C² Policy: What’s it for?

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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

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.

Competency
- Physical
- Intellectual
- Emotional
- Interpersonal

Authority
- Legal
- Personal

Responsibility
- Extrinsic
- Intrinsic
Balanced Command Envelope
Authority/Responsibility Surface

- **Dangerous Command**
- **Maximal (balanced) Command**
- **Minimal (balanced) Command**
- **Ineffectual Command**

- **Competency**
  - High
  - Low

- **Authority**
  - High
  - Low

- **Responsibility**
  - Low
  - High
Measurable Command Concepts

Competency (Maritime Respondents)

Existing vs Ideal

Canadian Existing vs Ideal

% of CCs

Défense Canada
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.
Command and Control Relationship

Command and Control Structure and Process

Language

Org

Doctrine

SOPs

Equipment

Policy

Reduce uncertainty

Increase Speed

Manage risk

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Command

Control

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.
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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