

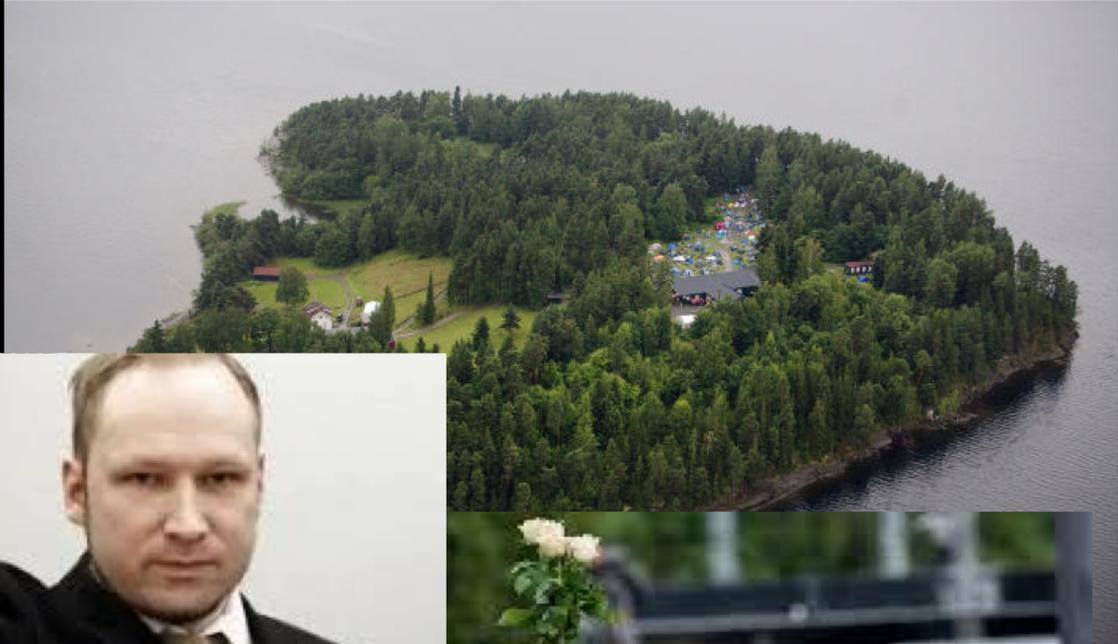
Maritime cross-sector collaboration exercises – Are they useful?

Jarle Løwe Sørensen, Dr.B.A.

Associate professor,

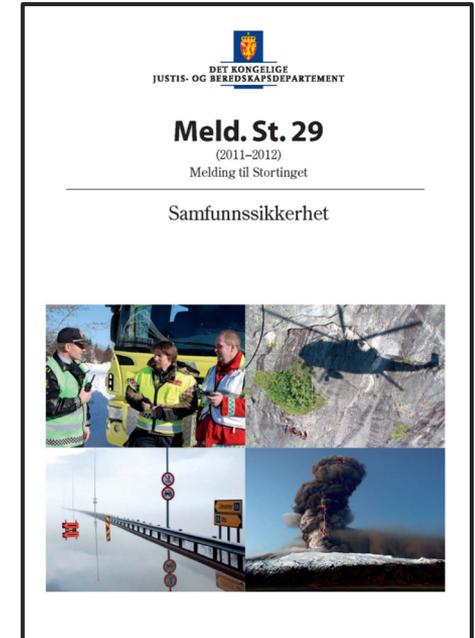
Director, USN Center for Security, Crisis Management & Emergency preparedness





Introduction

- July 22, 2011 terrorist attacks on Norway
 - Politically motivated
 - 77 people killed in Oslo and at Utøya
- The formal investigation stated, among other observations, that:
 - society's response to the attacks had been insufficient
 - the overall ability to collaborate across sectors, acknowledge risks, train personnel, and communicate could have been better
- 2012: Stoltenberg government initiative (White Paper 29):
 - Established collaboration as the fourth official principle of emergency and crisis work, together with the existing principles of responsibility, similarity, and proximity.
 - *Collaboration development: increased focus on collaboration exercises*



Collaboration in crisis

- The ability to operate in the interface between branches and organizations seems to be the key to success (Brattberg, 2012).
- The existence of well-structured collaboration processes at the early stages of crises has been found to positively affect the overall outcome (Salman Sawalha, 2014)
- Not engaging in sufficient collaboration in times of crisis may affect society's ability to deal with adverse consequences (Salman Sawalha, 2014)



The Gap

- Crisis collaboration exercises are perceived as:
 - developing and testing cross-sectoral team integration, preparedness efforts, and response (Rutty & Rutty, 2012).
- Crisis collaboration exercises tend to produce results with limited usefulness in actual crisis work
- *Gap in the literature:*
 - Lacking knowledge about the perceived effects of Norwegian *maritime* collaboration exercises

