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COMMANDER'S FOREWORD

by LT GEN Giuseppe E Gay

This will be the third and final NRDC-ITA magazine to be published during my time in Command. As I prepare to handover command of the corps it is time for me to reflect on what has been achieved over the past year. For me personally my time as the Commander of the NRDC-ITA has been hugely rewarding. Working in a multi national environment is challenging, yet at the same time immensely satisfying; in the Contemporary Operating Environment these challenges and rewards are increased. Over the past year the Headquarters has been tested at all levels, and faced many changes in the way that we conduct our business. We have exercised at Land Component Command (LCC) level, provided augmentees to ongoing NATO commitments and prepared ourselves for future deployments. At the same time we have embraced the diverse nature of our makeup and ensured that we have changed to reflect the ever diverse nature of global conflict. For me the multi national dimension is a strength, and a strength to be exploited. Those detractors of NATO and her associated organisations must understand that our diversity is the bedrock of what we do and gives credibility to the organisation as a whole. We have achieved much, but there is still more to do and it remains the responsibility of all to ensure that we continue to grow. Whilst we can be well satisfied with our achievements, it is important to reflect and establish where we can improve in order to maximise our potential. We have made great progress in understanding and embracing the effects based approach to operations, we can and will do more but must, at the same time understand the need to retain the fundamentals and train for "a war, not the war". We must strive to be more holistic in our approach to the very modern challenges of a very modern battlefield. The training of our personnel at the tactical, operational and strategic levels will be key and will remain the responsibilities of commanders and individuals alike. Our expeditionary ethos must continue to develop both in thinking and in practical application and our training must reflect this requirement. We must utilise the INFO OPS and PAO spheres to ensure that we approach each and every scenario with the influence piece at the foremost of our thinking. We must continue to assess our collective performance and ensure that our strengths are such that we can not only understand the modern battlespace, but also become masters of it. Above all we must train and develop our people, without them the future will be bleak. We live in uncertain times with an uncertain future. I feel confident that the NRDC-ITA has the ability to continue to evolve in order to meet these ever changing and volatile times. There will be many more testing times ahead and our deployment on ISAF 09/1 and assumption of the NRF 16 will be challenges for all concerned. This magazine is, and should remain a testament to the men and women of the Headquarters who make what we do possible. I commend it to you and wish you luck and every good fortune in your future careers.



COMMAND SERGEANT MAJOR BIOGRAPHY

WO1 MARIO BOSCU

WO1 Boscu was born in 1957, native of Decimomannu, Italy. He entered the Italian Army on April 1st, 1974 as Two Years Duty Volunteer, attending Basic Training at 80th Infantry Regiment "Roma", III Battalion in Cassino; he was assigned as Private First Class (PFC) to the 3rd Missile Artillery Regiment in Oderzo and Codognè till 1976. Throughout his career WO1 Boscu has served in various Non Commissioned Officer positions: Electronic Operator for AAA Batteries; Intelligence, Operations, Training, Personnel and Logistic Branches at 5th Missile Artillery Regiment in Mestre-Venice as well as C3I Electronic Operator in Padua.

His experience includes Calibration Technician; Maintenance Section Chief; Acting Fund Manager; Squadron First Sergeant; Acting LSP Squadron Commander and Acting Group Sergeant Major at the Allied Signal Group, Joint Command South East, Izmir, Turkey and NCOIC for the Family Support Centre at NRDC-ITA.

He has been involved in operations abroad, serving as Supply NCO of the Logistics Support Unit (Re. So. Lo.) during IBIS and UNOSOM Operation in Somalia and as Acting LSP Squadron Commander during Dauntless Defender Operation in Turkey.

WO1 Boscu's military and civilian education consists of the Technical and Operational Course on the "Lance" Missile System at the U.S. Field Artillery School, Fort Sill, OKLAHOMA; the 34th Course at NCOs' Cadet School in Viterbo; Fire Section Electronic Operator for AAA Batteries at the AAA School; numerous AAA-Electronics courses; C3I Electronic Operator Courses; National and Nato Evaluator Courses for Air Defense Units at the 5thATAF, Vicenza. He completed his studies as Ocean Yacht Master at Republic of Turkey.

His awards and decorations include the Gold Army Service Cross; the UN and the National Awards for the Mission in Somalia. He has also been awarded of the US Military School badge and Parachute badge.

WO1 Mario Boscu assumed his position as Command Sergeant Major at Nato Rapid Deployable Corps-Italy on January 22nd 2008.

He is married to Claudia and resides in Busto Arsizio (Varese). Away from work, his interests include a passion for yachting and sailing, classic music and the study of trumpet.



Exercise GORDIAN KNOT 2008

by Major Marian Predoaica

Amidst the beautiful scenery of the Island of Crete, the NATO Deployable Corps – Greece conducted Exercise Gordian Knot 08 from 26th May until the 3rd June. This exercise was the highlight of the Greek Headquarters' training year. The exercise was conducted with full Crisis Establishment manning of the HQ in order to reflect the demands that a Headquarters would be under if required to deploy at full strength. The Headquarters was supported by the 15 similar NATO HQs and members of the Greek Joint War College. Three command posts (Main CP, Rear CP and Rear Support Command CP) were established with the aim of testing all procedures at all levels and passing the difficult NATO Combat Readiness Evaluation (CREVAL). Amongst the 1000 participants were nine personnel from the NRDC-ITA:

- LTC Christian BICHON.
- LTC Bert PELLEGRINO.
- Maj Gennaro DE MAIO.
- Maj Marian PREDOAICA.
- Maj Giovanni CAPPELLO.
- Maj Enrico PICCHIONI.
- Capt Ricciardo RIZZO.
- WO Olindo GENTILE.
- Cpl Giulia FANELLI.

