



# ISMOR 23

## A WASTE OF 37 YEARS?



**A career review by  
Geoff Hawkins**





# Outline

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**CV**

**Studies and their influence**

**Scrutiny and my impact**

**International collaboration and my  
influence**





# CV (Organisations)

**Defence Operational Analysis Establishment**

**(DOAE) – Sept 1969 – Jul 1973**

**Defence Operational Analysis Organisation**

**(Germany) – Jul 1973 – Sept 1975**

**DOAE – Sep 1975 – Nov 1979**

**SHAPE Technical Centre – Nov 1979 – Aug 1983**

**DOAE/DOAC – Aug 1993 – Nov 1993**

**MOD ACSA(C)/DG (Scrutiny & Analysis) –**

**– AD OA (Land) – Nov 1993 – Apr 1999**

**– AD OA (Policy & Programmes) – Apr 1999 – Aug 2006**





# Studies

**Army Command and Control study and data collection exercises**

**Adequacy of 1(BR) Corps communications**

**Harrier VSTOL Operations – survivability and hot refuelling**

**Impact of information on decision making by military commanders**

**Battalion level force mix**

**Requirement for light support helicopters.**

**SHAPE A/AA study**

– **Vector 2/CIA**

**NATO Equipment stockpile**

**Battlefield Nuclear Weapons**

**Chemical Warfare**

**Suppression of Enemy Air Defences**

**Harrier Attrition/I10**

**ISTAR**

**Arms Control**





# Scrutiny (1)

## Land projects

- Phoenix/ESM
- ATV(P)
- Freewheel (CR2 up armouring)
- Future Cargo Vehicle
- TRACER

## OA Capability

- C2 in models
- SAM/PAM
- CRI – conflict forecasting
- Game Theory – CT model, CSA procurement problem





# Scrutiny (2)

## PPSG

- Future Capability Requirements
- Equipment Programme
- **Medical resources**
- Helicopters

## Defence Planning Assumptions

- Combat intensity
- **Concurrency assumptions**

## Kosovo Strategic Planning group

**SDR – Tk Regts/Arty**

**Medium Term workstrand – DD/FFs**

**Future Army Structure**

**Logistics Sustainability and Deployment Audit**





# International collaboration

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**US/FR/GE - CFE**

**RU/US/GE/FR - JOSIM**

**US - Gulf War 1**

**NATO Panel 7/SAS**

**EU HTF/STP**

**MORS - training of S2O analysts**





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# Observations

**Studies usually have a delayed impact**

**Studies are ahead of their time**

**Confirmation of Decision Makers views worthwhile**

**Quick (80%/20%) studies more effective**

**Analysts are operating at arms length**

**Best results come from personal contact/integration**

**Importance of models overplayed**

**Model users do no understand them**

**Too little analysis**

**Data problems still exist**

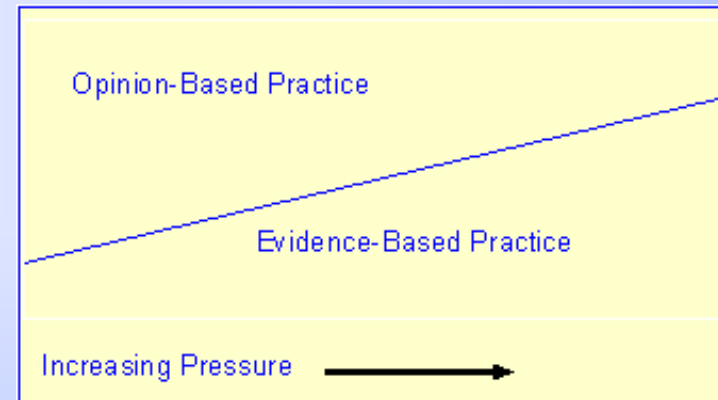
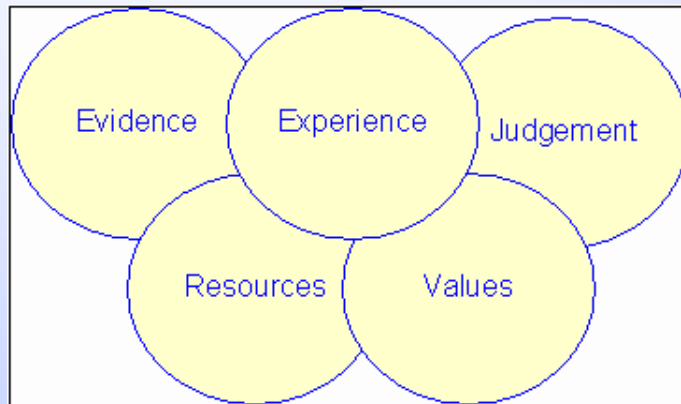
**Too little emphasis on communicating findings**





# Summary

**I've enjoyed my 37 years**



**I feel that I have contributed – especially  
in Main Building and internationally.**

**You can decide!**





# QUESTIONS?

