



ALLIED LAND COMPONENT
COMMAND HEADQUARTERS
HEIDELBERG, GERMANY

THE OBSERVER



SERVING ALLIED LAND COMPONENT
COMMAND HEADQUARTERS HEIDELBERG
CAMPBELL BARRACKS, HEIDELBERG, GERMANY

The Observer Winter 2008

Editorial

The Observer

Serving the military, civilians and family members of ALCC HQ HD

Lt. Gen. Roland Kather
Commander

Lt. Col. Hans-Joachim Gemballa
Ch, Public Affairs Officer

Editor
1Sgt. Major Morreels
Techn. Multimedia

Published four times each year, The Observer is an authorized, unofficial publication. Its aim is to inform headquarters personnel and their family members. Opinions expressed in this publication are those of the authors and do not reflect official policy.

Suggestions for articles, comments and contributions are welcome and should be directed to the editor. The editor reserves the right to edit submissions.

Public Affairs Office
Postfach 102620
D-69016 Heidelberg
(Bldg 8, Campbell Barracks)
Phone: 06221.398.5316
Fax: 06221.398.5349
Email: PAO@lahd.nato.int

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Dear readers,

The magazine you are holding in your hands is not only this year's last issue of the Observer, it is also presented to you in a new format.

For the casual viewer this might not be something very special, but it goes along with a lot of other changes affecting our headquarters over the last year.

These changes included switching back from the ISAF mode in early 2008, going back to the normal headquarters battle rhythm, but nearly instantly finding out that this familiar routine would no longer exist.

With our headquarters being a spearhead in what will lead to a significant change in NATO posture, the challenges immediately raised. The preparations to transform Allied Land Component Headquarters Heidelberg into a NATO Force Command comprising two DJSE took all our efforts.

Without going into detail most of you, including the many newcomers who had to be integrated over the summer period, know

what achievements have been made over the year in countless hours of work here in Heidelberg, as well as in a vast number of exercises.

So it seemed to be logic that these changes also have to be reflected in our headquarters' magazine which is addressing our headquarter members as well as their families. But it is also directed at everybody outside our command who is interested in our activities and the achievements reached by the personnel from 21 NATO and non-NATO nations serving in Heidelberg.

We hope that the new format and layout are meeting your ideas of a publication that is intended to reflect the valuable work that is done in this headquarters.

Please feel free to give us your comments on this new design of your magazine, and also don't forget to provide us with contributions for future issues.

Lieutenant – Colonel Hans-J. Gemballa, DEU A
ALCC HQ HD Chief Public Affairs

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Commander's Message



Welcome to the final 2008 edition of the Observer magazine. You find this edition in a new format, reflecting another change among many others which have affected our headquarters this year.

A large number of our staff returned from their ISAF deployment in February bringing back a fresh pool of knowledge and many memories – and had to jump on a train rapidly taking up speed. Indeed, the implementation of the Deployable Joint Staff Element Concept was agreed upon in March and it quickly materialized that our Command would take the lead in testing this concept. Preliminary activities such as Key Leader seminars, workshops and other events paved the way. Finally, at the beginning of September, after much planning and countless hours spent on putting together new SOPs, one important step forward was the physical build-up of our DJSE 2 (JHQFE). BOLD LYNX was the first opportunity for this HQ to prepare, deploy and train selected elements of the new DJSE under the conditions of a simulated operational environment. We further used the opportunity of the COOPERATIVE series of exercises for a DJSE trial and deployed to Yerevan, ARMENIA, an interesting and at times challenging experience for all involved. For the longest time, due to the Georgia/Russia crisis, we were not sure whether or not the exercises would take place at all. All is well that ends well, and to put it in a nutshell, COOPERATIVE LONGBOW and COOPERATIVE

LANCER were a real success. Your dedication, flexibility and hard work made it happen – thank you for making this a highly successful training event for everyone. NRF 13 Battle Staff Training 1 in Lisbon was our first opportunity to train the Forward and Main of the Joint Headquarters as one entity. And finally, during ARCADE FUSION, we were able to train the cooperation of our DJSE with a Land Component Command Headquarters. All in all, despite the many challenges like a massive rotation of personnel this summer and the short period of time since the DJSE 2 set-up we have not only made visible progress. The excellent news is that we reached our first milestone and reached Initial Operational Capability in early December. This is something we can rightfully be very proud of – well done!! We have achieved much, but there still is more to do. We will train hard and work hard to achieve Full Operational Capability for our DJSE 2 by 1 July 2009. That will be our main focus and in order to reach our goal, we will have a very busy training schedule throughout the first half of 2009: Our Staff Academic Training in January 09, followed by Steadfast Shelter in February 09, and Loyal Ledger/Loyal Mariner in March 09; we will have our Battle Staff Training 2 in April 09, and our efforts will culminate with Steadfast Junction in May next year. Overall, we are well on track to FOC and ought to be ready for the DJSE II NRF