The scenario chosen for this Deployment and Command Post Exercise (DEPEX/CPX) was a demanding and complex peace enforcement scenario which confronted the staff with a varied and challenging array of tasks. The scenario was conducted in a fictitious country that was experiencing a difficult civil disorder and humanitarian crisis. For some personnel, the exercise proved to be a little bit more challenging than expected, particularly as many were required to work out of role in new and untested fields than those they normally occupy in NRDC-ITA. Nevertheless, helped by the considerable experience accumulated in previous exercises and real operations, they overcame these difficulties and achieved all tasks required of them during the exercise. Warrant Officer Olindo Gentile had this to say. "For me the exercise was a good change and allowed me to improve myself. For the first time I played for the Engineer Planner. Participating as the only Engineer representative during the Main Planning

Group (MPG) in the night shift was not always easy, but I accomplished all the tasks in the best way possible. It would be a pleasure for me to participate in such an exercise again."



All the participants had the chance to be tested under pressure and to contribute to the improvement of the collective performance of NDC-GR. This allowed us to accumulate new and valuable information and share in their areas of expertise.

Major Gennaro De Maio found the exercise very useful. "The participation in this exercise proved to be very useful for me. I had the chance to see how our colleagues from NDC-GR are conducting the FCOORD and how they are applying doctrine, SOPs and SOIs in practice. The time spent on this exercise helped me to improve my knowledge in the FCOORD field and my way of working in an international environment. By participating in the exercise, I was able to give my best in helping NDC-GR to reach their targets, especially concerning the combat readiness."

The distinguished visitors and Command Group who visited the exercise were well satisfied with what they saw. Of particular satisfaction was the knowledge that our contribution had assisted the NDC-GR pass the NATO Combat Readiness Evaluation test. We were also fortunate to be able to see and experience some of the culture of this beautiful and ancient island. It was a satisfying and rewarding experience for all of those involved.

Exercise EAGLE TREK 2008 There, where the Eagles dare

by Maj Lorenzo Guani

Introduction

Exercise Eagle Trek is an NRDC-ITA HQ annual mountain exercise conducted each summer. As with the winter exercise "Snowmaster", the aim of Eagle Trek is to develop teamwork, capability and the individual qualities of the participants through numerous training activities in a challenging mountain environment. The most important aspect comes in the form of "team building". The participants, from across the different Divisions, were divided into teams according to physical fitness and climbing skills. The exercise was designed to test the participants' physical and mental toughness. I can safely say that this year all of them succeeded and that at the end, all were able hold their heads high, and with good sun tan, be proud of what they achieved.

Staff and location overview

The exercise was conducted between the 7th and 14th July and included 40 NRDC-ITA staff personnel with the support from the HQ Spt. Bde, led by WO Gaetano Ziccardi. Maj Lorenzo Guani organized the exercise, and planned the vital logistical and operational support with the help of the Italian Army Alpine Julia Brigade in Udine. BG Luigi Scollo was the Exercise Director and LTC Giuseppe Colombo the G8 representative for all the contracting issues. The training area used for the exercise was Tarvisio and the surrounding areas within the Julian Alps. Tarvisio became Italian after the World War I; situated on the Austrian-Slovene-Italian border it is an enchanting area of natural beauty surrounded, by historical and artistic treasures with great opportunities for practising sports and outdoor activities. During the exercise we discovered the breathtaking view of the mountain peaks of Jof de Miezegnot and Jof Fuart and the delightful of Lake of Fusine surrounded by woods and tracks. The 8th Alpine Regiment accommodated us within their "La Marmora" barracks, and gave us first class military hospitality. The trekking and climbing activities were carried out with great success thanks to two highly skilled Alpine Julia Bde instructors, WO Luciano Scano and WO Giuseppe Merendino, and our own NRDC-ITA military climbing instructor's: WO Pasquale Dionisio, WO Antonio Rea, WO Riccardo Benvenuto and WO Massimiliano Corno.

The training activities

The schedule was ambitious; two travel days, five days trekking/training days, and one overnight stop in the alpine Refuge "Corsi" (1874m). As an additional cultural activity, we were able to visit the Military Historical Museum at Predil. On the 11th July, the personnel, divided into teams, under the leadership of the military instructors and conducted a climb along the "via ferrata" to "Vallone Peak" (2368m), hence the title of this article: **there, where the eagles dare**. The participants, equipped with climbing helmet, harness and ropes, were amazed to succeed in such fantastic mission, which we achieved due to their huge physical efforts, determination and teamwork. The 8th Alpine Regiment kindly provided all the alpine climbing materials and also made the arrangement at the Refuge; it was a truly memorable experience.

Conclusions

The program was very ambitious but now that it is over, I believe that everyone will look back on the events with pride and a sense of achievement. All participants will remember what they saw, what they did, and how much they suffered! Above all they will remember how much they enjoyed themselves in such sensational and fascinating mountains. It is very difficult to find the right words to describe those hours and those feelings that one gains from spending time in the mountains. A picture can capture the beauty of the mountain peaks but cannot capture the atmosphere and joie de vie that one gains through spending time removed from the rigours of daily at altitude in some of Europe's most beautiful scenery. For those members of the Headquarters who were not able to attend Eagle Trek there will be another year when more of us can experience the wonderful Julian Alps. As the Project Officer I would like to thank all the participants, they are the ones who made the exercise possible. I am very proud of them. They can now be called, "strong alpine men". Next year we will once again return to the mountains for Exercise Eagle Trek 2009, I hope more personnel will be able to attend so that they can experience the maxim, **there, where the eagles dare**.

