

Appendix 2 – RTO HFM RTG 138 Terms of Reference

References:

- A. The Leader and Team Adaptability in Multinational Coalitions: Cultural Diversity in Cognition and Teamwork white paper dated 5 March 2003
 - B. NATO CDE Report #4 to the NATO Military Committee dated 2 September 2003
 - C. MCM-201-03 Bi-SC Report on Concept Development and Experimentation dated 4 December 2003
 - D. Exploratory Meeting held 23-25 February 2004 at NATO Headquarters
 - E. NATO CD&E project on Leader and Team Adaptability in Multinational Coalitions: Cultural Diversity in Cognition and Teamwork (LTAMC) dated 25 February 2004 (Revised Dec 2004).
 - F. HFM ET-049 Technical Activity Proposal
1. **Background.** In March 2003, the US Army Research Laboratory (ARL) Human Research and Engineering Directorate (HRED) wrote and submitted the concept at reference (A) for consideration as a potential NATO CD&E project. Its aim is to improve the ability of NATO Response Force Headquarters personnel to better perform command and control functions through the understanding of culturally based cognitive differences that impact multicultural teamwork. This concept was forwarded to the Military Committee via reference (B) and was subsequently approved as a NATO CD&E project on 4 December 2003 in reference (C). The ARL HRED multicultural program of research was presented to Dr. Robert Foster, OSD, in September 2003 resulting in a Technical Activity Proposal (F) submitted for consideration as a HFM Exploratory Team in October 2003. Reference (D) was planned for and then convened by the Headquarters, Supreme Allied Commander Transformation and the US Army Research Laboratory. Eight nations and NATO Headquarters, Supreme Allied Command Transformation sent representatives to this meeting. The nations were Canada, Germany, Greece, Norway, Sweden, Turkey, the United Kingdom and the United States. During the exploratory meeting, reference (E) was drafted. In accordance with reference (E), the nations notified the NATO CD&E Project Lead Analyst of their desire to participate or not to participate as a member of the team for this NATO CD&E project. The nations that decided to formally join the project team are Canada, Norway, Sweden and the United States. Greece and the United Kingdom are observers. Should other nations decide to join the project team, their project team composition and responsibilities will be annotated in an appendix to this document. All the aforementioned nations are members of the combined CD&E - HFM ET-049 project team.
 2. **Project Objectives.** To conduct multinational, collaborative experiments designed to capture knowledge about cultural factors for use in military modelling and simulation, system design, personnel selection, and officer training for the full range of Alliance military operations.
 - (1) **Area of research and scope:**
 - Teamwork adaptability
 - Social and cognitive cultural factors
 - (2) **Specific goals and topics**
 - Define cultural adaptability.
 - Generate research questions

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- Make a recommendation for a conceptual model of cultural adaptability for Alliance military operations
- Develop methods for experimentation
 - Design experiments
 - Generate reference scenarios
 - Develop process and outcome measures
 - Consider processes, organizations and technologies for study of cultural adaptability
- Establish testbeds for conducting collaborative experiments
 - National
 - NATO
- Recommend system design requirements
- Identify potential products that would enable cultural adaptability

(3) Deliverables

- ACT: Published report; GlobeSmart[®] Commander cultural awareness training tool
- RTO: Research Symposium

(4) Duration

- ACT: 3 years (Feb 2004 until Sept 2007)
- RTO: 3 years (May 2005 until April 2008)

3. **Purpose.** The aim of these Terms of Reference is to establish the project team, its responsibilities and contributions within the NATO RTO HFM project on “Adaptability in Coalition Teamwork,” which operates in tandem with the NATO CD&E LTAMC project. A timeline for these responsibilities and contributions will be governed by reference (E).

4. **General Agreements.**

a. Information Sharing.

- i. Research and experimentation information will be shared with all project team members and any NATO and PfP nations.
- ii. Although the project is currently unclassified, it may be necessary during concept development and experimentation to classify information. If this is the case, a NATO security classification will be assigned to the data/information to protect it from unauthorized access. In all cases when contemplating the classification of project information, the entire project team will be consulted to try to preclude members from potentially being excluded from viewing certain project information or data.

b. Resource Responsibilities. Each nation on the project team is responsible for financing its own personnel contributions, administrative costs, research facilities, and travel and per diem. Specific responsibilities in paragraph 5 of this document are the sole financial responsibility of the nation under which they are listed.

5. **Project Team Composition.** The project team will consist of:

a. United States

- i. Air Force Research Laboratory (AFRL): Dr. Janet Sutton, Chair; Dr. Rik Warren
- ii. Army Research Laboratory (ARL): Dr. Linda Pierce; Mr. Frank Morelli
- iii. Army Research Institute (ARI): Dr. Sharon Riedel

- iv. NAVAIR Orlando Training Systems Division (NAVAIR-ORL TSD): Dr. Joan Johnston; Dr. Phil Mangos
 - b. Canada
 - i. Canadian Forces Experimentation Centre (CFEC): Dr. Fred Lichacz
 - c. Norway
 - i. Norwegian Defence Research Establishment (FFI): Ms. Anne Lise Bjornstad
 - d. Sweden
 - i. Swedish Defence Research Agency (FOI): Dr. Erland Svensson; Ms. Jenny Lindoff; Lt Col Arne Worm, M. Sc. PhD
 - e. NATO
 - i. Supreme Allied Commander Transformation (HQ SACT): Mr. Van Edelmann; Mr. Pierre Marc; Mr. Bill Piersol; Dr. Nancy Hughes
 - ii. Research and Technology Organization (RTO) Human Factors and Medicine Panel: Dr. Robert Foster; Dr. Paul Chatelier
- 6. **Project Team Responsibilities.** Each of the following nations and the NATO organization agreed to contribute time, expertise and/or resources to this project. These contributions are:
 - a. United States
 - i. Dr. Sutton will manage the overall project plan
 - ii. Dr. Sutton will lead the development of and maintain the concept development and experimentation plan
 - 1. Oversee its execution
 - iii. Dr. Sutton will provide required scientific information to the NATO CD & E advisor to assist him in writing any requisite reports
 - iv. Dr. Sutton will act as the repository for all information on this project.
 - v. Other US team members will contribute to planning, execution and documentation of research.
 - b. All other project team nations
 - i. Will contribute to planning, execution and documentation of research.
 - c. NATO
 - i. Provide concept development and experimentation advise to the project team leader
 - ii. Secure funding
 - iii. Provide support for relationship development and research venues with international scientists interested in cultural based aspects of team development
 - iv. Facilities and meeting rooms as needed.
- 7. **Dissolution.** The terms of reference will be reviewed and if necessary, updated annually by the project team. The project team can be dissolved based on one of the following reasons:
 - a. The project team unanimously recommends dissolution due to lack of progress, material and/or funding.
 - i. A recommendation for dissolution would subsequently be made to the both the RTO HFM panel and HQ SACT.
 - b. The concept no longer appears to be feasible.
 - i. A recommendation for dissolution would subsequently be made to both the RTO HFM panel and HQ SACT.
 - c. On completion of the three year effort for ACT and RTO and delivery of a final report and research symposium, respectively.

