



ALLIED LAND COMPONENT
COMMAND HEADQUARTERS
HEIDELBERG, GERMANY

THE OBSERVER

DEPLOYABLE JOINT STAFF ELEMENT



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

The Observer 01-2009

Editorial

The Observer

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

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Dear Readers,
This issue of the Observer marks the end of a challenging 1st Quarter in 2009. As the Headquarters continues its transformation to a Force Command Headquarters, personnel of the DJSE are poised to accomplish the goal of fully operational capability certification and assume NATO Response Force (NRF) 13 standby.

Soldiers of the Headquarters Support Group along with support from NAMSA, accomplished a significant task by setting up Command Post 156 for exercise STEADFAST SHELTER in Elmpt, Germany. During this time, the Operational Preparation Directorate successfully evaluated Soldiers of the Forward Support Element. Additionally, members of the Forward Element of the DJSE were carefully preparing themselves through a series of training events to enhance their ability to act as the Forward Element of Joint Command Lisbon.

To accomplish their goals, the Forward Element participated in many other activities in Heidelberg prior to deploying to Elmpt, to include workshops, short no-

tice events and numerous other internal training exercises. In March-April 2009 the DJSE along with the Command Group from Joint Command Lisbon and the ARRC deployed to Elmpt in order to demonstrate to external audiences the viability of the DJSE concept. The next step will be to certify the DJSE as fully operational capable during exercise STEADFAST JUNCTURE 09, in Norway at the end of May 2009. This spring issue of the Observer focuses on the achievements so far, and also on a few other events which were conducted at the beginning of 2009. For me it is time to say goodbye to our leadership as I will take on another assignment in the national environment. I want to say thank you to all contributors and encourage everybody in the Headquarters to continue providing the editor with stories reflecting the achievements we are making.

Let me close with saying that was impressed me the most during my nearly four years in the Command was the comradeship, especially during training exercises. Keep that spirit up!

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Commander's Message



Finally, Spring is in the air! The arrival of Spring allows us to tackle the implementation of the Deployable Joint Staff Element Concept with renewed energy. We continue to train and work hard to achieve Full Operational Capability for DJSE 2 by 1 July 2009. Achieving Full Operational Capability is our main focus and in order to reach our goal, we are undergoing an ambitious training schedule throughout the first half of 2009.

January and February were extremely busy training months with the aim of deepening our knowledge of the DJSE concept and procedures and with familiarizing ourselves with new software and new collaborative tools. In February, during Exercise STEADFAST SHELTER in Elmpt/DEU we were given our first opportunity to test NATO's Command Post 156, a mobile command post which will be used by the DJSE upon deployment. The Headquarters Support Group and Forward Support Element tackled this challenge with tremendous enthusiasm; thank you for a job well done!

At the beginning of March, we returned to Elmpt right in the middle of their rainy season for the linked set of exercises LOYAL LEDGER and LOYAL MARINER; a lucky few in the Headquarters were fortunate enough to relocate to Sardinia/ITA, Northwood/GBR and Lisbon/PRT as part of this exercise. This training focused on the close cooperation and interaction between the DJSE (in the default C2 option) at the operational level with the Component Commands, the ARRC acting as Land Component Command and Northwood as Maritime Component Command; Joint

Command Lisbon also participated with a response cell as JHQ Main.

The Operational Preparation Directorate from SHAPE was on site to evaluate and certify our Forward Support Element – well done, congratulations to the team!

Once again in late March we returned to Elmpt (and to Lisbon) for NRF 13 Battle Staff Training. This was an excellent opportunity to train the interoperability between the JHQ Forward Element and the JHQ Main. This exercise was a first-rate test-run to operate as one seamless Headquarters. The ability to operate as one seamless Headquarters is extremely important in order to overcome the “us” and “them” mentality and to work as one team.

There is no doubt about it; we have come a long way to reach Full Operational Capability for DJSE 2, thanks to everyone's hard work. Still there remains more to be accomplished, STEADFAST JUNCTURE itself to be held at the end of May, will be the culmination of our efforts thus far, as it will be the Full Operational Capability exercise for DJSE 2. I am confident that we will return from Stavanger with the FOC certification in time for the start of NRF 13 stand-by period! From 1 July onwards, DJSE 2 will be on stand-by for a period of 6 months. Meanwhile, in mid-July, the physical build-up of DJSE 1 will enable us to commence training with JFC Brunssum in autumn 2009.

Although our main focus clearly continues to be on the DJSE concept, the framework tasks do not disappear and the “regular” staff work continues, such as real life support, training and conference support.

The Commander Joint Force Command Brunssum, General Ramms, held his first Commanders' Conference here in Heidelberg this past February with a focus on the ongoing PE review and ISAF operations. Also, this year's first Bi-LCC Corps Commanders' Conference in Lille, right after the April NATO Summit, brought together the NATO Response Force Structure leadership with representatives from the NATO Command Structure. Very fittingly, the conference motto was “60 years of NATO”, and we, as a Headquarters, will celebrate this anniversary in October (more to follow). For now, let me say, ‘Happy Birthday, NATO.’ The Alliance has come a long way since 1949 and we are all proud to be members of the NATO family.

At the combined Allied Chiefs of Army Staff Talks/Land Commanders' Conference in Canada in June, the Chiefs of Army Staff from NATO, Partnership-for-Peace, Mediterranean Dialogue, Istanbul Initiative countries and select partner countries, will gather. Although Heidelberg and Quebec are 5600 km or 3500 miles apart, it is our Director of Staff assisted by his Protocol team who are organizing this conference - with a helping hand from our Travel Office, of course.

On a closing note, a heartfelt thank you to everyone for the energy and enthusiasm, for all the diligent hard work and, last but not least, a few welcomes: To our friends and neighbours from France, welcome back into the integrated military structure and to our new allies from Albania and Croatia, a warm welcome to our Alliance family.