Exercise EAGLE TREK 2008



Exercise EAGLE ACTION 2008

by Major Chris Sargent

The NRDC-ITA annual Corps level exercise was conducted from the 10th -20th June 2008 at Caserma Ugo Mara, Solbiate Olona. The aim of the exercise was to rehearse and test the Headquarters and subordinate units in security and stabilisation operations within the contemporary operating environment. The exercise followed on from Exercise EAGLE RECCE conducted earlier in the year when the Recce Group, Early Entry team and Rear Support Command were exercised using a similar scenario. The Headquarters was fortunate enough to be able to call on the assistance of a number of external agencies which allowed for a more realistic and effective exercise structure. The Italian General Staff, Italian Staff College and personnel from the ARRC all made invaluable contributions and without their efforts the exercise would not have been possible. Additional support at HICON and LOCON made for a realistic and demanding exercise for all members of the Headquarters and the Support Brigade. The sheer scale of Exercise EAGLE ACTION was impressive and served to demonstrate the capability of the NRDC-ITA in field conditions, both in terms of command and control and the all important support infrastructure. The scenario that was employed as the bedrock of the planning and execution processes was designed to reflect the challenges that may face a Headquarters when deployed on NATO led operations in either Iraq or Afghanistan. The G7 department was careful to ensure that the scenario reflected the current operational climate but also allowed the Principal Training Audience freedom of action and room for original thought.



It is vital that the Headquarters is able to train and to prepare for "a war, not the war". The exercise started with a series of detailed briefings which allowed the Headquarters to commence the training with a detailed background to the scenario and procedures that would be used throughout the training. The first week saw departments testing their own SOPs and identifying where and how they could improve output and execution. A Mini CAX conducted on the Thursday and Friday of the first week served to set the scene and allow the OPSCEN and the various components within the Headquarters to test their systems and the exercise database. The DCOS TRADOC and Exercise Director, Brigadier General Scollo, was keen to ensure that not only was the Headquarters correctly tested and trained but that lessons and ways to improve were identified. "It is not acceptable to setup an exercise and then not have systems and procedures in place to capture the all important lessons learned. As DCOS TRADOC my job is to ensure that the Headquarters is correctly trained for every conceivable mission that maybe placed upon us. Without the ability to gather, assess and disseminate evidence and statistics regarding performance we cannot improve and progress.

It was clear that we needed to be able to evaluate our collective performance and to scrutinise all areas of our planning processes. With that in mind, my division was given clear direction as to the importance of rigorous and searching evaluation, therefore an evaluation team led by ACOS CDD, Colonel John Rouse was established. Throughout the exercise we sought





to establish the areas where our performance needed improvement and to recognise where procedures were working well. This we achieved and the After Action Reviews and feedback that we have received as a result of this evaluation will be essential in developing our capabilities across the Headquarters." The main phase of the exercise saw the Headquarters tested in all phases of the operational planning process. The tempo and complexity of the scenario served to highlight to all concerned, how important a joined up and rehearsed Headquarters must be to achieve an effective and robust battle rhythm. Lieutenant Colonel John Wright, SO1 G3 Current Ops: "In my opinion, Exercise Eagle Action was one of the best training events that the Headquarters has completed in the recent past. I can say that all the training objectives were met and hopefully the scenario began placing everyone in the proper mindset for the upcoming ISAF deployment." A further dimension to the exercise was added with the inclusion of SIMPRESS in the form of Crown Media under the command of EXCON. This allowed the Headquarters to receive training and practise in dealing with the media. Given the international media interest in all theatres where NATO are deployed this was vital in ensuring the ability of the Headquarters to address the question of influence and media operations, whilst maintaining the integrity of the operation as a whole. The Public Affairs Office was well tested throughout the training and put under pressure from a hostile and insightful media audience. Members of the Headquarters were given media training to enhance the ability of the Headquarters when dealing with this facet of the current operational environment. Several personnel from within the Headquarters gave interviews to the media and as a result gained an invaluable insight into the modus operandi of the world's

media at both the regional and international level. Lance Corporal La Rosa who was interviewed on camera found the experience invaluable. "This is not the normal training that we are used to and something that we need to do more of. I found it both interesting testing, when dealing with the media one has to recognise that they have their own agenda, at my level you gain an understanding of the idea of the "strategic corporal", I could say something on camera that could be twisted into something that could not only have an impact on the operation, but also the political and diplomatic relations that are so important to NATO as a whole. It was fun but at the same time, put me under a lot of pressure." The exercise also provided the opportunity for the Headquarters to demonstrate it's capability to the national community as a whole. A very successful Distinguished Visitors Day was held on Wednesday 18th June where the Headquarters hosted local and national dignitaries from both the military and civilian sectors, with media coverage from the Italian press. Exercise Eagle Action was a challenge to all involved, from the Principal Training Audience, EXCON and the Support Brigade. The logistical demands that are required to conduct training of this scale are huge. Without the efforts of all those involved the exercise would not have been possible. The exercise was a great success and served to increase and improve the Headquarters ability to exercise command and control over the battle space and to enhance its operational capability. Lessons have been learnt and Exercise Eagle Action has further enhanced the capabilities of the NRDC-ITA and will allow the Headquarters to meet the challenges of the future with renewed vigour and better prepared to contribute to multi-national operations, wherever they might be.

Information Operations Seminar ACTIVE EAGLE 2008

by LTC Jean-Pierre Relave

Introduction

As the French officer within the INFO OPS Branch and in order to give more visibility to the importance of INFO OPS, I would like to explain the main features of the recent multi national INFO OPS seminar, ACTIVE EAGLE, and to highlight what was achieved. Exercise Active Eagle 2008 was conducted at the HQ NRDC-ITA in Solbiate Olona (30km from Milan), from 6-8 May 2008. This was the first INFO OPS seminar conducted since INFO OPS became a Branch in June 2006. The seminar, the brainchild of Col Matteo PALMIERI (ITA-A), the ACOS INFO OPS, was a significant step towards establishing a more effective and capable branch.

The following members of the HQ NRDC-ITA INFO OPS branch were involved in the training:

- LTC (ITA-A) Corrado CARLINI SO1 INFO OPS
- LTC Massimo PACIOTTI SO1 PSYOPS
- LTC Vittorio GUERRIERO SO2 IO PLANS
- MAJ Antonio TARTAGLIONE SO2 OPS & PLANS
- CPT Massimo DI PIETRO SO2 PSYOPS
- CPT Ettore PONTIROLI SO2 EW
- WO1 Giuseppe de FINIS Chief Clerk
- LTC Jean-Pierre RELAVE SO2 IO Analysis.

