# Cultural Training & Intelligence for OIF

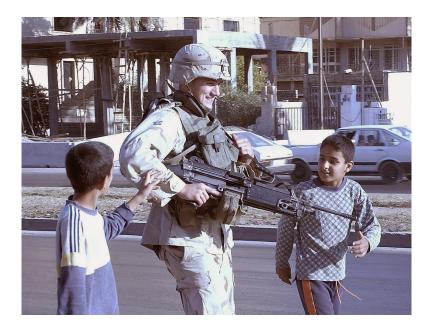
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Ms. Andrea V. Jackson 5 August 2004



### Agenda

- S Iraq Training Program
- S Challenges of OIF for U.S. Military
- S Challenges of Cultural Training in OIF
- S Challenges of Cultural Intelligence in OIF
- S Marine Feedback





## Iraq Training Program – Mission & Access

SMission: To create a computer-based training program which prepares soldiers, leaders and commanders & staffs to operate in the complex political, economic, social and military environment of Iraq

> https://call2.army.mil OIF Iraq Training Program

http://www.train.army.mil Iraq Training Program

## Iraq Training Program – Contents

- SUnderstanding our Mission: military and civilian organizations, their goals, approaches and progress to date
- SUnderstanding Iraq: History, politics, culture, religion, ethno-religious groups, economy, security forces, insurgent organizations, among other topics.
- SOperational Challenges: Common operations patrols, raids, detaining civilians, crowd control, working with local governments, interacting with the local population, Arabic for military operations

3 Audiences: Soldiers, Leaders, Commanders & Staffs

## Methodology

#### § Academics

SMilitary and Civilian Post-Conflict Reconstruction Expertise

# Son-the-Ground Research

SInstructional Systems Design





## Challenges of OIF for U.S. Military

- Security environment means the military is the only organizations which can interact with Iraqis on the local level
- STask of Building Local Institutions is therefore being left to the military at the Battalion, Company and Platoon Level
- Success in Building Local Institutions is central to defeating the insurgency
- SMilitary lacks skills, organizations and information for this task
- Strategic Corporal

# Challenges of Cultural Training for OIF

#### Short training lead times

- SIn-person training by experts who are high cost and geographically dispersed is preferable
  - Hard to find experts with real on the ground experience after 1990 (Hussein regime, insurgent violence)
- SGeographic dispersion and large numbers of trainees
- STraining is decided on or dispersed at the company level
- SMaking Marines and their leaders understand how important this training is to their mission success and force protection
- SLack of existing skills in social sciences

# **Challenges of Cultural Intelligence for OIF**

#### § Collection:

- Skills in asking the right questions at the tactical level
- Leveraging knowledge and expertise on the culture writ large from academia, foreign service and national level agencies

§ Analysis

- Time and skills in analysis of detailed observations of patrols insufficient
- Access to information and skills from national level agencies, academia, etc.
- Access by analysts to information from the tactical platoon, squad or individual soldier level

#### § Dissemination:

- Open source information looked upon as questionable, but probably the most important source for cultural information
- Telecommunications technologies at the tactical level very poor makes getting expertise and information to the field very challenging

## **Feedback from Marines**

- S Training on culture was not very available, especially at the level where Marines interact with Iraqis most – platoon, squad and individual level
- S What was most available was:
  - Do's and Don'ts
  - Focused on Gulf States and not very relevant in Iraq
- S What was not available:
  - Understand the audience for IO
  - Understand how to do business with Iraqis mindset
  - Effects of totalitarianism on individual Iraqi cooperation
  - Understand importance of building trust in establishing a safe & secure environment – deterring participation in insurgent activities and collecting information on insurgent and criminal activities
- S Cultural understanding seen by most as secondary "peace through superior firepower"

### **Questions?**

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