A good way to wrap up the year of the NCO within NATO



ALCC Command Sergeant Major Camil, Samson (CAN)

In order to wrap up 2008 on a good note, it was recognition time for many NCO within the HQ on 11 Dec 08 in ALCC Heidelberg. We took advantage of the fact that CWO Ouellet, CSM from JFC Brunssum was present for a Non Commissioned Officers Professional Development Session to recognize ten NCO of the HQ from different Divisions for their outstanding contribution during the past year. Among other things, the recipients were

recognized with a special certificate that was presented to them by the Commander ALCC HD, LGen Roland Kather.

I would also like to congratulate CWO Linda Lindsay for her well deserved promotion to Chief Warrant Officer (OR-9), the pinnacle for a Non Commissioned Officer. The Commander presented her with her promotion in the presence of her husband Mike Lindsay.

Let there be no doubts, just because 2008 is behind us, the initiatives and of the Year of the NCO will not cease. The "Year of the NCO" was the means by which to promote the NCO corps within the NATO Alliance. It was so well supported by our Senior Officers throughout NATO that many professional development initiatives were put forward and numerous opportunities were also made available for the NCO



Form left to right: LTG Gen Roland Kather, newly promoted CWO Linda Lindsay, CWO Lindsay's husband Mike, COL Mark Hodgson, Canadian Senior Officer and DOS, CWO Samson

corps. It is up to us all in 2009 to keep striving for excellence in our daily work and continue promote the NCO corps.

Now, lets focus on the readiness of the Deployable Joint Staff Element II and the upcoming exercises.

The guests and recipients are shown on the picture from left to right; Standing; CSM JFC Brunssum, CWO Mario Ouellet, OR-4 Dierickx (BEL), OR-8 Hvorecka (CZE), OR-8 Corremans (BEL), LGen Kather, OR-8 Van Hende (Bel), OR-8 Wagner (DEU) and CWO Samson.

Kneeling; OR-8 David (DEU), SFC Bodrogi (CZE), OR-8 Schmit (DEU), OR-6 De Zwart (NLD), PO Olsen (Cdn Navy),



Deployable Joint Staff Element (DJSE):

Far away, but always present

by LTC Knut Peters, DEU Army

They might be physically separated over a distance of 5,000 kilometers. Nevertheless they will act as one seamless Headquarters - anytime. The Deployable Joint Staff Element (DJSE) is the forward deployed element of a much larger main Headquarters that provides operational capabilities in theater for the Joint Force Commander. "In this instance, it means that the 'HQ Main' is NATO's Joint Command Lisbon while we are here in Heidelberg or elsewhere", explains Colonel Bryan Foy. Colonel Foy is the American staff officer, responsible for plans coordination in the Forward Element of the DJSE who views the first half of 2009 as a big challenge. "We will be successful on our way to reach full operational capability in May", he emphasizes and adds that "we have a lot of work ahead for comparatively few people." Some 90 men and women form the Forward Element – organized into a Situation Cell (SITCELL), a Joint Coordination Centre (JCC) and a Theatre Engagement Centre (TEC). Their staff skills and capabilities will be certified through series exercises such as LOYAL LEDGER in March and STEADFAST JUNCTURE in May.

SITCELL: Putting together a mosaic

As the in theatre arm of the Joint Headquarters Main, the Situational Cell (SITCELL) gathers information from operations occurring within

theater in order to provide situational awareness for the Joint Force Commander. Since situational awareness is crucial for the conduct of operations, the DJSE Forward Element provides the commander with a truly comprehensive, reliable and up-to-date common operational picture of the area of operations – anytime. "Our task is to put together a kind of mosaic", says Dutch Lieutenant Colonel Bert van der Molen. As Director SITCELL, he is in charge of selecting the colorful stones in order to arrange a useful overall picture. "Every single event in the battlefield, every new report from the units has its own quality, its own level of importance. We evaluate them all, check them for plausibility and transfer tactical data into information", he adds.

The DJSE FE SitCell consists of some 20 personnel, subdivided into three entities. The focal point, known as "the bridge", is comparable to the crew on a ship's bridge where all incoming and outgoing information is monitored. The Second entity is a group of specialists, called "the desks", who provide their expertise in areas like special operations or air operations in order to assess the relevance of each new report. SITCELL's third entity, "info man", has to make sure that all incoming and outgoing information is processed properly and correctly.



LTC van der Molen is proud of what SitCell staff members have achieved thus far and states a clear objective: "We aim to have everybody here knowing in the blink of an eye what to do." He continues by explaining the importance of knowledge to the SitCell, "knowledge in the military is like a bucket of water with holes in it, you have to constantly keep your fingers in the holes in order to not lose precious skills and capabilities". The Dutchman continues by commending his well-trained crew, "there are always worries and concerns about details, but if they were to send us on a mission tomorrow with these people, this would work!"

Joint Coordination Centre: From challenge to solution

Smart planning is the key to success of any military operation. As there are various plans for many different operational aspects, they all need to be precisely coordinat-

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ed. The members of Joint Coordination centre (JCC) form a multi-functional team.

“Whenever we get confronted with a challenge, we either recommend a direct solution to our commander or propose sufficient ways that lead to a solution”, says Norwegian Lieutenant Colonel Lasse Magnés. As a land operations expert, he is one of 27 experts from all services in the JCC. They provide the operational commander with expertise in fields like air operations, intelligence, personnel, logistics, civil-military cooperation, engineering and psychological operations. “Being only a small team, we act as one and normally do not deal with tactical issues”, Magnés explains and clarifies that “we pinpoint where the solution might come from rather than doing it here. This is one reason amongst many others why we also maintain the closest possible contact to the Joint HQ Main in Lisbon”.

LTC Magnés is already looking forward to May when the whole Forward Element will deploy to his home country for exercise STEADFAST JUNCTURE. “In Stavanger we will be certified as fully operational

▶ **“Our main task is to provide the commander”**

capable and I am convinced that our team is ready to go, now,” he says with pride. At the same time he remains realistic, admitting that “some computer and other infrastructure issues still have to be worked out. In this regard, “there is a hectic program ahead of us.”