Aim

The aim of the Seminar was two-fold:

- to provide familiarity with the HQ NRDC-ITA Information Operation Branch procedures in support of NRDC-ITA mission;
- to foster knowledge and appreciation for the differences in organization, equipment, and capabilities of participants, especially within the multinational dimension.

Personnel

The first challenge for the Branch was to ensure that all the GRF (L) HQ and subordinate formations were represented at the seminar in order to ensure that the collective expertise was shared amongst the target audience. Once a date was established the seminar had representatives ranking from OF6 to OF3 from: RRC FR, EUROCORPS, 1st GE/NL Corps, ARRC, NRDC SP, MNC NE, NDC GR and EUROFOR. The Italian Forces were well represented with personnel from: 1st Defence Force Command (DFC), 1st DIV. FRIULI Brigade, Post Conflict Ops Study Centre, Artillery Brigade, Air Defence Artillery (ADA) Brigade, 28th PSYOPS Regiment, and 33rd EW Regiment

Scope

The Chief of Staff of the NRDC-ITA, Major General Antonio Satta opened the seminar and welcomed the attendees. He reminded the audience of the importance of INFO OPS and its significant role in any type of military operations, particularly in CRO and post conflict operations. He highlighted the close links between INFO OPS and the Effects Based Approach to Operations (EBAO), since by their very nature, both are "Effects oriented".

The morning of the first day was focused on presentations delivered by the NRDC-ITA personnel covering EBAO in



the HQ and INFO OPS procedures. After lunch, each GRF (L) HQ delivered a briefing covering their structures and procedures. This allowed for discussion on how best to achieve commonality and conformity across NATO. The Bn Cmdr of the 28th ITA PSYOPS Regiment delivered a "technical" briefing detailing how they support the conduct of INFO OPS in any Area of Operations (AOO). He highlighted the organization and capabilities and finally emphasized requirements and limitations of the PSYOPS unit.

After a social evening on the Monday, the attendees were broken down into four syndicates in order to role-play INFO OPS scenarios and to look at some case studies from the Contemporary Operating Environment (COE). The main goal was to compare the different approaches, in order to ascertain the different working practises of each INFO OPS branches represented. A number of interesting solutions were presented and a very profitable discussion was had. On conclusion of the scenario and presentations, COL PALMIERI made a short review of the seminar work highlighting a number of pertinent points including:

- Non-lethal targeting.
- Secondary effects.
- IO/ influence cell location within the HQ.
- IO terminology and ways of doing business.

Finally he made a proposal to the GRF (L) HQs that a seminar of this type should be held annually in order to discuss ongoing INFO OPS issues. INFO OPS is a small community but growing in importance.

NRDC-ITA DCOS CS BG BUCCI closed the activity thanking the attendees for their participation in the Seminar.

Conclusion

In conclusion, the INFO OPS Seminar was an opportunity for all units and HQs to present their own working procedures and share best practice with other Info Ops personnel.

As the French officer of the Branch, ACTIVE EAGLE 08 was my first INFO OPS seminar and I was impressed with pragmatism and success of this activity. The INFO OPS Seminar favoured multi-nationality and set the conditions for the development of a common understanding regarding INFO OPS issues. The seminar was a success both in terms of attendance and organisation.



DOCTRINE DEVELOPMENT

Six Ideas to Change Doctrine within HQ NRDC-ITA

by Col John Rouse



The Concepts Development and Doctrine (CDD) Branch, comprising the CDD and Lessons Learned (LL) cells, came together under TRADOC Division a little over a year ago, as a result of the last Functional Review. This has allowed all of these organisations to work together in an effective way to explore new ideas and develop new ways of working. As a result, with the experience of a number of exercises behind it, CDD/LL has come up with six ideas that it intends to develop to better help the Headquarters do its business. These ideas were presented to the Command Group on 6 June, and now have endorsement for action.

Doctrinal Ideas

The ideas break conveniently into three doctrine ideas, and three lessons learned ideas, as follows:

Concept Development – The Friday War. Starting from different scenarios from across the full range of NATO missions and likely tasks, developed by CDD, the aim of Conceptual Development is to see how HQ NRDC-ITA would react to these scenarios if given the task to resolve them. The idea is to conduct a study in a manner that is quick, informative, comprehensive and enjoyable (without the need for endless paperwork). Once a trimester the OPG and appropriate staff officers from the HQ get together and are given a simple explanation of a scenario that could conceivably lead to the deployment of HQ NRDC-ITA. The scenario would be no more than one sheet of paper (general idea) and one sheet for the special idea, with appropriate but minimal supporting background reference material. The OPG would then consider the problems and suggest possible solutions. The OPG findings would be delivered in a set format of:

- solution to the problem;
- weaknesses in NRDC-ITA current concepts to deal with problem;
- procedures, expertise and equipment shortfalls.

Because the whole activity would not take more than 3 hours it could easily be fitted into a Friday morning, hence the name, the Friday War.

The Doctrinal Gymnasium. Many of us go to the gym to keep physically fit, but how do we keep ourselves doctrinally and intellectually fit, and maintain our professional understanding of doctrinal developments? This is the purpose of the Doctrinal Gym. The aim of the Doctrinal Gym is to provide a forum in which doctrinal issues can be communicated widely within the HQ and newcomers can be introduced to HQ doctrinal issues. It would consist of a course of briefings for the whole HQ according to the training calendar planned by G7, and probably taking place once every couple of months. Briefings could be divided into

2 areas; Divisional or Branch Updates and Doctrinal Areas of Interest (including the verbal presentation of Trip Reports).

The Doctrinal Helpdesk and Library. The CDD Library facility already exists on the TRADOC Division WISE Page. The aim of this idea is to develop this Library to be more user friendly. CDD intends to introduce additional sections to the Library WISE page, including a frequently asked question section, a helpdesk facility (both email and phone) and a doctrinal chatroom.



