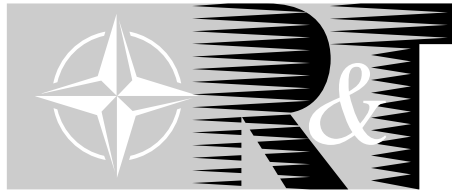


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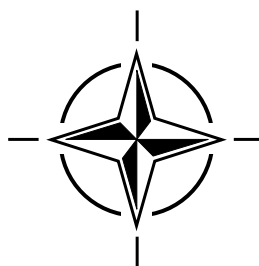
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RTO MEETING PROCEEDINGS 55

Officer Selection

(la Sélection des officiers)

Papers presented at the RTO Human Factors and Medicine Panel (HFM) Workshop held in Monterey, USA, 9-11 November 1999.



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The total spectrum of R&T activities is covered by 7 Panels, dealing with:

- SAS Studies, Analysis and Simulation
- SCI Systems Concepts and Integration
- SET Sensors and Electronics Technology
- IST Information Systems Technology
- AVT Applied Vehicle Technology
- HFM Human Factors and Medicine
- MSG Modelling and Simulation

These Panels are made up of national representatives as well as generally recognised 'world class' scientists. The Panels also provide a communication link to military users and other NATO bodies. RTO's scientific and technological work is carried out by Technical Teams, created for specific activities and with a specific duration. Such Technical Teams can organise workshops, symposia, field trials, lecture series and training courses. An important function of these Technical Teams is to ensure the continuity of the expert networks.

RTO builds upon earlier cooperation in defence research and technology as set-up under the Advisory Group for Aerospace Research and Development (AGARD) and the Defence Research Group (DRG). AGARD and the DRG share common roots in that they were both established at the initiative of Dr Theodore von Kármán, a leading aerospace scientist, who early on recognised the importance of scientific support for the Allied Armed Forces. RTO is capitalising on these common roots in order to provide the Alliance and the NATO nations with a strong scientific and technological basis that will guarantee a solid base for the future.

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Officer Selection

(RTO MP-55)

Executive Summary

The Human Factors and Medicine (HFM) Panel held a workshop on “Officer Selection” at the Hilton Hotel in Monterey, California, USA, 9th - 11th November 1999. The workshop was open to all NATO nations and to Partners for Peace (PfP) nations (under special arrangements). Conducted in conjunction with the 41st Annual Conference of the International Military Testing Association (IMTA), the joint conference was hosted by the Security Research Center (SRC) and the Defense Manpower Data Center (DMDC).

The theme of this workshop, officer selection, is an issue of central importance to the military forces of all countries, since it determines which individuals, with what characteristics, will be available to lead the forces in the future. Military officer job requirements are expanding to accommodate the demands for rapid deployment of cross-national forces as peacekeepers. This new role is quite different from the traditional warrior role. Computer technology and information systems are becoming increasingly sophisticated, requiring new skills for the future “digital battlefield.” The speed required for information acquisition, analysis, synthesis, and decision-making is increasing. In addition, as the military recruiting environment becomes more difficult, accurate and cost-effective methods of personnel selection are essential.

Thirty-three workshop papers were presented by representatives from: Austria, Belgium, Canada, the Czech Republic, Denmark, France, Germany, Italy, The Netherlands, Poland, Singapore, Sweden, Switzerland, Turkey, Ukraine, the United Kingdom, and the United States.

This workshop was of great interest to the military, addressing the following general topics:

- Influence of a country’s history and culture on current officer recruiting and selection practices
- Sources of commissioned officers
- Job analysis to identify critical skills
- Leadership and motivation
- Improvements in selection procedures (e.g., assessment centers, interviews, and task simulation), instruments (e.g., personality tests), and delivery systems
- Recruiting ethnic minorities to achieve demographic representation
- Advances in information technology and computer-based personnel assessment

A careful reading of the papers presented in this workshop provides an opportunity for cross-fertilization of ideas between military and civilian personnel managers and researchers from many countries and across many professional disciplines.

la Sélection des officiers

(RTO MP-55)

Synthèse

La commission sur les facteurs humains et la médecine (HFM) a organisé un atelier sur « La sélection des officiers » à l'hôtel Hilton à Monterey, en Californie (Etats-Unis) du 9 au 11 novembre 1999. Cet atelier était ouvert à l'ensemble des pays membres de l'OTAN, ainsi qu'aux pays du Partenariat pour la paix (PpP) (dans des conditions particulières). Tenue conjointement avec la 41ème conférence annuelle de l'Association internationale d'essais militaires (IMTA), la conférence a été organisée par le Centre de recherche sur la sécurité (SRC) et le Centre de traitement informatique des effectifs de la Défense (DMDC).

Le thème de cet atelier, la sélection des officiers, est d'une importance capitale pour les forces armées de tous les pays, car elle détermine les caractéristiques des personnes qui seront à la tête de ces forces à l'avenir. Les descriptions de poste des officiers militaires évoluent pour tenir compte de l'éventuel déploiement rapide de forces internationales dans le cadre du maintien de la paix. Ce nouveau rôle est tout à fait différent de celui du combattant classique. Les technologies de l'informatique et des systèmes d'information sont de plus en plus sophistiquées et de nouvelles compétences sont demandées pour la création du « champ de bataille numérique » de demain. Les délais accordés pour l'acquisition, l'analyse et la synthèse des données nécessaires à la prise de décisions sont de plus en plus courts. En outre, vu les difficultés croissantes rencontrées dans le domaine du recrutement militaire, il est impératif de mettre en place des méthodes de sélection fiables et rentables.

En tout, trente trois communications ont été présentées lors de l'atelier par des représentants des pays suivants : l'Autriche, la Belgique, le Canada, la République Tchèque, le Danemark, la France, l'Allemagne, l'Italie, les Pays-Bas, la Pologne, le Singapour, la Suède, la Suisse, la Turquie, l'Ukraine, le Royaume-Uni et les Etats-Unis.

Cet atelier, qui a présenté un grand intérêt pour les militaires, a abordé les sujets suivants :

- l'influence de l'histoire et de la culture d'un pays sur les pratiques actuelles de sélection et de recrutement des officiers
- les origines d'officiers engagés
- l'analyse des postes afin d'identifier les compétences nécessaires
- les qualités de commandement et la motivation
- les améliorations possibles au niveau des procédures de sélection (par exemple les centres d'évaluation, les entretiens et la simulation des tâches), les instruments, (par exemple les tests de personnalité), et les systèmes de livraison des informations
- le recrutement de minorités ethniques afin d'obtenir une représentation démographique
- les avancées dans le domaine des technologies de l'information et de l'évaluation informatisée du personnel

Une lecture attentive des communications présentées lors de cet atelier permettra d'apprécier les échanges d'idées qui ont eu lieu entre gestionnaires du personnel civils et militaires et chercheurs de nombreux pays et de disciplines diverses.

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Preface

Officer selection is a central issue to the military forces of all countries. The addition of new roles (e.g., participation in cross-national forces, peacekeeping, etc.), coupled with advances in information technology, creates additional skill requirements for military officers. At the same time, the recruiting environment is becoming increasingly difficult for a volunteer force, as the economy improves in many countries and private companies compete for the same scarce personnel resources. The combination of these factors provides a significant challenge to military personnel managers and researchers. This report includes papers covering a wide range of topics important to those with responsibilities for military officer recruiting, selection, and management.

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