Theatre Engagement Centre (TEC): Linking to the others

To wherever the Joint Headquarters Forward Element might be deployed, it will have to interact closely with various military and non-military players and organizations. “Our main task is to provide the commander with the view of others as well as with information about their possible impact on us”, says Danish Colonel Henrik Friis. As Director Theatre Engagement Centre (TEC), he and his team establish the vital link to those who have important influence in a joint operations area. “We are coordinating and conducting high level personal meetings for our commander in order to create engagement with influential key leaders and senior representatives in theatre”, states Colonel Friis. To fulfill their mission, the TEC is subdivided into specialized functions. The military engagement cell coordinates with security forces from other nations not formally aligned with NATO. Primarily, these are security forces from the nation where the For-

ward Element and NATO forces are deployed. This challenging task requires staff officers from each of the services, giving it a real joint flavor once it is deployed.

“As NATO fully anticipates working with many agencies and government officials where it deploys, we also have a Civil Engagement Cell in our TEC”, explains the TEC director. “They are responsible for coordinating directly with international organizations (IO’s) and non-governmental organizations (NGO’s) as well as the host nation”, he adds. Always thinking about the safety of NATO soldiers, sailors and airmen, the TEC also includes a section responsible for force protection and interaction with similar minded organizations within the host nation security structure. Last, but certainly not least, the TEC is also responsible for providing a small element for computer and information systems.

The Way Ahead

Heidelberg’s current DJSE is on track to be certified fully operational by the end of May. It is then scheduled to be in support of the NRF during the period from July to December 2009, which means it must maintain readiness for deployment within five days notice to move. But no matter how far away they might be – they will be present, anytime.



Starting up again!

ALCC HQ HD conducts DJSE SAT Training

After Initial Operating Capability (IOC) evaluation in December last year and a short time of rest during the holiday season Allied Land Component Headquarters Heidelberg (ALCC HQ HD) continues to push the development of the Deployable Joint Staff Element (DJSE) structure.

With Final Operating Capability (FOC) evaluation due in June this year all efforts now are concentrated on honing the capabilities required to reach this aim.

After a series of training and exercises during the second half of 2008 a vast number of lessons identified have to be incorporated into the process of building an efficient DJSE.

As a first step prior to some key exercises leading to the NRF

13 certification during exercise STEADFAST JUNCTURE, in May, ALCC HQ HD conducted a Staff Academic Training (SAT).

Built on a mixture of briefings, Functional Area Training and Functional Services Training this SAT offered the opportunity to incorporate experiences gained during last year and to enhance the processes inside the DJSE.

As a special highlight one extra day was dedicated to a Maritime Seminar dealing with maritime aspects of operations.

A number of briefers from Joint Command Lisbon, Strike Force NATO and CC Mar from Naples and Northwood lectured on topics like Maritime capabilities and C2, NRF MCC Logistics, Maritime Situational Awareness and Inter-

diction Ops and others. This was to broaden the understanding towards Joint Operations as well, as to get a better understanding of scenario related events during upcoming exercises.

All members of the DJSE welcomed the training event as a valuable entry into this year's exercise cycle.

Parallel significant parts of the Heidelberg Headquarters Support Group have deployed to Elmpt, located in Northern Germany, close to the German-Netherlands border, to build up the IDP 200 from Taranto, Italy, which will be used as Command Post during the exercises LOYAL LEDGER 09 and LOYAL DILIGENCE, in March.

G7 WORKSHOP 10-11 FEBRUARY 2009



CAMPBELL BARRACKS HEIDELBERG, GERMANY

G7 Workshop 2009-1

10-11 February 2009 representatives from the G/J7 communities of 9 NFS Corps HQs, JFC Brunssum, JFC Naples, HQ SACT and ALCC HQ MD were gathered in Heidelberg for the bi-annual G7 Workshop, this time being facilitated by ALCC HQ HD.

The workshop was a follow-up to the October 2008 workshop held in Münster. The aim was to allow participants to solidify previously identified requirements for training and exercise support in 2009-2010, and forecast Mutual Training Support requirements for 2011, in order to synchronize these activities where possible.

The first day was set aside for mutual information exchange

allowing the different participating HQs to present their training plans highlighting events that could be subject for Mutual Training Support and what kind of support they required. Based on these presentations the different HQs were then able to coordinate and make support arrangements.

The second day was allocated to discussions on exercise and training related topics of mutual interest. HQ SACT, ALCC HQ Hd and HQs RRC-FR, NRDC-TU, 1GNC all provided a number of briefings on subjects like the MTEP and JJJ-Program of Work, DJSE Implementation, NRF training and lessons learned, ISAF training and MEL/MIL develop-

ment to set the stage for discussion among the participating HQs.

These briefings and the following exchange of experience and opinions provided a shared understanding of the subject, and further disclosed a number of topics that will be brought up during the next workshop in September 2009 (NDC-GR, Thessaloniki, Greece), hopefully drawing even a wider representation to include SHAPE, JWC and JALLC.

The very professional services rendered by the ALCC HQ HSG in support of the workshop helped guarantee the successful fulfilment.



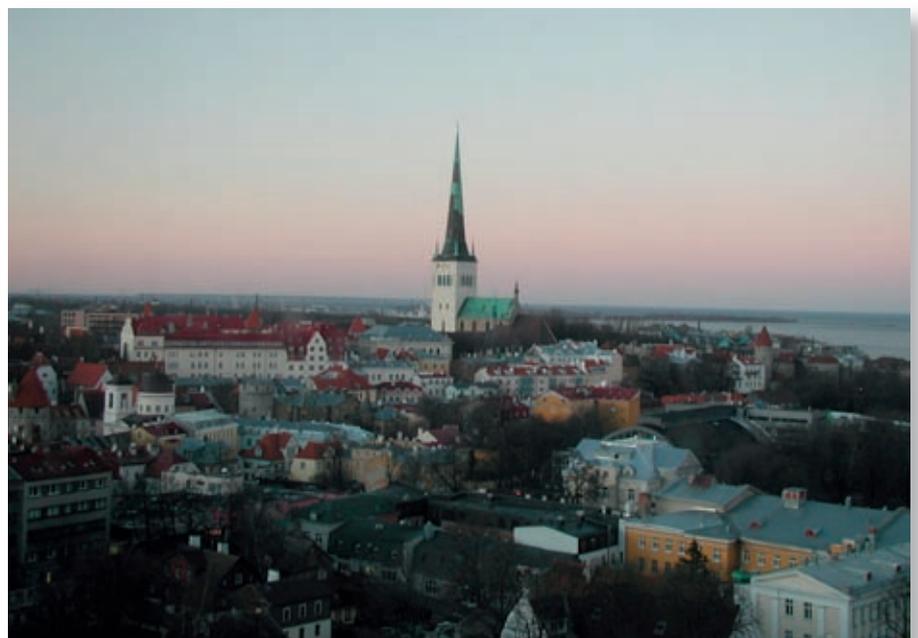
NATO Member countries at a glance.