Lessons Learned Ideas

Lessons Learned Seminar Series. It is intended to hold a twice yearly LL seminar with a view to achieving a common understanding of the LL process amongst those involved in the LL process, and to review forthcoming HQ training activities in order to identify key LL engagement in them.

Lessons Learned Cycle Revision. The LL Process Cycle is well documented in SOPs, and is generally reasonably well known across the HQ. The aim of the LL Process Cycle revision is to gain Command Group engagement in the process to help solve issues and obtain appropriate direction and guidance. Specifically, it aims to engage COS at three monthly intervals in reviewing the identified top ten outstanding LL.

Creation of a Standing Evaluation Team The Observation and Evaluation Concept for Exercises within NRDC-ITA usually requires an Evaluation Team composed from staff from all over the HQ, led or, at least, directed by the LL Cell. For any single exercise an Evaluation Team is built up with the focus primarily

on the analysis of objectives, the observations of the execution of staff functions and the interface with selected response cells in order to track passage of mission critical information. However, such Teams are normally ad hoc, and are certainly not trained specifically for the evaluation task. We propose the creation of a Standing Evaluation Team that will be trained in the Evaluation and LL processes. To overcome the issue of Team availability during major exercises we are exploring the possibility of exchanging Evaluation Teams with other affiliated Headquarters.

Endnote

Nothing in the above ideas might appear too exciting or extraordinary, yet if we implement these ideas fully then we will have achieved a significant advance in our collective understanding of current and future doctrinal issues. CDD Branch will therefore start to implement these six ideas as and when the HQ programme allows.



HQ NRDC-ITA Communication Strategy

by Maj Jeston Na Nakhorn

In May 2008, the Commander issued his Vision Statement, an integral part of the HQ Communication Strategy. The author of this article explains the background and methodology to its creation.

COMNRDC-ITA Vision Statement

'NATO's premier High Readiness Force Headquarters that is adaptive, deployable and able to successfully conduct operations across the full military spectrum. A unique, challenging and rewarding environment that empowers, motivates and fulfills its members to be part of a winning team.'

BACKGROUND

Successful communication in today's information environment requires a well-coordinated approach. The Commander's Communication Strategy is an element of the Commander's larger overall strategy that, on operations, supports and is supported by a broader strategic communication effort. When in a Permanent Headquarters, it is an integrated process to promulgate the Commander's message, synthesizing all means of communication and information delivery. It is therefore necessary to ensure that the HQ as a whole is engaged in the process that leads to its creation.

The Vision Statement above is the critical part of the Communications Strategy. The vision is the starting point of the entire process. A process that is simple, understandable and enduring. Setting a clear, unambiguous and inspiring vision that acts as the focus for communication work has been paramount. The strategy has been designed to provide HQ NRDC-ITA and its affiliated formations with additional guidance for the current year as well as to provide first orientations and outline priorities to 2011.

METHODOLOGY PLAN

The aim of the Methodology Plan is to identify the methods to be used, the structures to be created and the steps to be taken in order to create a comprehensive measured and resourced Communication Strategy.

EXECUTION – CONOPS

Stage 1 - COMNRDC-ITA Vision Analysis. This phase was aimed at:

- Gaining a clear understanding of COMNRDC-ITA vision.
- Identifying the objectives to achieve in support of COMNRDC-ITA vision.
- Identifying the effects supporting the achievement of the cited objectives.

The HQ NRDC-ITA contextual analysis (SWOT) concluded this phase.

Stage 2 - Systems, Stakeholders and Communication Means & Opportunities Analysis.

Stage 3 - Communication Plan Development.

STAKEHOLDERS

The target of the communication strategy is the range of stakeholders that are engaged with NRDC-ITA. The following have been identified.

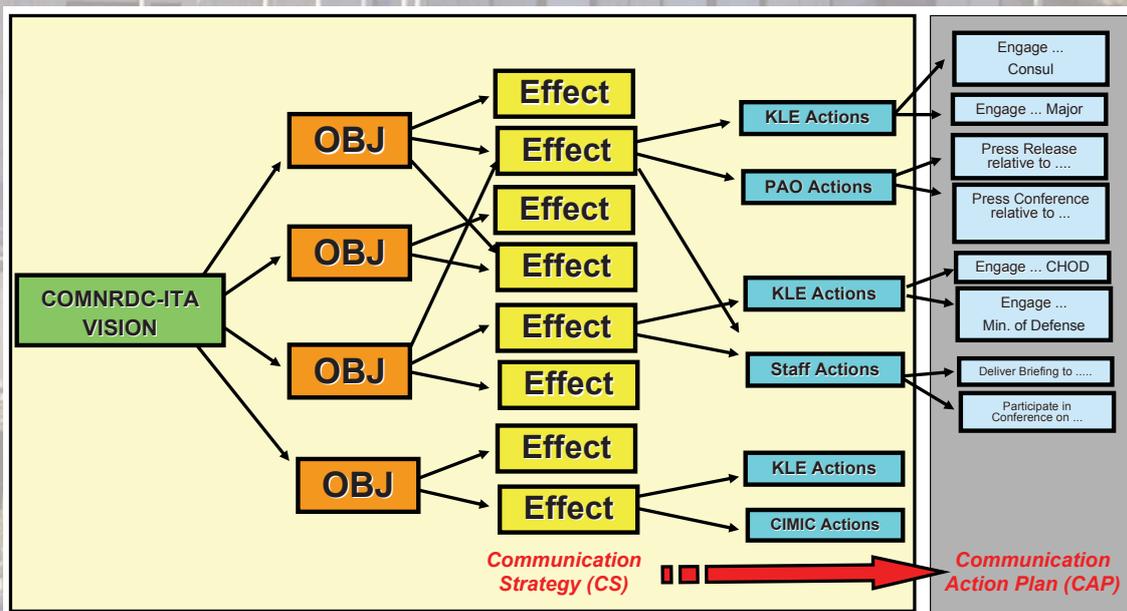
- Superior NATO HQs.
- Sibling NATO HQs.
- MOD ITALY.
- Contributing Nations MODs.
- Local Community.
- NRDC ITA Personnel.
- Civil Organisations.
- HQ NRDC-ITA Personnel.
- Support Brigade.
- Subordinate Units.