stand-by phase in the second half of 2009. Of course, the world does not revolve around DJSE alone. We will also be faced with organizing and executing several key conferences next year here in Heidelberg, in Lille and, much further away, in Canada. The conference in Canada will be a first for our Headquarters, as we will organize the combined Allied Chiefs of Army Staff Talks/Land Commanders' Conference bringing together Chiefs of Army Staff from NATO, Partnership-for-Peace, Mediterranean Dialogue, and Istanbul Initiative countries. 2009 will also be the year NATO will celebrate its 60th anniversary. We can be very proud to be part of an Alliance that - throughout the decades - has managed to stay abreast of global developments, that has known a marked enlargement and that continues to be held together by a set of common values. For all of us 2008 was a challenging year and for no-one more so than for our families. A number of our newcomers arrived in Heidelberg and had to go on exercise almost immediately leaving their families to fend for themselves. The Holiday Season will be perfect to make up for some of this lost family time. We can finally take some rest, relax, focus on the family and just forget all about work for a little while. Once again thank you to all of you! I appreciate all the work done so far. Looking ahead into 2009, I do not rest to remind you of my motto again, "Together we can! Shaping the Future!"

MISSION ACCOMPLISHED



ALCC Command Sergeant Major Camil, Samson (CAN)

Cooperative LONGBOW/LANCER 08 is now over and the Officers and NCOs of Heidelberg and other NATO countries were up to the tasks.

The Partnership for Peace exercises were conducted in Yerevan, Armenia from 24 Sep to 21 Oct 08. These exercises were a collective endeavour with 16 participating countries from NATO, Partnership for Peace Nations, Mediterranean Dialogue and Istanbul Cooperation Initiative.

While the main objective of these exercises was to promote interoperability between participating countries and to teach Tactics and Procedures for possible future deployments, there was, in my opinion, another important goal to achieve. This goal was to promote within the Armenian Army, how participating nations could operate in a system where officers and non-commissioned

officers work together above and beyond the Squad level.

On many occasions during the exercises, the Officers and NCOs from Canada, Austria, Switzerland, Great Britain and Heidelberg HQ, proved the concept of employment and cooperation between officers and NCOs by providing outstanding training sessions, scenarios, and support to the training audience. Many of these personnel were recognized for their great work during the closing ceremonies in front of their peers. Due to the limited number of personnel that could be recognized during the ceremonies in Armenia, it was decided that the remaining deserving personnel from this HQ would be recognized later in a ceremony in Heidelberg.

I sincerely believe that because of the professionalism of all involved, we left a very good impression of what interoperability and team spirit really mean. Whether you were employed as supporting staff, trainer or organizer, job well done to all of you. You were great ambassadors for your respective countries.



Austrian troops from the Quick Response Force, reinforcing troops under attack by militant forces during the exercise Cooperative Lancer

Only Through Tough Training can We Achieve Interoperability

Exercise Cooperative Lancer 2008 - 24 Sept.-20 Oct. Armenia

Story written by MAJ Diana GRADINARU

Soldiers from 14 NATO and (Partnership for Peace) PfP countries came together for the recent Cooperative Lancer 2008, conducted in Yerevan, Armenia.

The goal of the exercise was to train, exercise and promote interoperability of PfP/ICI partner forces using standards set inside a Crisis Response Operations (CRO) scenario through a live exercise. Key tasks involved securing sensitive points and ensuring a safe and secure environment with a focus on Counter-Terrorism (CT) opera-

tions to prevent the destabilization of a particular area.

From their first day, all service members involved in the first stage started their individual training, trying to learn as much as they could in order to gain knowledge and improve interoperability at the tactical level by applying NATO doctrine and procedures, so that they can work together on future peacekeeping operation. Their motto was: "If we want to work together, we have to train together". Thanks to well-skilled trainers and the best possible treatment by the host nation, the participants enjoyed the opportunity to be in Armenia and work alongside their international counterparts.

After spending the first few days during the first stage of the exercise learning individual skills ranging from weapons handling and firing to first aid and media training, the participants went to the second stage, continuing to move through various stands learning about how to operate in an urban environment, how to extract under fire, how to react to Improvised Explosive Devices and many more tasks. All soldiers enjoyed the col-

lective training atmosphere which brought them closer to the final training exercise, testing all the training the soldiers had received.