In this edition Estonia.

Estonia Officially the Republic of Estonia is a country in the Baltic region of Northern Europe. It is bordered to the north by Finland across the Gulf of Finland, to the west by Sweden across the Baltic Sea, to the south by Latvia (343 km), and to the east by the Russian Federation (338,6 km). The territory of Estonia covers 45,227 km² and is influenced by a temperate seasonal climate. The Estonians are a Finnic people closely related to the Finns, with the Estonian language sharing many similarities to Finnish. Estonia is a democratic parliamentary republic and is divided into fifteen counties. The capital and largest city is Tallinn. With a population of only 1.4 million, it is one of the least-populous members of the European Union. Estonia was a member of the League of Nations from 22 September 1921, has been a member of the United Nations since 17 September 1991, of the European Union since 1 May 2004 and of NATO since 29 March 2004. Estonia has also signed the Kyoto protocol. The settlement of modern day Estonia began around 8500 BC, immediately after the Ice Age. Over the centuries, the Estonians were subjected to Danish, Teutonic, Swedish and Russian rule. In 1918 the Estonian Declaration of Independence was issued, to be followed by the Estonian War of Independence (1918-1920), which resulted in the Tartu Peace Treaty recognizing Estonian independence in perpe-

tuity. During World War II, Estonia was occupied and annexed first by the Soviet Union and subsequently by the Third Reich, only to be re-occupied by the Soviet Union in 1944. Estonia regained its independence on 20 August 1991. It has since embarked on a rapid program of social and economic reform. Today, the country has gained recognition for its economic freedom, its adaptation of new technologies and as one of the world's fastest growing economies. Tourism is flourishing in Estonia with plenty of places to visit and explore. Tallinn with its magical medieval cobble stone streets is an ancient Hanseatic city. Particularly interesting is the old town centre, which is dominated by the soaring steeple of Oleviste Church. Pärnu established in the 13th century is small town situated on the banks of the Pärnu River,

where it emerges into the Gulf of Riga, climb up to Toompea Castle for views. The town is known as a seaport and a health resort. Tartuis Estonia's second-largest city, seated on the Emajõgi River is full of ancient architecture. Visit the city's old university, the Vyshgorod Cathedral, the Town Hall (18th century) and the university's Botanical Garden. Narva, one of the oldest towns in Estonia, situated on the western banks of the River Narva. Visit the Herman Castle, the town's oldest architectural monument, and the city museum. Saaremaa, the largest island in Estonia has old windmills, stone churches, fishing villages and a 3,000 year-old meteorite crater. Hop over to Estonia's second-largest island, Hiiumaa a true oasis of tranquility and biodiversity. This is also the best spot for bird-watching in the whole country.





NATO Response Force Conducted Exercise in Northern Germany

Preparing for NRF 13 certification

The NATO Command Post Exercise (CPX) LOYAL LEDYER 2009 (LLR09) took place during the period 2nd - 13 March 2009 in Elmpt, Northern Germany.

It was commanded by Vice Admiral Bruce W. Clingan, Commander Allied Joint Command Lisbon. This exercise was intended to certify participating Land Forces for the NATO Response Force (NRF).

The purpose of the NRF is to provide a fully integrated combined land, sea and air force that is able to respond at short notice to a wide variety of operational commitments and missions any where in the world. The Command Post Exercise LLR 09 was linked to the maritime exercise LOYAL MARINER 2009 (LMR 09).

Both exercises made use of a common developed scenario with a coordinated political background.

Exercise LOYAL LEDYER 2009 was carried out under the responsibility of Allied Land Component Command Headquarters Heidelberg.

This exercise evaluated and assessed the combat readiness of the Allied Rapid Reaction Corps (ARRC) as the incoming NRF land component.

In parallel exercise LOYAL MARINER 2009 tested and certified the maritime units and afloat maritime staffs of the Italian Maritime Force (ITMARFOR), the incoming High Readiness Force (Maritime) Commander, by refining the interoperability and inte-

gration of maritime operations.

Military personnel from 20 NATO nations participated in LOYAL LEDGER 2009.

The exercise also served as a test bed for the Deployable Joint Staff Element (DJSE) concept. This concept aims at improving the NATO Command Structure with regard to increased flexibility and mobility.

The philosophy behind this new concept is to provide Deployable Joint Staff Elements (DJSEs) capable of managing operational tasks in an austere environment as the extended arm of the Joint Force Command Headquarters which remains out of theater. The default C2 option

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DEPLOYABLE JOIN



EXERCISE



T STAFF ELEMENT



EXERCISE - LOYAL LEDGER - 2009



EXERCISE
2009





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provides the Joint Force Commander, on the ground in theater, with a joint, lean, flexible rapidly deployable operational headquarters element.