Engagement Methods. A number of methods may be used to engage stakeholders. Amongst these will be:

- Internal knowledge of NRDC-ITA personnel of each stakeholder.
- Formal engagement (meetings, interviews etc).
- Social engagements.
- Questionnaires.

Output. The key output from the analysis of stakeholders will be a list of key messages that we would want to communicate to each stakeholder and activities to be carried out to influence them in ways that are critical to COMNRDC-ITA vision achievement.

COMMUNICATION STRATEGY ANALYSIS - SEQUENCE OF ACTIVITIES



WORKING STRUCTURE

To ensure that appropriate parties are engaged throughout the Communication Strategy development, and that appropriate direction and guidance are given throughout, a two-tier structure will be set up, as follows:

- Level 1: Communications Strategy Working Group (Info Ops Group reinforced) chaired by DCOS CS (ACOS IOB will direct the WG).
- Level 2: Command Group.

BRIEFING AND INFORMING

There was and continues to be a clear need to ensure that all are kept informed and that there is appropriate buy in to both process and results from across the HQ. This is achieved through the following:

- regular reports, including publishing of key deliverables after COM NRDC-ITA endorsement.
- verbal and written briefings.

ENDNOTE AND CURRENT STATUS

In NRDC-ITA there are currently no experts (or qualified Staff) in either communication strategy or marketing. The work continues to be based on common sense and sound military judgment. The status of art, at time of print, can be found below.

COMMUNICATION STRATEGY - STATUS OF ART

MILESTONES	9 APR	30 APR	30 MAY	17/24 JUL	15 SEP 03 OCT	17 OCT	07 NOV	21 NOV	NOV 2008 NOV 2009
STAGE 1									
COMNRDC-ITA Vision	█								
Objectives / Effects / SWOT		█							
STAGE 2									
Stakeholders Analysis			█						
Positioning: Questionnaire Dvp./Distr.				█					
Positioning: Questionnaire Coll./Eval.					█				
Communications Means & Opportunities Matrix						█			
Communication Strategy Paper							█		
STAGE 3									
Communication Strategy Action Plan								█	
CS Action Plan Evaluation (12 months)									█



Challenging Oneself

by LTC Mark Rosenstein

Striving for professional excellence is a fundamental trademark of all professional military organizations. From ancient times military forces sought challenges to test physical and mental endurance. The "Argonauts" of Greek mythology, the Centurions of ancient Rome, the volunteers of the French Foreign Legion, the British SAS and our present-day military fighting forces; all have one common bond, the desire to be challenged physically and mentally, to demonstrate strength, proficiency and leadership.

Today, the passion to test oneself physically and mentally remains one of our finest military traditions. Through its sports clubs and multi-national contingents, the NATO Rapid Deployment Corps – Italy (NRDC-ITA) provides its members with opportunities to challenge their physical and mental stamina. Two programs in particular are Italian parachute training and German military proficiency training.



COL Anthony Puckett and LTC Grzegorz Kotowski (POL) after receiving their Italian Jump Wings from MG Antonio Satta.

LTC John Williams (UK), WO2 Sean Goldsworthy (UK) and LTC Mark Rosenstein with their instructors, Mr. Luigi CAVALLINI and Mr. Sergio LURASCHI, on "Jump Day" at Montagnana-Baschirotto Airfield



LTC John Williams (UK), WO2 Sean Goldsworthy (UK) and LTC Mark Rosenstein prepared to get into the plane at Montagnana-Baschirotto Airfield





Parachute Training: The Italian National Airborne Association offers a parachute training program which culminates in the award of the coveted Italian Parachute Brevet Jump Wing Badge. Additionally, the training is reported to the Italian Airborne School in Pisa and a certificate signed by the School Commander is provided to each trainee. Successful completion of training qualifies the trainee to attend airborne training at the Italian Airborne School.

Military Proficiency Training: The German Army offers a military proficiency training program which culminates in the award of the coveted German Armed Forces Badge for Military Proficiency (*Leistungsabzeichen*). The award has three levels based on proficiency achieved (Gold, Silver and Bronze). In addition to Proficiency Badge, awardees also receive the German sports ribbon (*Sportabzeichen*). Requirements to earn the badge:



- Physical and Moral Fitness.
- First Aid Training.
- Sports Events (event requirements determined by age):
 - 100-meter timed sprint.
 - 3-kilometer timed run.
 - Measured High-jump and Long-jump.
 - 200-meter timed swim (any stroke).
 - Measured Shot-put or Stone-put.
- 25-meter Marksmanship Event (9mm pistol only).
- Road March Event (battle uniform, boots, rucksack with at least 10 kg).



COL Peter Gruenebach (DEU SNR) and his spouse Marianne stand with two recent awardees of the German Badge for Military Proficiency (COL Anthony Puckett, USA and LTC Mark Rosenstein, USA). The award ceremony took place during the 2008 NRDC-Italy International Day event.

LTC Mark Rosenstein (USA) receives the coveted German Armed Forces Badge for Military Proficiency from COL Peter Gruenebach (DEU SNR).

