

# North Atlantic Treaty Organization



## MEETING ANNOUNCEMENT

### ADAPTIVE ARCHITECTURES TO SUSTAIN COALITIONS FOR COUNTERING TERRORISM

**15 – 16 APRIL 2003**

a Workshop organised by the

SYSTEMS CONCEPTS AND INTEGRATION (SCI) PANEL

to be held at

**[dstl]**

Defence Science and Technology Laboratory,  
Farnborough, Hampshire, GU14 0LX, UK

THIS WORKSHOP IS OPEN TO MEMBERS OF NATO NATIONS ONLY

ALL SESSIONS WILL BE NATO UNCLASSIFIED

**LATEST ENROLMENT DATE:**

28 March 2003



### ADAPTIVE ARCHITECTURES TO SUSTAIN COALITIONS FOR COUNTERING TERRORISM

#### THEME

Countering worldwide terrorism is an operation for coalitions. To develop and sustain coalitions for countering terrorism requires an architectural plan, a “system of systems” framework used to describe missions and capabilities. An architecture specifies inter-relationships and interfaces, ensures horizontal and vertical integration, and facilitates coordination and synchronisation with internal and external agencies. An architecture is used to guide development of subordinate architectures for operations and systems. These subordinate architectures define processes for collaboration and interdependencies among coalition partners. These subordinate architectures describe who does what, how. The challenge is to develop coalition architectures to counter terrorism that are both prescriptive and adaptive.

Terrorism is an adaptive response of adversaries to counter conventional military advantages. Adaptation occurs in a context of transactions between people, organisations, and environments. As such, adaptation and adaptive responses are dynamic, evolving and dependent on the situation. Thus, countering terrorism will demand that coalition architectures be adaptable. How are adaptive organisations and systems designed and sustained? Some key considerations are the impact of culture on cognition, decision-making, and teamwork, national differences in technological sophistication, and information system interoperability.

The specific objectives will be to:

- define concepts and requirements for operational and systems architectures;
- develop adaptive approaches that integrate and sustain coalitions;
- qualify the benefits the architectures bring to the operations.

The workshop is the first step to meeting these objectives. The aim of the workshop will be to identify the requirements and issues that need addressing through a follow-on task group. The workshop will be conducted through preamble presentations on relevant topics to stimulate the syndicate working that will aim to answer specific questions relating to the objectives.

The output of the workshop will be:

- findings and recommendations, including the need, technical issues and roadmap;
- the way forward including identifying potential collaborations;
- workshop report.

## PROGRAMME

### TUESDAY, 15 APRIL 2003 – DAY 1

08:30 Registration Opens

09:00 Welcome and Introduction

#### PREAMBLE

09:30 Defining terrorism and review of findings from the NATO Counter Terrorism Workshop by Bharat Patel, UK

10:00 Approaches for Detecting Information Deception During Urban Operations by Tom Cook, US

10:30 Coffee Break

11:00 An Operational Perspective of Doctrine and Training Development for Counter Terrorism by Ken Falke, US

11:30 RMCS Counter Terrorism Study by David Wright, UK

12:00 Human Science Issues, by Neil Verral, UK

12:30 Formulating questions for work group

13:00 LUNCH

#### WORKING SESSION

14:00 Work Groups session

15:30 Coffee Break

16:00 Work Groups presentations

17:30 Day 1 closing remarks and Day 2 agenda review

### WEDNESDAY, 16 APRIL 2003 – DAY 2

08:30 Registration Opens

#### PREAMBLE

09:00 Adaptability in Full-Spectrum Operations, by Linda Pierce, US

09:30 Representation of Department of State Activities, by Neil Smith, UK

10:00 Coffee Break

10:30 Ten Suggestions to Defeat Adaptation in Hostile Organizations: Lessons Derived from Model-Based Designs of Adaptive C2 Organizations Daniel Serfaty, US

11:00 Training Strategies for Counter-Terrorism: Principles and Approaches, by Eduardo Salas, US

11:30 Organisational Analysis of Terrorist and Criminal Organisations, by Rhys Williams, UK

12:00 Formulating questions for work groups

12:30 LUNCH

#### WORKING SESSION

13:30 Work Groups session

15:00 Coffee Break

16:00 Work Groups presentations

17:30 Day 2 closing remarks and Day 3 agenda review.