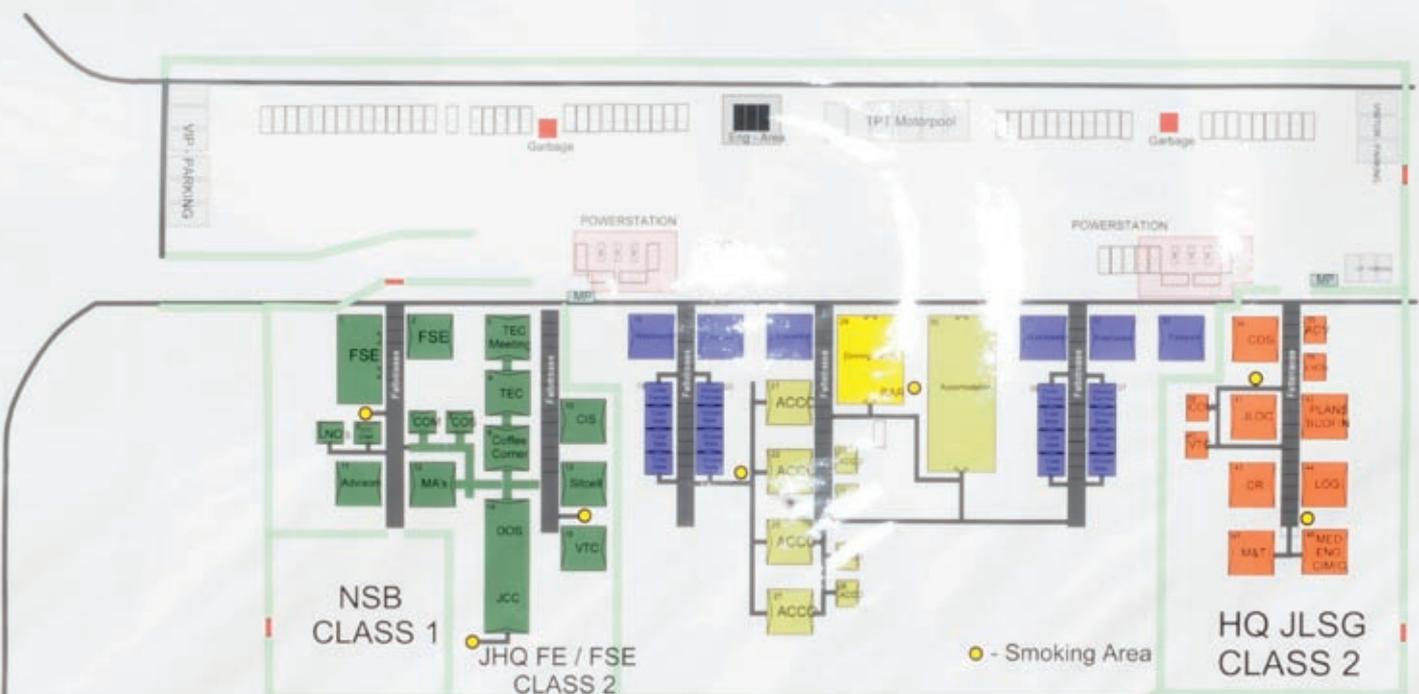
During a Distinguished Visitors Day a number of high-ranking

representatives from the NATO political level, as well as from the NATO Command- and NATO Force Structure used the chance to get some insight into the new concept.

The exercise LOYAL LEDYER 2009 provided a first opportunity

to evaluate the concept under field conditions. A number of other exercises are to follow, aiming at finally certifying this new approach.

Camp Layout – LOYAL LEDGER / LOYAL DILIGENCE



ALCC HQ Heidelberg conducts NRF 13 LCC-Training

By LTC J.P. Rasmussen, Training Branch Chief in G-7 Division.

In the timeframe 19 – 22 January 2009 Allied Land Component Command Headquarters, Heidelberg (ALCC HQ HD) conducted the NRF 13 Land Component Command (LCC) Training for Allied Rapid Reaction Corps Headquarters (HQ ARRC) and the Key Leaders of the NRF 13 subunits at the HQ ARRC barracks at Rheindahlen, Germany.

The LCC Training comprised an audience of about 200 personnel. This event was the second training event in the series of training and exercises that are in the recurring training programme for every incoming NRF LCC HQ. The first event was conducted the week prior by Joint Command Lisbon (JCL).

The aim of the LCC Training is to give the theoretical background for the NRF Land HQ on how to act as the NRF LCC HQ, in case it is activated during the 6 month stand by period, which follows the 6 month of NATO - led preparations. The next significant step for HQ ARRC following the LCC

Training will be exercise LOYAL LEDGER, in March, which will have ALCC HQ HD as Deployable Joint Staff Element (DJSE), and in the OCE function. Finally the NRF certification will follow with exercise STEADFAST JUNCTURE in May.

The reason why ALCC HQ, HD was responsible for the LCC Training, is that it still holds the NATO land expertise on tactical level, and therefore is able to plan, organize and conduct the training, as it was also done for NRF 7, 8, and 11, and as we will do again for NRF 15 and 16 in 2010.

The planning for the LCC Training for HQ ARRC started exactly 12 month prior to the execution phase. At a planning conference in January 2008, ALCC HQ HD G-7 presented to HQ ARRC the programme that had just been used for the LCC Training of NRF 11 (RRC FR) and asked HQ ARRC to come back with its comments and proposals. In this case HQ ARRC came back with a clear approach

to its training needs, which in short meant that HQ ARRC wanted one day of external briefings followed by one day of internal briefings and one day of workshops and

vignettes supported by JCL, ALCC HQ, HD, and by the other NRF Component Commands representatives.

With the mentioned programme the planning phase was much easier than for previous rotations. Now the job for ALCC HQ HD G-7 was to coordinate with JCL and the other NRF Component Commands on the external briefing day and the support for the ARRC led workshops. The fact that the LCC Training was hosted by HQ ARRC alleviated the administrative requirements.

So, how did it go? Thanks to a very detailed planning and double checking, everything went according to plan. The external presentations were relevant and well conducted even in front of an audience of 200 participants. The HQ internal presentations were interesting also for the external participants. The workshops that efficiently combined contributions from HQ ARRC and external participants was probably the most valuable for the functional level experts and key leaders. In his closing remarks COS HQ ARRC thanked everybody for the contribution to the training of HQ ARRC to take over as NRF 13 LCC from July 2009.





Allied Land Component Command Conducts Winter Warfare Training

Team building event amidst tight exercise programme



For years Allied Land Component Command Headquarters Heidelberg (ALCC HQ HD) traditionally conducts the so-called Winter Warfare Training (WWT).

This training provides the opportunity to familiarize the participants with the conditions in an austere environment. It offers the opportunity to learn how to survive in a hostile environment, in teaching the soldiers techniques and procedures to cope with arctic conditions. A second effect is the team building function.