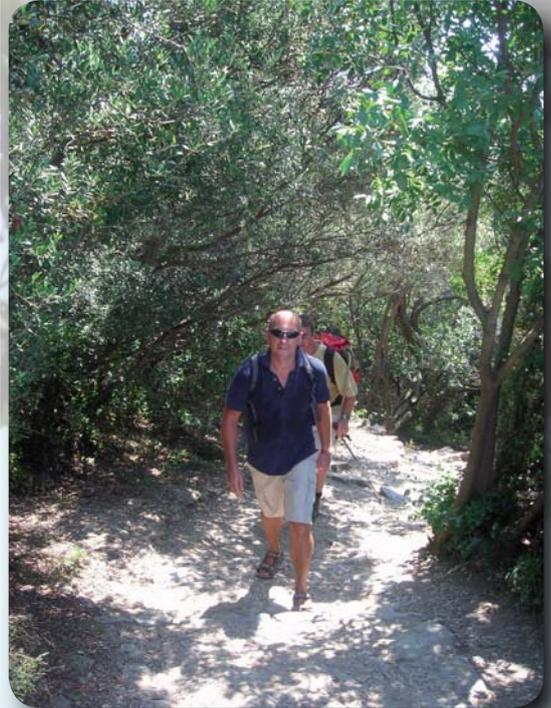


Soldiers interested in either of the two programs should contact any member of the German Army contingent for the German Military Proficiency Training or LTC Fabio Sandonnini for the Italian Parachute Training.

HQ NRDC-ITA's UK Contingent Conducts Military Annual Training Tests

by Major Chris Sargent

Cinque Terre, 1 Jul 08. As a part of their Military Annual Training Tests (MATTs), the 23-strong UK Contingent at the NATO Rapid Deployable Corps (Italy) (HQ NRDC-ITA) conducted a navigation test along Italy's western seaboard. The aim of the training was to revise and test the contingent in map reading techniques and to enhance fitness. The training was conducted in the beautiful yet rugged terrain of the Cinque Terre in Liguria. This provided an ideal backdrop for the training and allowed the members of the contingent to experience another area of Italy. The walk started in the picturesque town of Riomaggiore and followed the coast through the villages of Manorola, Corniglia, Vernazza and Monterossa. The going at times was hard work and the heat, along with some steep climbs meant that the contingent was well tested both in terms of stamina and navigation. The walk started at 1100hrs and was completed by 1630hrs with time for a dip in the cool blue waters of the Mediterranean and a refreshing lunch. It was certainly a change from the usual locations for MATTs training that the contingent have previously experienced. "The Cinque Terre is certainly a vast improvement on the Brecon Beacons or Woodbury Common where we normally train", said the ADC to DCOM Capt Tom Scott. MATTs are the British Army's annual tests to ensure deployability



and currency in basic military skills. In the current environment they are crucial in ensuring that the basic skills that a soldier must have are not lost. MATTs include a variety of military skills and requirements including, weapon training, fitness, first aid, CBRN, values and standards, equality and diversity, health, health & safety and security.



HQ NRDC-ITA Celebrates Its Sixth International Day

by Major Marian Predoica



The Headquarters of the NRDC-ITA celebrated its annual international day in style on Saturday 5th July 2008. The event which is now in its sixth year is designed to be a celebration of the unique and diverse culture that makes up the Headquarters. It is a chance for the staff, their families and the local population to discover and sample the delights of this multi cultural Headquarters first hand and to demonstrate their national identities. This year's event was deemed by many to be the most successful so far, with all nations providing extravagant and entertaining stands from which to demonstrate their customs, traditions and delicacies. The day started with a welcome speech from

the Commander of the NRDC-ITA who declared the celebrations open and welcomed everyone to the Headquarters, he reminded the spectators of the importance of multi nationalism particularly within the NATO context, he encouraged everyone to enjoy themselves and to explore the different activities on offer. The Commander also reminded people of the charitable nature of the event and encouraged people to give generously. The day also provided the opportunity to further enhance our own international ties and to express appreciation for the efforts of our International colleagues. The German contingent presented Col Puckett and Lt Col Rosenstein of the United States Army with their German Proficiency Badges for their outstanding contributions whilst serving within the NRDC-ITA. This was just one example of many events during the day that served to demonstrate the international cooperation that exists within the Headquarters. Throughout the day there were parades, dancers, music and entertainment from the various different nations. The drink flowed and the different national dishes available were all both plentiful and delicious. We were treated to an historic car rally, a pony show and entertainment for the young and old alike, it was truly a day for all to enjoy. The celebration was a huge success and typified the character of this Headquarters; one of diversity yet underpinned by unity. We were hugely fortunate to yet again be exposed to the rich colour of national traditions and customs that are hall marks of the NRDC-ITA. Our thanks go out to all of those whose efforts made the day possible. In particular the Support Brigade for all their hardwork in erecting the tents and ensuring that the day ran so smoothly.





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Her Majesty The Queen's Birthday Celebrations

by Major Chris Sargent

Her Majesty Queen Elizabeth II was born on the 21st April 1926. Due to the inclement British weather in April, the monarch has an "official" birthday, which the nation celebrates on the first, second or third Saturday of June each year. The celebrations are usually marked by the nation with festivities and Trooping the Colour; a parade by regiments from the Household Division and King's Troop Royal Horse Artillery.

This year the GBR contingent celebrated the 82nd Birthday of the Queen with a cocktail party held in the Officer's Club on Thursday 5th June. Guests including the Consular General and the Commander of the NRDC-ITA were greeted by a piper and entertained by a quartet from the Associazione Musicale Dino Ciani. The Deputy Commander of the NRDC-ITA and Senior British Officer, Major General David Capewell OBE welcomed the guests and provided them with a short history of the British Royalty, explaining the importance of the day to the armed forces and nation as a whole.

The evening was a great success and served to further demonstrate the diversity in culture of this multi national Headquarters.