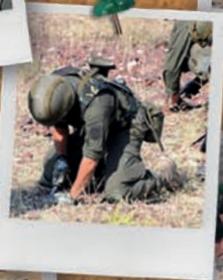
Challenge day

During Cooperative Lancer 08 NATO and PfP nations hosted a media opportunity on "Challenge day" - a competition event that tested the coordination, fluency and overall effectiveness of participating nations as they worked to achieve military tasks and objectives. The intent of the competition was to challenge soldiers and foster teamwork through a friendly and fair test of basic military skills. Media witnessed participants conduct a simulated medical evacuation exercise as well as vehicle movement and a hand grenade skills competition. The winner was 2nd Platoon Charlie Company, made up of soldiers from Ukraine and Hungary. In second place was 2nd Platoon Alpha Company, made up of soldiers from Armenia, and in third place was 1st Platoon Bravo Company with soldiers from Moldova.



Lieutenant General Gardner, Deputy Commander HQ Heidelberg during the Exercises Longbow-Lancer press conference

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COOPERATIVE LONGBOW-
LANCER 2008





Quick Response Forces reinforcing troops under attack by militant forces during the exercise Cooperative Lancer.

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Distinguished Visitors Day

Distinguished Visitors from countries participating in exercise Cooperative Longbow/Lancer 2008 visited Yerevan to get a first hand look at the training at the Balahovit training area. Approximately 80 military representatives from Armenia and participating countries had a chance to view

demonstrations of the combined skills the soldiers had learned during the exercise. The demonstrations included camp security, check points, house clearing, and convoy and casualty evacuation.

At the end of Cooperative Longbow/Lancer 2008, a conclusion can be made - the soldiers who trained together here in

Yerevan and were allowed to exchange information and put into practice training, will be able to apply their experience on future peacekeeping missions.



(From left) Lieutenant General Kather, Commander ALCC HQ Heidelberg and the Armenian Defence Minister Ohanyan attending the force demonstration during the distinguished visitors day of the Cooperative Lancer exercise in Armenia.



(Left) Vice Admiral Clingan, Commander JCL, and Lieutenant General Kather (Right) Commander ALCC HQ HD, on their way to visit the DJSE offices.

"I'm Impressed!"

Commander Allied Joint Command Lisbon inspects DJSE preparations

On 4 September 2008 the Commander Allied Joint Command Lisbon (JCL), Vice Admiral Bruce W. Clingan, paid a visit to Allied Land Component Command Heidelberg (ALCC HQ HD).

Purpose of this visit was to confirm the latest achievements the Heidelberg Headquarters has reached so far with the implementation of the new concept of Deployable Joint Staff Elements (DJSE).

Recently approved by the Military Committee this concept aims at meeting the requirements put forward by the NATO political level (NATO Level of Ambition) in coping simultaneously with a number of crises worldwide.

The concept includes a number of DJSE organically connected to a Force Command as the Forward Element in Theatre.

ALCC HQ HD was assigned to test this new model in an experimentation, putting up one first DJSE affiliated with JCL.

After an intensive phase of basic preparations which started only in June this year, the Heidelberg HQ now, commencing on 1 September 2008 has started with a full fledged training after establishing one of the DJSE from the Headquarters structure.

In a special training facility the different the elements of the forward staff now are testing the new model.

During this phase the main effort now is concentrating on the validation of procedural documents, staff procedures and the establishment of a Battle Rhythm enabling the DJSE to closely cooperate with the Main HQ which will be established by JCL.

During his visit Vice Admiral Clingan, who was received by ALCC HQ HD Commander Lieutenant General Roland Kather, had the chance to get some insights into the status of preparations.

Apart from briefings and discussions he had the chance to meet the personnel from the Forward Element of the DJSE.

In a short address to this audience he showed himself impressed about what has been reached so far considering the tight timelines.

He promised that JCL will work hard to provide the function of the Main HQ to contribute to a realistic training environment.

A first common training of JCL and the Heidelberg HQ is scheduled for October this year.

ALLIED LAND COMPONENT FAMILY FEST



COMMAND





ALCC Celebrates Family Fest

In early September 2008, prior to an extensive phase of exercises Allied Land Component Headquarters Heidelberg (ALCC HQ HD) conducted this year's Family Fest.

This "Fest" is a traditional event aiming at providing an opportunity to gather together with family members in an informal setting.

During his Welcome Address, the Commander ALCC HQ HD, Lieutenant General Roland Kather, welcomed HQ members and their families, emphasizing the chance to meet and talk especially for the newcomers to the command, saying, " 'Old-timers', newcomers, family or friends - we can all relax and, who knows, perhaps see another side to each other, dis-

cover the man or woman behind the rank and uniform, in these few hours set aside from our office routines and our day-to-day business."

Also, the Family Fest is a welcome opportunity for the many nations represented at the Headquarters to introduce themselves.