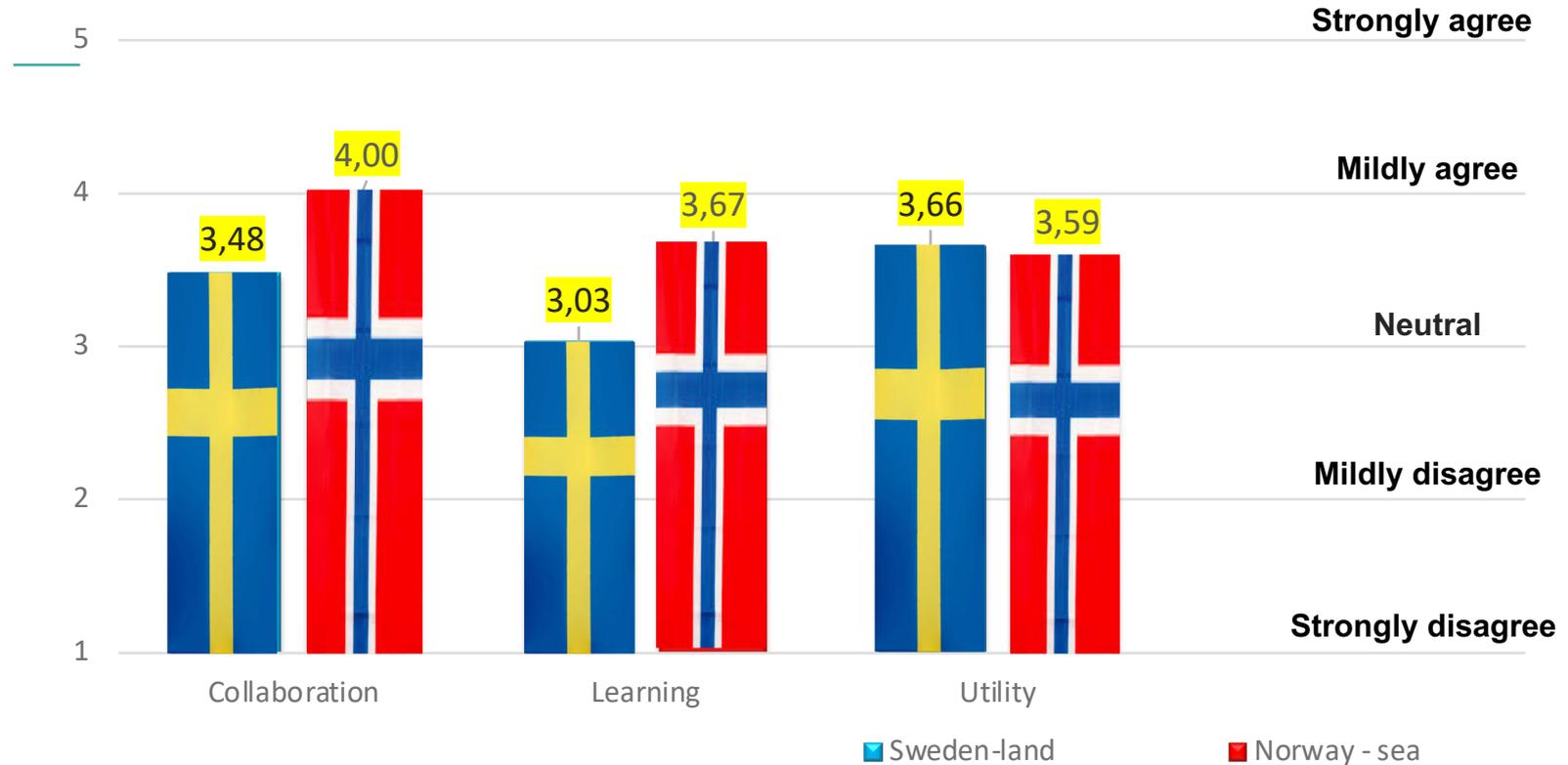


Method and Design

- A quantitative, non-experimental, survey-based study
- Instrument: Collaboration, Learning, and Utility (CLU) Scale
- Sample: Participants in multiple Norwegian and Swedish collaboration exercises (N= 346)
- Identification of perceived levels of CLU



Perceived levels of Collaboration, Learning & Utility (CLU)



Discussion & Conclusion

1. Too comprehensive and detailed exercise scenarios
 - Bigger isn't better
 - Too detailed and comprehensive exercise manuals
2. **Mismatch between rhetorical exercise ideals and practical utility**
 - Mechanistic vs. Organic exercise models
 - Comprehensive bureaucracies and hierarchies
3. **Too much focus on sector-specific drilling rather than collaboration strengthening elements**
 - Joint evaluations
 - Improvisation



Conclusion: Maritime collaboration exercisers are perceived useful, but there is room for improvement

Recommendations

1. Collaboration exercises = tools, not permanent solutions
2. An adoption of a (intern)national collaboration exercise framework that emphasizes step-wise collaboration learning and usefulness
3. Future research into collaboration and the effects of crisis collaboration exercises, preferably applying the same CLU instrument



Thank You!

Jarle Løwe Sørensen

E-mail: jarle.sorensen@usn.no

Phone: +47 992 38 930

www.usn.no/skb





University of
South-Eastern Norway
