



Figure 1: Artist's concept of the envisioned future Swedish Command Post.

INTRODUCTION

The paper describes efforts that have focussed on the production of indicators and their use to support plan development for a range of different types of operation. Indicators can provide information on the nature of the conditions under which an operation should be undertaken, how well an operation is proceeding, and whether or not a desired end-state for the operation has been achieved. As well as a range of purely military operations, there is also a critical need to provide indicators to identify terrorist threats and support counter-terrorist operations. Such indicators would provide insights into the effect of the operation on both the military and the wider civilian aspects of the overall conflict environment.

Such indicators could be based on, and reflect the nature and constraints imposed by, intelligence data, political resolutions and mandates, and the nature of the mission given to a commander by subordinate political entities. For the purpose of this paper it is generally assumed that a military commander would be involved in dialogs with political executives in order to define a future mission and the political indicators. This commander would also work with other military forces, and perhaps selected civilian entities (agencies), that have interests in achieving a politically-defined End State¹ with indicators.

The nature of the indicators used to provide information on overall progress is of course dependant on the nature or phase (such as the US-defined Phases I, II, III, or IV) of an overall operation, such as counter-terrorist operations that involve actions by both military and civilian entities. As an example, Phase I activities might involve co-ordinated military and

¹ After the Cornwallis IX workshop we have learnt that this can be compared with the latest hot topic in military domain namely effect based operations, effect based planning etc.