To do so the various nations represented in the headquarters offered a wide range of drinks and food. From Canadian Moose Milk to French cheeses and Czech or Belgian beer everybody could find something he or she could enjoy, following the motto, "Have a taste of the world – at your doorstep."

Moreover, information was provided on tourist attractions of the different countries and regions, and

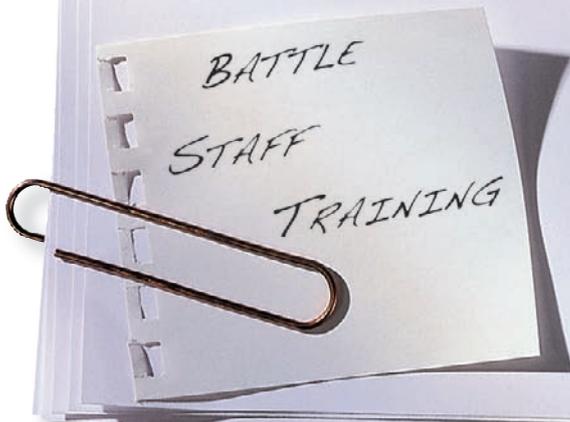
some of us may have found a new place to go to during holidays.

A variety of attractions were provided for the children, ranging from a bouncing castle, pony rides, face painting or even air-brush tattoos.

As usual, the event was organized by the Headquarters Support Group, with support from the National Elements and the NATO Wine Club.

Music was provided by the musicians of The Slesvigske Musikkorps from Denmark, who had come all the way to Heidelberg to add to the enjoyment during the afternoon.





Pushing Hard for IOC

ALCC HQ HD concludes first major step in implementing new concept

As already reported earlier this year (see also www.nato.int/lahd) Allied Land Component Command Headquarters (ALCC HQ HD) is approaching the Initial Operating Capability (IOC) of the newly established Deployable Joint Staff Element (DJSE) concept, which eventually will transform the Heidelberg HQ, and its sister command in Madrid, into NATO Force Command Headquarters.

After an initial conceptual phase that started in June this year officers and soldiers of the headquarters changed from the normal Peace Establishment (PE) structure into the new DJSE struc-

ture following the summer leave period, in early September this year.

Since that time all efforts were directed towards the implementation of IOC. This major first step was scheduled for December this year, when the Heidelberg headquarters was scrutinized by an evaluation team digging deep into the preparations done so far.

The catalogue of items to be examined reached from basic questions of deployability of personnel within a five day period to issues concerning sustainability once the DJSE will be in theatre.

To achieve the current standards the existing DJSE went

through a series of trainings and exercises so far.

Starting with intra staff training in September, aimed at develop and synchronize Standard Operating Procedures (SOP) within the DJSE and with Joint Command Lisbon (JCL), which will be the Main HQ on Joint level for the NRF 13 stand-by phase starting in mid-2009, the activities developed very fast.

So the Heidelberg Headquarters transferred the staff from the existing G-structure into the required structure for the DJSE,

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► ***An initial milestone was achieved with the exercise Bold Lynx 2008***

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which meant that the staff members had to find their new slots and to familiarize themselves with the new requirements and staff procedures. To enable this the earmarked personnel was drawn from the divisions and put into a physical set-up reflecting the new model.

An initial milestone was achieved with the exercise Bold Lynx 2008 in Heidelberg and Armenia, that served as a deployment exercise with the subsequent employment of the DJSE, although still focussed on internal procedures.

After only a few weeks of development work in Heidelberg major parts of the DJSE deployed to Lisbon to hone its capabilities in a Battle Staff Training with the counterparts of JCL. NRF 13 Battle Staff Training 1 in Lisbon was the first opportunity to train the Forward and Main of the Joint Headquarters as one entity.

To ensure Command & Control (C2) between the Joint HQ MAIN and a deployed Forward Element in a seamless manner, the timely provision of sufficient Core and Functional Services was a pre-requisite. In the advent of the Battle Staff Training I Joint Command Lisbon and ALCC Heidelberg had developed a coordinated requirements list addressing those functionalities which should be used during the training period.

Beside the well known Core Services (Voice over IP, Mail, VTC, FAX) especially some of the so called collaborative tools have been used.

The Office Collaboration Suite provided for several users a first time opportunity to do live meetings with one or several other users from the individual workstations. Also the collaborative work on a document (for example a FRAGO) could be done in real-time addressing various users. Using the Joint Chat (JCHAT) functionality Exercise participants were able to interact with each other by using a Chat and/or video means.

JOCWATCH gave operators in both Command Post facilities a common view on important incidents on a 24/7 basis.

