ALLIED COMMAND TRANSFORMATION

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Overview

- What changed
- Reasons for change
- NATO Challenges
- ACT Delivering Transformation
What Changed

- New Command Structure
  - Move from two operational commands to one operational and one functional
  - Realignment of subordinate commands, agencies and linkages
ACT Command Elements

Joint Warfare Centre
Stavanger, Norway

Joint Force Training Centre
Bydgoszcz, Poland

SACT Staff Element Europe
Mons, Belgium

NATO Undersea Research Centre
La Spezia, Italy

Joint Analysis & Lessons Learned Centre
Monsanto, Portugal
ACT Networks and Partnerships

NATO Consultation, Command and Control Agency
The Hague, Netherlands

Allied Command Operations
Mons, Belgium

Research & Technology Organization
Paris, France

NATO School
Oberammergau, Germany

NATO Defense College
Rome, Italy

NATO CIS School
Latina, Italy

NATO Maritime Interdiction Operational Training Centre (NMIOTC)
Souda Bay, Greece

Centres of Excellence
NATO and PfP Nations
Reasons for Change

- **New Strategic Environment**
  - Will generate more frequent Alliance Military response to global threats
  - Requires holistic approach involving all means to achieve results – effects based approach

- **Future operations more complex and multi-dimensional**
  - Truly interoperable forces
  - Change from pattern of deconfliction to integration

- **Future forces must be agile, joint & expeditionary in character and design**
  - Capable across full spectrum of conflict
NATO Challenges

- New Paradigm
- New business
  - Out of Area – Afghanistan, Iraq
  - New missions – Olympics Support
- Political Transformation
- Military Transformation
New Paradigm

Modifying culture – Working on the intellectual end of capability – “changing the software”

- We must have overall situational awareness
- We must have information
- We must act coherently on that information to deliver effect
- We must have speed and agility in planning, decision making and, subsequently, in action
- We must be able to transition from warfighting to post-conflict stabilization to counter - terrorist activity
- We must overcome the culture of guarding information rather than sharing it
- We must loosen our grip on hierarchies and centralized command

“Interoperability between the ears”
New Business

- Afghanistan
  - ISAF
  - PRT

- Greece – Olympics support
  - Civil Defence Assistance of member country new mission for NATO
  - New type of planning to include Technical Operating Procedures, Memorandum of Understanding, and Technical Agreements

- Iraq
  - Training Mission
Political Transformation

Conflict Resolution is:

- Application of National power
- Information superiority through situational awareness
- Speed and agility in planning, decision making and subsequent action
- Interagency, coalition, Alliance and National decision cycles
- Information sharing

We must get inside the Adversary’s decision cycle

- Using Iraq and Afghanistan as examples, decision makers in the US and Europe are at a geographical disadvantage
Military Transformation

- Retain military relevance as an Alliance
- Fast changing world – new threats and technologies
- Modernize capabilities
- Improve interoperability
The Military Future of NATO
Transformed Capabilities for the 21st Century

20th Century

Static
Reactive
Regional
Mass
Attrition
Deconfliction
Supply Point Logistics
National Intelligence

21st Century

Agile
Proactive
Global
Manoeuvre
Precision
Integration
Integrated-Distribution
Based Logistics
NATO Fused Intelligence

ACT + ACO + Nations through NRF = Transformed NATO Military
ACT Vision

“We are NATO’s forcing agent for change, leading the continuous improvement of Alliance capabilities to uphold NATO’s global security interests.”
ACT Standing Priorities

- Transform NATO’s military capabilities
- Prepare, support and sustain Alliance operations
- Implement NATO Response Force and other deployable capabilities
- Achieve ACT full operational capability
- Assist transformation of partner capabilities
Leading Transformation

- NATO’s Forcing Agent for Change
- National resolve/ commitment
- Framework for long-term development
- Infusion of research & technology
- Develop concepts & doctrine
- Deliver education & training
- Conduct leading edge experimentation
Fundamentals of Transformation

- Process that anticipates the future
- Innovation/ experimentation/ conceptual development
- A new mindset – intellectual and cultural change
- Comprehensive change – organization, policy, doctrine, processes, training, and education
- With the NRF as the vehicle
Transforming for the Future

Effects-based operations

- Comprehensive integrated application of all instruments of Alliance power
  - Military and Political
- Create campaign effects which achieve desired outcomes
- Adaptive to all levels of command and across the full spectrum of conflict
Transforming for the Future

- Effects-capable forces characterised by achieving three Transformation Goals
  - Decision Superiority
  - Coherent Effects
  - Joint Deployment and Sustainment
Transforming for the Future

- Transformational Core Competencies
  - Information Superiority
  - Joint Manoeuvre
  - Effective Engagement
  - Integrated Logistics
  - Expeditionary Operations
  - Enhanced CIMIC
Attributes of a Transforming NATO Force

The Operator’s approach

- Deconflict Services & Cultures
- Stitch Nation Seams
- Integrate NRF Capabilities
- Effects-Based, Collaborative, Network Centric and Interdependent