As ALCC HQ HD currently is undergoing an experimentation phase to validate the new Deployable Joint Staff Element (DJSE) concept, all soldiers and civilian employees are committed to a tight exercise regime. The WWT offered to built and improve team relations which will be of significant importance in contributing to a success of this challenge.

As usual the WWT was conducted in Fuessen, Southern Germany, situated next to the

German-Austrian border in early February 2009.

Fuessen offers excellent conditions, as it provides access to alpine regions as well, as the support of the local Mountain Reconnaissance Battalion, which provided experts for the training.

Basically the training was conducted in three cycles to provide the opportunity for as many HQ members as possible to participate.

Every cycle consisted of an introduction into basic survival techniques, skiing lessons and some hiking experience in snowy terrain. Lieutenant Colonel Stephan Basener, a member of the G2 division and an experienced mountaineer was in charge of this programme.

The planning for the training already started in September 2008. Headquarters Support

Group (HSG) was responsible for the planning, preparation and execution of the event. A small team headed by the Deputy Commander HSG, Lieutenant Colonel Georg Annen, did a terrific job in ensuring a smooth conduct of the operations.

The participants of the training and a number of family members enjoyed the chance to “fill up the batteries” prior to the exercise series which will finally lead to the certification of the DJSE concept in June this year and subsequently to the NRF 13 stand-by phase starting on 1st July 2009. As one participant put it: “...this was a great combination of precious training and team experience!”





WINTER WARFARE TRAINING



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FEBRUARY

2009

Nothing happens until it moves!

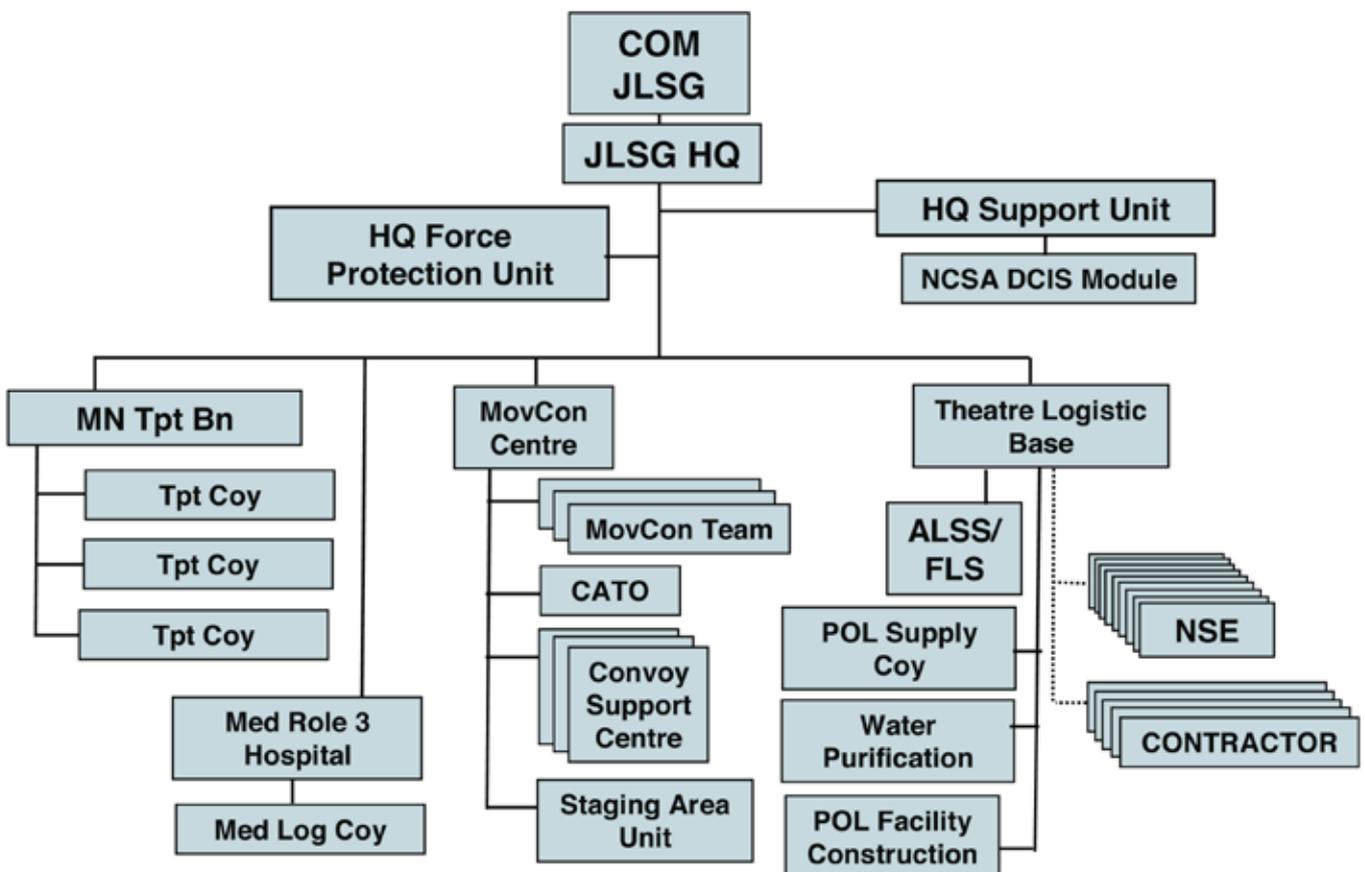
The Joint Logistics Support Group (JLSG), a critical enabler for NATO expeditionary operations.