The use of all of these functionalities provided a better and clearer operational picture to all operational users. Only the timely and sufficient provision of the required Functional Services, including the provision of the required Communications means will enable the JHQ Main and the deployed DJSE to interact as a seamless HQ providing a coherent C2 for the Joint Commander back in the JHQ MAIN or when deployed in theatre.

Towards the end of this training the Commander JCL, Vice Admiral Bruce W. Clingan, expressed his

satisfaction on the cooperation between the Main HQ and the Forward Element provided by the Heidelberg DJSE.

In a final step before the December IOC evaluation the Forward Element of the DJSE deployed to exercise Arcade Fusion 2008, where it provided crucial support in enhancing the staff capabilities of the Allied Rapid Reaction Corps (ARRC) with regard to operational assessment and planning.

Following the IOC evaluation in December 2008 the DJSE model will be continuously refined in a series of exercises.

This will lead to a very busy training schedule throughout the first half of 2009. Highlights will be:

The Staff Academic Training in January 09, Followed by Steadfast Shelter in February 09, And Loyal Ledger/Loyal Mariner in March 09, Battle Staff Training 2 in April 09, And the efforts will culminate with Steadfast Juncture in May.

The remaining time will be filled with activities in preparation or evaluation of these training highlights as well as by preparations to ensure complete deployability, to achieve Final Operating Capability (FOC) in the end of June 2009.

Subsequently this will be followed by a NRF stand-by phase until 31 December 2009.





NATO Member countries at a glance.

In this edition Spain.

Spain is a democracy organised in the form of a parliamentary government under a constitutional monarchy.

Mainland Spain is dominated by high plateaus and mountain ranges, such as the Sierra Nevada. Running from these heights are several major rivers such as the Tagus, the Ebro, the Duero, the Guadiana and the Guadalquivir. Alluvial plains are found along the coast, the largest of which is that of the Guadalquivir in Andalusia.

The culture of Spain is an Iberian culture marked by the period of Roman influences. In the areas of language and religion, the Ancient Romans left a lasting legacy. The subsequent course of Spanish history also added elements to the country's cultural development.

Spain's culture to some extent. Muslim influences were very strong during the period of 711 A.D. to

the 1400s, especially in the area of language. The Spanish language, besides being influenced by Latin, has also borrowed numerous words and accents from Arabic. Spain's cultural mix became richer during the Middle Ages because of the presence of a large and influential Jewish population. After the defeat of the Muslims and Jews during the Christian „Reconquista“ (Reconquest) period between 1000 to 1492, Spain became a Roman Catholic country. In addition, the history of the nation and its Mediterranean and Atlantic environment have played a significant role in shaping its culture.

The armed forces of Spain are known as the Spanish Armed Forces (Spanish: Fuerzas Armadas Españolas). Their Commander-in-Chief is the King of Spain, Juan Carlos I, and consists of the Army, Navy and Air Force. It also

includes, Navy Marines, the Royal Guard, the Spanish Legion, an Army Airmobile Force and a Civil Guard.

The Spanish Armed Forces are a modern military force charged with defending the Kingdom's integrity and sovereignty. The Armed Forces are also active members of NATO, the Eurocorps, and the European Union Battlegroups.



BI-LCC TARGETING CONFERENCE

From 4 to 6 November 2008, LCC HQ Heidelberg hosted the fourth BI-LCC TARGETING CONFERENCE.

The history of the conference goes back to 2005. When the two LCCs were formed, the need to synchronize internal concepts was recognized, including in the area of Campaign Synchronization and Joint Targeting. As a result, the BI-LCC TARGETING

CONFERENCE was established, and met for the first time in 2005. The aim was to analyze Joint Targeting from a land perspective and streamline internal processes of the two LCCs, in order to provide the best possible support to the targeting process at the operational level, while deriving the best possible benefit in terms of COM LCC's intent. The NFS Corps HQ were faced with the

same challenge, especially with regard to their mission as NRF LCCs. Therefore, the conference was intended first and foremost as a discussion forum for the Land Targeting Community, open to participation from other NATO HQs.

This year, 35 staff officers from various NATO HQ participated in the conference. SHAPE, JFC BS, JC L, ACC Ramstein and Izmir,

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MCC Northwood and Naples, NRDC-IT, RRC-FRA, NRDC-T, NDC-GR, GE/NL Corps, as well as the JWC and JALLC sent delegates. LCC Heidelberg and Madrid co-hosted the conference, with a team of 5 participants each.

The conference focused on three areas: ISAF Targeting, the current status of the NATO Targeting Doctrine, and an overview of the ongoing review of the NATO Command Structure.