Deconflicting

Coordinating

Integrating

Coherence

It is about Culture and Product
Delivering Transformation

- Delivering Transformation
- Develop Long Term Vision
- Identify Capability Needs
- Conduct Experimentation
- Determine Implementation Approach
- Valid Solutions, Roadmaps
- Force Proposals, Training, Capability Packages
- Future Operational Context
- Future Pol/Mil Environment, New Ideas Lessons, Technology Push
- Concepts Expessed in Terms of D-O-T-M-L-P-F
- Implement in NATO & Nations
- Develop Solutions Through CD&E, R&T, CNAD, Others
- Short, Long Term Requirements
- Lessons, Technology Push
- Future Operational Context
- Lessons, Technology Push
Summary

- Accomplishments in 2004
  - Re-inventing transformation processes
  - Delivering products to NATO
- Growing appetite for Transformation
  - New nations, new expertise, new venues
  - The more we do, the more we find to do

ACT is the Forcing Agent and Gateway for Alliance Transformation
ALLIED COMMAND TRANSFORMATION
BACK UPS
Concepts Interaction

MINISTERIAL GUIDANCE MILITARY COMMITTEE

“Strategic” Concepts

“Enabling” Concepts

“Operational” Concepts

“System” Concepts

SC input to MC-level initiatives

Bi-SC Joint Vision

NATO Operating Concepts

NATO Operations Concept

White Papers

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White Papers
INTEGRATED PROJECT TEAM (IPT)  
Staff Functions Interaction  

STAFF FUNCTIONS

CROSS FUNCTIONS

Information Sup. / NNEC

Effective Engagement / Joint Maneuver

Effective CIMIC

Expeditionary Ops

Integrated Logistics

: Intra-IPT Collaborative Information Environment (CIE)
Concepts-Experimentation Pathways

- Multinational Experiment 3
- Dynamic Response
- Multinational Experiment 4
- Allied Reach
- Information Sharing
- Decision Superiority
- Effects Based Operations
- NRF Operations Pathway
- NRF Employment Pathway
- CMX 04
- CMX 05
- E5
Joint Warfare Center

The Joint Warfare Centre (JWC) promotes and conducts NATO’s joint and combined experimentation, analysis, and doctrine development processes to maximize transformational synergy and to improve NATO’s capabilities and interoperability. The JWC assists ACT’s developmental work on new technologies, modeling and simulation. It conducts training on, as well as the development of, the new concepts and doctrine for joint and combined staffs.
Joint Force Training Centre

The JFTC supports training for NATO and Partner forces to improve **joint and combined tactical interoperability**. The JFTC conducts joint training for tactical level command posts and staffs in support of tactical level commanders. The JFTC assists ACT and ACO in the **promotion of NATO doctrine development** by co-operating with Centres of Excellence (COEs) in order to improve NATO’s capabilities and interoperability.
Joint Analysis & Lessons Learned Centre

NATO’s central agency for performing joint analysis of real-world operations, training, exercises and NATO Concept Development and Experimentation collective experiments, and for coordination and further development of all Lessons learned efforts within NATO, including establishing and maintaining an interactive managed Lessons Learned Database.
NATO Undersea Research Centre

A world-class facility engaged in cutting edge undersea warfare research for new joint and combined capabilities in the areas of antisubmarine warfare; naval mine countermeasures and military oceanography; fostering maritime innovation in these and related mission areas; and maintaining the core competencies required to enable undersea research and maritime innovation.
Centres of Excellence

Funded nationally or multinationally, COE’s allow NATO nations and Partnership for Peace (PfP) leaders to improve interoperability and military capabilities, test and develop doctrine, and validate concepts through experimentation.
NATO Response Force (NRF)

- Operational tool as well as a mechanism – a test bed
- Emphasis on high readiness, rapid deployability and high tech capability

We have honed in on Information Superiority and within that, Network Enabled Capability as our Main Effort

- We aim to define the network, standards, decision-making tools and organizational and human processes to deliver a networked force to NATO – with an absolute focus on the NRF
NATO Network Enabled Capability (NNEC)

- Encompasses the elements involved in linking collectors, effectors and decision makers to enable the development of a NATO, network-centric, effects-based, operational capability
- Involves Joint Deployment and Sustainment of forces, enabling translation of information into increased combat power and mission effectiveness through Decision Superiority
- Leads to rapid, flexible, precise, coherent operational effects
Information Superiority

- Gives NATO the competitive advantage needed to win in future Effects Based Operations
  - Access to more and better quality information than our adversary
  - Tools and techniques available to make the right decisions
  - Command organizations in place to act on these decisions faster and more effectively than our adversary
- Includes actions to minimize (limit and delay) our adversary’s situational awareness and decision-making abilities
- Key to achieving is the development of NNEC to ensure the secure collection, processing and dissemination of information
Delivering Transformation

- Analyzed implications of Iraqi lessons learned for NATO capabilities
- Created a dynamic ISAF-Lessons Learned process and now Kosovo
- Delivered Mission Rehearsal Training – NRF Commanders + ISAF IV & V
- Conducted experiments
- Vision for conduct of future operations
- Defence Planning Review