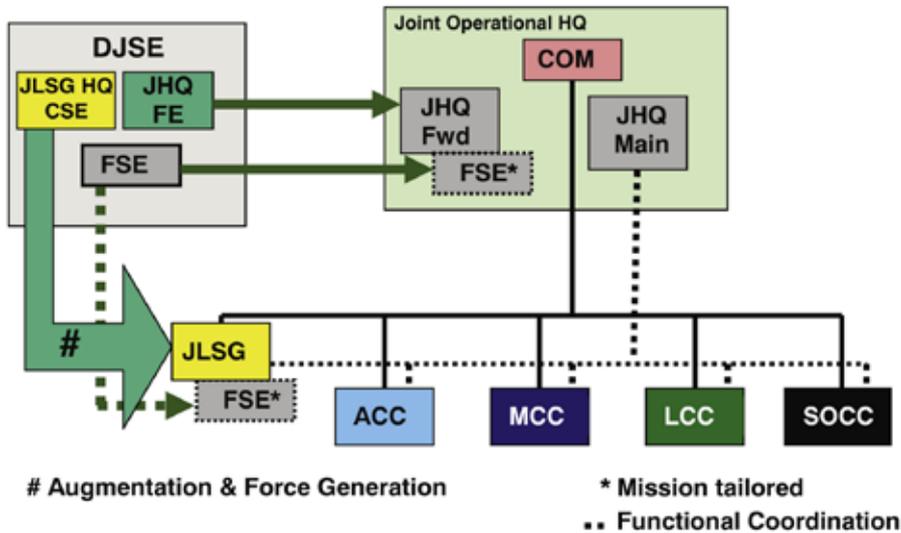
Joint Logistics, a background

Historically, logistics in NATO was considered to be a national responsibility. In the nineties, when the operational concept of the Combined Joint Task Forces (CJTF) was developed and NATO deployed forces outside its territory for the first time, the doctrine of multinational logistic coordination was developed. The Multinational Joint Logistic Centre (MJLC) was introduced as a coordination mechanism on the operational level, as well as the Multinational Integrated Logistic Unit (MILU) and the Theatre Allied Contract-

ing Officer (TACO) concept. These concepts were more or less successfully used during NATO operations in the Balkans. The introduction of the NATO Response Force (NRF) in 2003 made it clear that there was also a need for a more expeditionary, deployable and efficient logistic concept to support these kind of operations. In a relative short period of two years the NATO nations agreed to a new logistic support concept for the NRF. Two of the most important changes were that logistics would become a collective responsibility between NATO

and the nations and the introduction of a theatre level “logistic brigade”, currently known as the Joint Logistic Support Group (JLSG). Also introduced was the Logistic Control (LOGCON), a C2 relation between the NATO commander and the National Support Elements (NSE). Finally, the importance of Reception, Staging, Onward Movement and Integration (RSOI) was recognised, with the JLSG primarily responsible for the planning and execution of this process.





The Joint Logistics Support Group (JLSG)

The structure of a JLSG can consist of logistical units like hospitals, transport and supply units, a logistic base command and a SPOD company. Unlike traditional logistical units, the JLSG can be comprised of engineer construction unit, infantry units for force protection, a CIMIC Support Unit and a CIS. It all depends on the mission. An example of a C2 structure for a JLSG is:

The tasks and responsibilities of the JLSG are:

- Implement JHQ plans for the theatre level logistic support of the NATO-led Force.
- Overall command, control & coordination of theatre level logistic capabilities.
- Control of allocated Joint Logistic Support Area (JLSA).
- Provide and maintain the Recognized Logistics Picture (RLP).
- Collect logistic intelligence elements and update logistic database (using LOGFAS tools).
- RSOM of forces deploying into and out of theatre.
- Provide, store and distribute Class I (food and water) and Class III (POL).
- LOGCON of NSEs stocks and capabilities.
- Store and distribute Class IV (engineer stores) and Class V

- (Ammunition and Explosives).
 - Task the Intra-Theatre Lift System (Air and Sea), in close coordination with ACC and MCC.
 - Role 3 Medical support and coordination of theatre Medical Evacuation.
 - Theatre Contracting
 - Coordinate Host Nation Support (HNS) concerning logistics.
 - Establish, manage & coordinate the Theatre Logistic Base (TLB).
- The first experiences with the new logistic support concept were made during NRF 7, under the lead of JFC Brunssum. During that rotation, ALCC HQ Heidelberg provided the commander, BG Macko, and a big part of the

staff for the JLSG HQ. The concept was successfully introduced and trained during the LIVEX Steadfast Jaguar at the Cape Verdean Islands. Of course there were also a lot of lessons taken from the exercise.

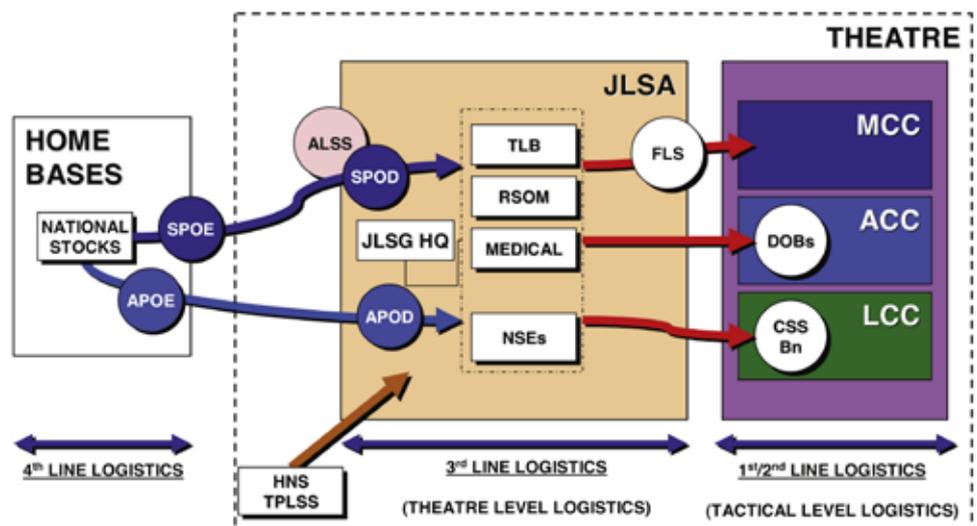
The JLSG in the DJSE environment

The JLSG is one of the success stories of the NRF as a vehicle for transformation in NATO, it was decided by SHAPE and the Military Committee to expand its purpose. From now on a JLSG will conceptually be part of every new NATO operation, SJO, MJO and MJO+, and not only limited to NRF operation.

