

---

## Session V: Crisis Response (2)

Session Chair: Mr. Karl Bertsche  
Information and Communication Systems  
Dornier GmbH, Friedrichshafen, Germany.

The second session on Crisis Response consisted of papers by Petra Buxrud and by Reiner Huber and Peter Cherry. Summary materials from those papers are presented below.

- *Cooperation, Command, and Control in UN Peace Support Operations A Study on Differences in Professional Cultures* by Ms. Petra Buxrud, The National Defence College, Stockholm, Sweden.

The National Defence College of Sweden has, since 1995, conducted a research project analyzing various United Nations peacekeeping operations. The goal is to gain an understanding of problems and difficult situations that may be present in an operation. It is then the purpose to evaluate these findings and transform them into a form that is suitable for teaching. The overall purpose of the research project is to generate knowledge concerning problem areas within UN peace support operations, and then to integrate the findings with the training of future officers.

The research project has published a number of publications on the topic of “Co-operation, Command and Control in UN Peacekeeping Operations” Among the publications is a pilot study, a case study on the UN operation in Haiti, a survey on the legal framework of UN operations, and a report from a seminar conducted in New York discussing the project’s various findings. The UN operations that have been looked into are Cambodia, Congo, Cyprus, Haiti, and Somalia. The research is based on interviews and among the people interviewed are highly placed representatives from the missions, such as the Special Representative of the Secretary General (SRSG), the Chief Administrative Officer (CAO), the Force Commander (FC), military representatives, civilian police representatives, and representatives from humanitarian organizations.

- *On Restructuring Alliance Ground Forces and Adapting Deployment Policies for the New Mission Environment* by Professor Reiner Huber, Ph.D., University of the Federal Armed Forces, Munich, Department of Computer Science, Neubiberg, Germany and W. Peter Cherry, Ph.D., Vector Research Incorporated, Ann Arbor, Michigan, U.S.A.

The investigation described in this paper reviews research on the relative level of military personnel capability as a function of conscription level and investment expenditure per soldier. It categorizes NATO Alliance forces, country by country, on these dimensions and provides seasoned judgments as to the appropriate and likely future behavior of the Allies on these dimensions. This analysis focuses on Out of Area Operations like those encountered

recently in Bosnia and post-war Kosovo. It makes the point that future forces should be composed predominantly of well-trained volunteers in smaller yet more effective numbers.

As during the Cold War period, defense spending and the number and type of available forces represent the principal constraints for planning operations in today's major theater war contingencies. Considering the spectrum of post-Cold War military operations subsumed under the term *stability and support operations*, however, personnel structure and deployment policies of military forces, as well as national and Alliance interests, have become important additional constraining factors that force and operations planners have to take into account.