ALL PLANNING DOCUMENTS ARE MANAGED THROUGH DMSCUPOL

The document management system in DMSCupol administrates all associated documents through its drawing capabilities, which are functionally supported by MS Visio™. The choice of MS Visio™ was made because it was the drawing tool most widely used by top executives. The user draws a COA Score with MS Visio™ and through XML tagging can inter-link all documents and store all components in a database. Adequate data handling capabilities can be provided by use of the IBM Domino-server. That server can handle several thousands of simultaneous users involved in producing and up- or down-loading documents from remote platforms.

The Document Management System (DMS) was developed initially in response to the demands of a construction firm and had been used for several years with several thousand of simultaneous users that uses and administrating 3-4000 separate projects all over the world. DMS has successfully interfaced MS Word™, PowerPoint™, Excel™, map-based or BLOB-based software in the production of documents for the construction industry. Analysis of the DMS facility demonstrated significant potential for its use as a basis for production of the facilities needed to support Swedish operational planning activities. The Swedish National Defence College, together with the vendor (Develop Europe AB), interfaced the NATO GOP procedure with QFD and the DMS system.

Figure 3 shows a NATO GOP structure that supports the composition of the process-related products that a staff should generate during a planning activity. Figure 4 presents the folder hierarchy that is generated by the procedure. Here it is possible to load up and provide templates to support staff members during their planning process activities. Figure 5 shows a specified operational planning product linked to the operational scenario. It provides a representation of specified NATO planning products, the specified operational End State, the Centre of Gravity, Lines of Operations, Decisive Points and the appropriate Phasing of the complete set of planned actions.

In summary, all documents developed staff members are linked to the Operational Score. Under these circumstances, a commander is able to get a quick orientation of all the resources in the same way that an orchestral conductor can get an overview by looking at a musical score. A commander and his (or her) staff can easily determine the total production of documents produced by the planning process by just clicking on symbols in the Operational Score. A staff member can either work on-line or submit his documents in batches to the DMSCupol system. Although these capabilities are very helpful to some extent, experience has shown that additional support for the overall planning process is needed.

As the planning procedure matures, the staff can begin to identify the nature of the indicators needed to provide information on the success of planned operations. The indicators that later will signify the achievement Decisive Point objectives during an execution of the OPPLAN are identified during the Course Of Action development stage and can be put into their appropriate location in DMSCupol. Figure 6, shows a screen shot where the indicators are defined or selected from a candidate list. A Staff could pick as many indicators needed or just use specific key indicators and link them directly to the appropriate Decisive Points in the DMSCupol system. Multiple viewing capabilities have been introduced in order to