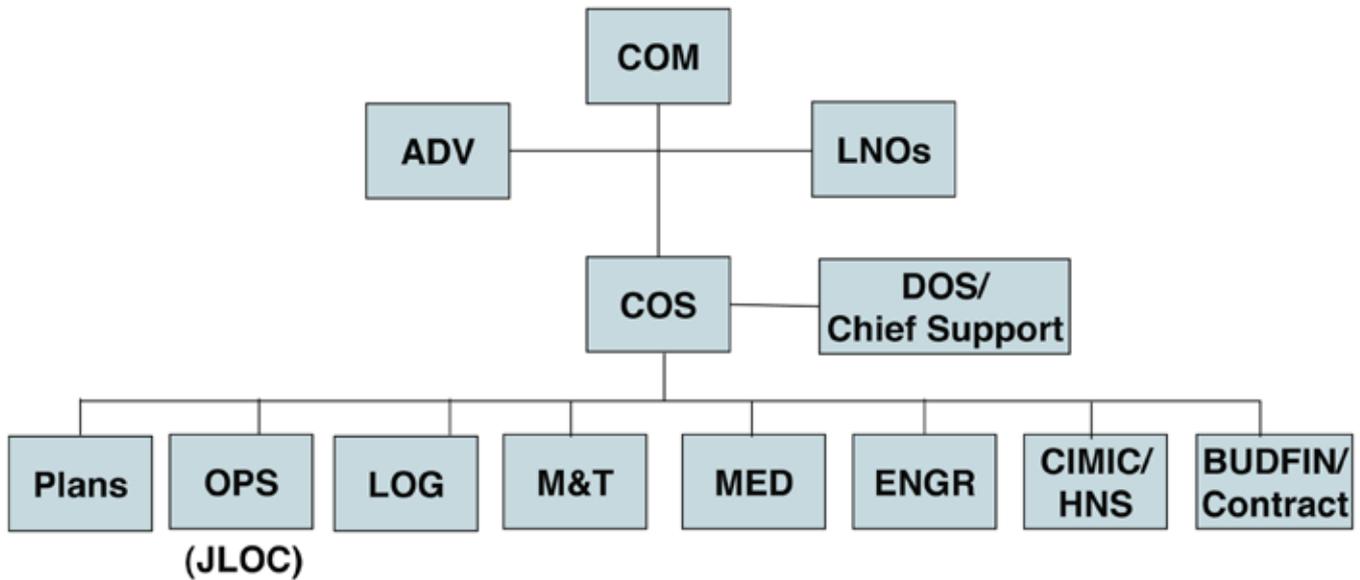
That is also the reason why there will be permanently 6 (six) JLSG HQ CSE's as part of the DJSE's in Heidelberg, Madrid and

•• continued on page 22 •••➤

MULTINATIONAL JOINT LOGISTIC SUPPORT ARCHITECTURE



JLSG HQ



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the NATO Force Structure. In a rotational schedule, one JLSG will always be on stand-by for the NRF or any other NATO missions.

The JLSG HQ Core Staff Element (CSE) in Heidelberg

In September 2008, the first JLSG HQ CSE was stood up, with BG Kocian as the Commander and in Heidelberg, Germany. Currently, JLSG is comprised of approximately 20 personnel with most of them working in building 7 on the 3rd floor, to include JLSG COS Colonel Halenka. During exercises and deployment, the JLSG HQ CSE is reinforced by staff officers from ACC Ramstein and MCC Northwood to bring some more joint expertise.

In order for the JLSG HQ to become operational, the JLSG HQ CSE needs around 70 augmentees from NATO nations and additional units. These augmentees and additional units, can be provided by the Troop Contributing Nations (TCNs) through force generation, or can be part of NSE's, or contractors. This requires quite some logistic planning and negotiation.

Since September, members of the JLSG HQ CSE took part in several training events like AR-RCAD FUSION, LOYAL LEDGER, and an extra Expeditionary Logistics Course. As well as several other courses at the NATO School Oberammergau and the NATO CIS School Latina.

From January until May we are taking part in the different phases of the exercise STEADFAST JUNCTURE. In May, during phase III, we hope to be certified as the JLSG for NRF13. And the JLSG HQ CSE hopefully will be declared FOC as part of DJSE 2.

Later this year the JLSG will go to Turkey for the Ex ANADOLU SAHINI with NRDC Turkey and next year the JLSG plans to participate in Ex COLD RESPONSE which will take place in northern Norway. There is never a dull moment in the JLSG.

Challenges and way ahead

The JLSG is, like the rest of the DJSE, still facing some challenges, both for NRF 13 and in a generic sense. For NRF 13 the good news is that we already have NATO nations who have agreed to provide

around 85% of the necessary augmentees and units, although some nations have not identified them yet. Some critical capabilities still missing is an SPOD unit, a Theatre Logistic Base HQ, a CIMIC Support Unit and a RSOM HQ. Currently, Joint Command Lisbon is putting this all together in a workable Logistic Support Concept for NRF 13. SHAPE is working on a JLSG Augmentation Policy and revising the JLSG Training Policy. And like for all of us, the outcome of the PE review is of utmost importance to see if the NATO nations agree with the new structure and are willing to fill all the slots.

As you can see, the JLSG HQ CSE is a busy bee, (almost) ready to support any NATO mission.

Visits



Participants of the Joint Command Brunssum Command Sergeant Majors Conference
 Or-9 Van Der Logt, ACC Ramstein – CSM Ouellet, JFC Brunssum – CSM Samson, ALCC HQ Heidelberg – Or-7 Fenwick, MCC Northwood



Maj Gen Skare, Assistant Chief of Staff Implementation, Allied Command Transformation



Col Ruby during his briefing on effects-based Operations



Participants of the Joint Command Brunssum Commanders Conference
 Maj Gen Tucker, DCOS OPS-ISAF – LTG Kather, Com ALCC HQ Heidelberg – Maj Gen ABMA, COS ACC Ramstein – LTG Bovy, COS JFC Brunssum Gen Ramms, COM JFC Brunssum – Sir Amiral Stanhope, COM MCC Northwood



Maj Gen Domröse, German Armed Forces – LTG Kather, COM ALCC HQ Heidelberg



Morning/Evening Impressions of Loyal Ledger 09, ELMPT – Germany
Picture taken by LTC Gemballa
ALCC Public Affairs Office