ISAF Targeting was presented by staff officers with relevant mission experience from both LCCs. Conference participants received a detailed overview of targeting at ISAF. Following this hands-on, practical approach of the first day, Day 2 focused on theory, especially on the ongoing development of NATO Targeting Doctrine. LTC Walther, LCC Heidelberg (G3), provided a com-

prehensive overview of changes driven both by experiences made on missions such as ISAF, and the need for a truly joint approach. Day 2 finished with a comparison between existing NATO targeting concepts and ISAF experiences.

The last day of the conference focused on the upcoming changes to the NATO Command Structure and their potential impact on NATO targeting. The

participants agreed to a recommendation to hold the next BI-LCC TARGETING CONFERENCE 2009 at LCC Madrid, to discuss a sustainable solution to this question in close cooperation with the NFS Corps HQs.

Feedback from all participants was very positive, and the conference was a great success. Constructive discussions and presentations from subject-matter experts helped to create a link between theory and practice, and develop ideas for solutions to future challenges in the area of targeting.

► **Feedback from all participants was very positive**

following question served as a starting point for discussions: How can we continue to provide land-based targeting expertise in view of the planned transformation of both LCCs into DJSEs? All

Members of ALCC HQ HD Staff together with the conference participants in front of Building 99, Campbell Barracks.



Santa came to Wiesloch this year !

On Fri 12 December, 2008 Ms Silvia Redecker and Ms Linda Rush of the NATO Spouses Club donated a check of 700 Euro to Ms Christa Schmidberger who is the manager of the "Wohnoase" in Wiesloch.

The Wohnoase is a hostel for all people who are mentally and physical challenged.

Some of the guests stay for up to three-four weeks, which gives family members the opportunity to have some time for themselves or solve an emergency situation where they cannot take care of their beloved one.

In turn, the guests have the opportunity to meet other specially challenged people and take a break from their daily environment to gain new impressions & experiences.

Ms Christa Schmidberger told us that the hostel needs donations to buy special equipment for the guests, and that the money would be spend for a bed. Made to meet the particular needs of epilepsy patients.

Every year the money raised by the members of the NATO Spouses Club throughout the year is donated to a family or small institution. This year the Wohnoase in Wiesloch was chosen to be the lucky one...

From all the guests and staff, thank you very much.



From left to right
Ms Christa Schmidberger manager of the Wohnoase, Ms Silvia Redecker and
Ms Linda Rush of the NATO Spouses Club

We wish you and your families a Merry Christmas and a Happy New Year.

IOC Interview

The interview was conducted by the Joint Command Lisbon Public Affairs Office together with the Chief Public Affairs Officer from Land Component Command Heidelberg, Germany.

Question: Sir, under Joint Command Lisbon guidance, the idea of the seamless joint headquarters plays a pivotal role in the preparations for NATO Response Force rotations 13 and 14. Can you give us your perspective on how this new vision of command and control of this joint seamless headquarters is developing so far?

Vice Admiral Clingan: As each of the six Deployable Joint Staff Elements (DJSE) foreseen in the new NATO structure must be able to support any of the three Joint Force Commanders, a JFC Commander would not necessarily deploy with a DJSE he has trained with. Additionally, DJSE and JHQ Main are not co-located, as the DJSE is intended to be the eyes and ears of the Commander in theatre. These attributes of the concept pose unique challenges. In order to make the DJSE concept work we need two things. First, we need a common culture or mindset on how we do business and how we conduct the operational level of war. In this context, collaborative processes and tools are important, but we need to have this common understanding. And that mindset must be taught to the staff. Let me give you an example: Some Nations have incorporated chat as a primary communications method, while others have not. Second, we need to develop trust between the JFC and the DJSE in order to operate at the "speed of trust". There are many who see trust as the „hidden variable“ in the formula for organizational success. When trust goes down,

speed goes down and costs go up. So I encourage all staff to establish trust between the different organizational echelons. Talk straight, demonstrate respect, create transparency, right wrongs, show loyalty, get better, confront reality, clarify expectations, practice accountability, listen first, keep commitments, and extend trust. This is how you develop trust and prepare yourself for war.

In short, what we are looking for is some kind of „plug and play“ approach, i.e. the ability to pair any DJSE with any JFC commander. So from this perspective, the past Battle Staff Training was an important step in the development of trust. It was essential to have it here in Lisbon and where we had both staffs from Lisbon and Heidelberg together in one place. This gave us the opportunity to develop a common understanding, gain confidence and develop friendships. At the same time, issues were identified and have been, as far as possible, resolved on the spot. We have to build on the experiences from this Battlestaff Training and will go one step further in the next, where JHQ Main and JHQ FE will work out of separate locations.

Q.: Can you describe the challenges connected with the process? How do you evaluate the progress so far?

