPMENT

Six Ideas to Change Doctrine within HQ NRDC-ITA

by Col John Rouse



The Concepts Development and Doctrine (CDD) Branch, comprising the CDD and Lessons Learned (LL) cells, came together under TRADOC Division a little over a year ago, as a result of the last Functional Review. This has allowed all of these organisations to work together in an effective way to explore new ideas and develop new ways of working. As a result, with the experience of a number of exercises behind it, CDD/LL has come up with six ideas that it intends to develop to better help the Headquarters do its business. These ideas were presented to the Command Group on 6 June, and now have endorsement for action.

Doctrinal Ideas

The ideas break conveniently into three doctrine ideas, and three lessons learned ideas, as follows:

Concept Development – The Friday War. Starting from different scenarios from across the full range of NATO missions and likely tasks, developed by CDD, the aim of Conceptual Development is to see how HQ NRDC-ITA would react to these scenarios if given the task to resolve them. The idea is to conduct a study in a manner that is quick, informative, comprehensive and enjoyable (without the need for endless paperwork). Once a trimester the OPG and appropriate staff officers from the HQ get together and are given a simple explanation of a scenario that could conceivably lead to the deployment of HQ NRDC-ITA. The scenario would be no more than one sheet of paper (general idea) and one sheet for the special idea, with appropriate but minimal supporting background reference material. The OPG would then consider the problems and suggest possible solutions. The OPG findings would be delivered in a set format of:

- solution to the problem;
- weaknesses in NRDC-ITA current concepts to deal with problem;
- procedures, expertise and equipment shortfalls.

Because the whole activity would not take more than 3 hours it could easily be fitted into a Friday morning, hence the name, the Friday War.

The Doctrinal Gymnasium. Many of us go to the gym to keep physically fit, but how do we keep ourselves doctrinally and intellectually fit, and maintain our professional understanding of doctrinal developments? This is the purpose of the Doctrinal Gym. The aim of the Doctrinal Gym is to provide a forum in which doctrinal issues can be communicated widely within the HQ and newcomers can be introduced to HQ doctrinal issues. It would consist of a course of briefings for the whole HQ according to the training calendar planned by G7, and probably taking place once every couple of months. Briefings could be divided into

2 areas; Divisional or Branch Updates and Doctrinal Areas of Interest (including the verbal presentation of Trip Reports).

The Doctrinal Helpdesk and Library. The CDD Library facility already exists on the TRADOC Division WISE Page. The aim of this idea is to develop this Library to be more user friendly. CDD intends to introduce additional sections to the Library WISE page, including a frequently asked question section, a helpdesk facility (both email and phone) and a doctrinal chatroom.



Lessons Learned Ideas

Lessons Learned Seminar Series. It is intended to hold a twice yearly LL seminar with a view to achieving a common understanding of the LL process amongst those involved in the LL process, and to review forthcoming HQ training activities in order to identify key LL engagement in them.

Lessons Learned Cycle Revision. The LL Process Cycle is well documented in SOPs, and is generally reasonably well known across the HQ. The aim of the LL Process Cycle revision is to gain Command Group engagement in the process to help solve issues and obtain appropriate direction and guidance. Specifically, it aims to engage COS at three monthly intervals in reviewing the identified top ten outstanding LL.

Creation of a Standing Evaluation Team The Observation and Evaluation Concept for Exercises within NRDC-ITA usually requires an Evaluation Team composed from staff from all over the HQ, led or, at least, directed by the LL Cell. For any single exercise an Evaluation Team is built up with the focus primarily

on the analysis of objectives, the observations of the execution of staff functions and the interface with selected response cells in order to track passage of mission critical information. However, such Teams are normally ad hoc, and are certainly not trained specifically for the evaluation task. We propose the creation of a Standing Evaluation Team that will be trained in the Evaluation and LL processes. To overcome the issue of Team availability during major exercises we are exploring the possibility of exchanging Evaluation Teams with other affiliated Headquarters.

Endnote

Nothing in the above ideas might appear too exciting or extraordinary, yet if we implement these ideas fully then we will have achieved a significant advance in our collective understanding of current and future doctrinal issues. CDD Branch will therefore start to implement these six ideas as and when the HQ programme allows.