Vice Admiral Clingan: I am really pleased to say that during the exercise we made good progress regarding the processes and the interaction between the Joint Headquarters Main and the deployed Forward Element. And we proved that, by and large,

the Standard Operating Procedures we have developed over the last months work. What we have to do now is to build on this momentum and to refine the standing Standard Operating Procedures and the processes. These Standard Operating Procedures will be a 95% solution, in that they are intended to be flexible enough to allow for local adaptations, due to the fact that differences between the operational headquarters will still exist. Creating them has been a collaborative effort among all the stakeholders, and I think a terrific product has been drafted. I am confident that we can deliver good Standard Operating Procedures to SHAPE as requested by December 2008. And I do not see any show-stopper for reaching IOC for the first DJSE by 1 January 2009.

Q.: Have you identified any areas of concern so far?

Vice Admiral Clingan: Of course there are still a number of products and processes that require our attention. Some uncertainties inherent in the DJSE concept remain. As I already said, we need to refine the Standard Operating Procedures and we need to develop our own Standard Operating Instructions. And we need to capture our CIS requirements and figure out how to get the required support materiel. In this regard, we are working closely with SHAPE J6, NCSA and NAMSA to obtain what is needed to run an operation using the DJSE concept. This is especially true with regard to collaborative tools.

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A new season of social events with the ALCC HD NATO wine club



The president of the wineclub ,Major Crimi' (center) hands over a certificate of appreciation to the suppliers of sicilian specialties and Wine.

The 18th of October 2008, at the Middle 31, Campbell Barracks, it was held a wine tasting of Sicilian wine. Around 70 people attended the event. The wine tasting started at 18.30 with a rich variety of wines offered by the wine club to be concluded around 21.00 hrs.

Mr. Giuseppe Stracquadanio and Mr. Luigi Gurrieri, of the factory Il Siciliano, flew from Sicily to present their products.

The participants to the event (almost 70) had the opportunity to appreciate wines rich in flavours and provocative scents that with

their particular taste reminds, in any occasion, the tradition of an ancient and mysterious land as Sicily is.

Wines from different qualities of grapes (Nero d'Avola, Sirah, Nerello Mascarese, Cerasuolo, Frappato, Insolia e Moscato di Noto) were offered, result of a patient dedication of four producers (Ferreri, Casa di Grazia, Cusumano, Valenti) to the land.

Particularly appreciated was the red wine Nero d'Avola (Al Merat proposed by Ferreri and Gradiva offered by Casa di Grazia) a wine naturally spiced with a deep ruby colour that is delicate and at the same time full of character.

During the wine tasting was also proposed a "pasta moment" (a mix of pasta offered with different sauces) and a tasting of fine extra virgin olive oils (Terre Iblee, Gulino, Cusumano).

At the end of the wine tasting a lottery was organized, three lucky participants received a prize and as result of the nice evening, ten new members joined the NATO wine club.

Since that the wine club is considered as a perfect tool to organize social events and that many appreciations have been received the wine club is already working to arrange a new season of events.

In conclusion I wish to thank all the guys that provided their support for the best result of the wine tasting.



"It was Beaujolais time!"

Beaujolais 2008: a very low yield. Fruity wines with a heady bouquet that got the most out of a very sunny month of September. Colonel CATANY and members of French Military Mission were happy and proud to welcome their guests to the famous and traditional "Beaujolais nouveau" event on the 20th november 2008. Around 40 personnel of USAREUR HQ and LAHD HQ HEIDELBERG took part in the wine tasting. French cheeses and specialities were served in accompaniment. "The wine barrels have just been broached, jars and tuns are brim-

ming. A discreet, full wine that runs like a squirrel in the woods, with nary a rotten or sour flavour; it runs on the lees, dry and lively, as clear as a sinner's tear; a wine inseparable from the tongue. See how it eats its froth, see it leap, sparkle and gush; hold it a little on your tongue and the flavour will go right to your heart." From the *Jeu de Saint-Nicolas* by Jean Bodel d'Arras, 1200; text said by Raoulet the wine crier to announce the arrival of the Nouveau wine in the streets of Paris... In fact, a never ending story.

IOC Interview part two

•• continued from page 19 ••

I am confident that all the supporting organizations can support the concept as needed. Last, but not least we need to take a close look on the progress of NATO's internal PE review, since this will have an impact on the manning, both in the JHQ Main and in the Forward Element.

Q.: How has the cooperation been? Is the concept developing as you have envisioned?

Vice Admiral Clingan.: Cooperation between all the commands involved in this new concept has been admirable. All have been pulling in the same direction and have done their utmost to make the new concept work. Considerable progress has been made on the implementation of the DJSE concept. DJSE implementation is gaining momentum every day.

Q.: Are you optimistic that you will achieve the goals for Initial Operating Capability (IOC) and Full Operating Capability (FOC) as planned?

Vice Admiral Clingan: I am quite optimistic that we will reach IOC as planned by 1 January 2009. The Operational Preparation Directorate has done a tremendous job in developing the criteria for IOC and FOC. The Staffs in Lisbon and Heidelberg are eager to demonstrate that they have done their homework in the road to IOC and FOC. Pending the recommendation of the OPD Director I am quite confident that we will reach IOC as planned. FOC will likely follow completion of NATO's PE review.

Q.: What will be the way ahead through summer of 2009?

Vice Admiral Clingan: Of course we will use the forthcoming exercises to further refine the concept and to flatten out the bumps that still exist. Loyal Mariner, Loyal Ledger and our next Battlestaff Training will be important milestones in the road to Steadfast Juncture and certification for the NRF 13 stand-by period. Of course we will continue to work emerging issues and further refine how we do business in the new DJSE concept. Finally, we will have to prove during Steadfast Juncture that we have mastered the processes. A lot of work still lies ahead of us but as they say: 'He who would leap high must take a long run.' We have been building momentum for a very great leap!

Award Ceremony for Exercise Longbow Lancer



Lieutenant General Gardner, Deputy Commander Allied Land Component Command Heidelberg and Exercise Director during the Cooperative Longbow Lancer 2008 exercises, awarded the following personnel for their efforts with a certificate of appreciation.

LTC Gabriel Kerekes
 LTC David Preston
 LTC Johannes Witsch
 LTC Val Iacob
 LTC Marc DeVos
 LtCol Ty Simmons
 MAJ Chris Connolly
 MAJ Kenneth McRae
 MAJ Sven Bjerke
 MAJ Cornelis de Knecht

MSG Sona Hvorecka
 SFw Frank Dantin
 1MR Kurt Vanden Broecke
 SFw Udo Westermann
 SFC Jonathan James
 SFC Osmar David Molina
 Mrs. Renate Berg
 Mr. Josef Nawrat
 Mr. Stuart Smith



Prior to the award ceremony, the Commander of the ALCC HQ Heidelberg, Lieutenant General Kather, expressed his gratitude to staff for the hard work prior and during the stand-up of the DJSE and the Coop. exercises in Yerevan, Armenia



LTC Marc DeVos,
 OPR Longbow exercise



LTC David Preston, OPR Logistic
 syndicate



Mr. Josef Nawrat, LEGAD Office



LTC-Val-Iacob, OPR-Lancer-ex



Germany Celebrates Day of German Unity

Amid the deployment of a significant number of Headquarters personnel to exercises the Commander of Allied Land Component Command Headquarters Heidelberg, Lieutenant General Roland Kather, in his function as the highest ranking German representative, had invited again for the traditional reception on the occasion of the Day of the German Unity.

The event, which was conducted in the historical surroundings of Schwetzingen Castle, found significant interest, which was

reflected in a large number of guests.

During a short speech General Kather reflected on the incidents in November 1990 which finally led to the fall of the Berlin Wall and the reunification of Germany.

He underlined the positive role of Germany's allies and the decisive function of NATO in making this possible.

The event was closed with a serenade played by the Air Force Music Band 2 from Karlsruhe.



The Belgian delegation commemorates their „Feest van de Koning“



The King's Feast (Dutch: Koningsfeest, French: Fête du Roi, German: Festtag des Königs) is celebrated in Belgium on November 15, since 1866. On this day, the Belgian Federal Parliament holds a ceremony in honour of the King, Federal ministries are closed on this day. Traditionally, a Te Deum is sung on this day.

November 15 is the name day of Leopold (it is the feast of Saint

Leopold) Under the regency of King Albert I the day was moved to November 26 (nameday of Saint Albert of Haigerloch). In 1933 Leopold III became King of Belgium and the day moved again to November 15. King Baudouin in 1951 decided to keep this date, as did his brother King Albert II.



Prayer for Remembrance Day

For those who were killed in battle,
For those who gave up their lives to save others
For those who fought because they were forced to,
For those who died standing up for a just cause
For those who said war was wrong,
For those who tried to make the peace
For those who prayed when others had no time to pray
For those creatures who needlessly die
For those trees that needlessly are slaughtered
For all of mankind
let us quietly pray:
May your God hold them in peace
May Love flow over the Earth and cleanse us all
This day and for always.

Marianne Griffin



Volkstrauertag (German: national day of mourning) is a public holiday in Germany. It is observed two Sundays before the first of Advent, and commemorates those who died in war and the victims of violent oppression. In its modern form, it was first observed in 1952.