1st Signal Regiment Wins Soccer Tournament

by LT Giuseppe Sardella

What an exciting afternoon on 12th June 2008 for the 1st Signal Regiment Football team who played in the final of the "13th Inter-forces Soccer Tournament". Having challenged the best Armed Forces soccer teams across Lombardia including the Carabinieri, Guardia di Finanza, Polizia di Stato, Aeronautica, and Polizia Penitenziaria, the

1st Signals Regiment proved to be the winning team. From the start the 1st Regiment was a strong contender and represented the best that the Italian Army and NATO Rapid Deployable Corps-Italy had to offer. The win was even more remarkable given the tempo of commitments facing the regiment. At the same time as playing in the tournament, the 1st Signal Regiment were engaged on Exercise Eagle

Action '08. Despite this multi tasking the regiment not only participated in the tournament but also brought home the trophy and title of the best Armed Forces soccer team in Lombardia. The 1st Regiment started by beating the Polizia Penitenziaria team, before thrashing the Guardia di Finanza team in the semi-finals. The final, against the Carabinieri team was conducted in the Libertas Sport Center and proved a nail biter from start to finish. Sadly only one team can win and despite a brave performance the Carabinieri were beaten 5-4 on penalties. It was a draining game for players both physically and emotionally. After the Carabinieri team missed their first kick in the penalty shoot out, Giorgio Raccuglia (1st Rgt) missed his as well. Unfortunately for the Carabinieri team they missed the fifth kick and the 1st Regiment had the chance to steal the title away from their rivals. When Salvatore Aliberti (1st Rgt) stepped up to take the final penalty to decide the result, tension was high. The 1st Signal Regiment supporters cheered themselves hoarse when he calmly put his shot into the back of the net. There was huge satisfaction for players and supporters alike and especially for the 1st Signal Regiment Commander, Colonel Alfonso Miro. The Commander, who participated both as a supporter and player, was delighted at his units win. Despite the tempo of the workload on the shoulders of the 1st Signals Regiment they proved without doubt that they are indeed the Champions of the Inter-forces football league within Lombardia.



Left, stand: OR4 Argano, OR4 Alaimo, OR5 Giuffrida, OR9 Geraci, OR4 Taranto, OF4 Lippolis, OF5 Miro, OR4 Minervino, OR4 Di Somma, OR4 Ascione, OR4 Mariniello, OR5 Di Russo.

Left, crouch: OR4 Buccino, OR4 Aliberti, OR4 Bellia, OR4 Palumbo, OR4 Tilli, OR4 Zuccaro, OR4 Pinna, OR4 Raccuglia.

THE ORGANISATION & CO-ORDINATION BRANCH

Presentation Of The Branch

by Maj Giovanni Boggeri

Within NRDC-ITA HQ there is a Branch that is used to working in the shadows performing tasks related to real life support of the staff and Information Management. This branch is ORGANISATION AND COORDINATION, better known as Org & Coord. The Branch is part of Central Staff Division, commanded by the Director of Staff Operations (DOSO), BG Bonfanti. Also within the Central Staff are the DOSO's Office, Public Affairs Office, Protocol Office, Security and Public Order Adviser (SPOA), Provost Marshal and the Legal Adviser. Org & Coord is responsible for organising and coordinating the provision of specialised clerical support and services to HQ NRDC-ITA divisions and branches. The centralised management of these services includes reproduction of classified/unclassified documents, management and dissemination of classified/unclassified mission critical information through the Central Registry/Receipt and Dispatch Center (RDC), management of NRDC-ITA duty personnel, staff car motor pool, travel booking as well as the provision of stationery and selected clerical equipment. The branch is also responsible for all Information Management processes within the Headquarters. The branch acts in support of the Command Group as a focusing point for the permanent logistic interactions with the Italian Support Brigade to NRDC-ITA (HQ), and in this contest it plays a significant role.

The branch, under the command of Col Papa (ACOS ORG & COORD) is composed of two sections each with a critical role both on operations and in barracks:

- Staff Support.
- Information Management.

LTC Esposito (SO1 Staff Support) is currently the commander of the Staff Support Section. His mission is to take care of all aspects of real life business, supervision of duty personnel's taskings and to act as a point of contact with all Support Units (Signal Brigade, Support Regiment, and Post HQ). All of this is in support of the NRDC-ITA Staff and Headquarters as a whole. The Staff Support Branch is composed of Italian personnel due to the requirement for daily interaction with Italian units and the need for native language speakers. The following cells are under command of Staff Support fulfilling these core functions:

- **Central Registry/RDC.** Responsible for the processing of unclassified and classified materials both NATO and national during peace time, exercises and operations. This is essential in ensuring that all correspondence is correctly processed.
- **Reproduction Cell.** Responsible for managing all aspects of the organisation and running of reproduction activities, providing graphic and printing service to all Divisions.
- **Travel Office.** Responsible for dealing with the organisation of HQ NRDC-ITA duty travels.
- **Quartermaster Office.** Responsible for keeping of the stationery delivery account book; updating both national and share funds register for general postal shipping costs, maintaining contacts with Support Regiment motor Pool and managing car-booking requests for NRDC-ITA Personnel.

The above tasks are essential in order to ensure that the day to day running of the Headquarters remains efficient and workable. For this reason one of the essential characteristics of the Staff Support Section is flexibility and rapidity of reaction; essential when dealing with real life issues on a daily basis.



The second component of Org & Coord is the Information Management Section (IM Section). This Section is composed of an Italian Major, a US Captain and an Italian Warrant Officer 1st Class. The mission of this Section is to implement the HQ Information Management strategy and policy and in particular to advise and support all community members when regarding IM. The section also provides and maintains the HQ Web Homepage and keeps the operational record during deployments. In addition to these tasks the section is also required to:

- Provide administrative support to Web Information Service Environment (WISE) site of NRDC-ITA and acts as WISE Content Manager for the Central Staff Division.
 - The daily management of the WISE site.
- Surveying of the activities performed by the Divisional, Branch and Section WISE Content Managers, to provide a "help desk" for the daily issues related to the WISE.
 - Organise periodical WISE Content Managers courses.
 - The setting the WISE user policies.
 - Coordination of all Functional Systems implemented within the HQ.

The implementation of IM strategy and policy is conducted through Divisional and Branch Information Management Officers (DIMOs and BIMOs), with supervision and direction from the IM Section. The coordination of all Information Management activities is vital and must include all interested parties. It requires regular meetings to ensure that coordination and cooperation is achieved across the IM piece. The most important IM meeting is the "Information Management Working Group" (IMWG). Held every two months, the IMWG meeting is chaired by DOSO and attended at ACOS level, with the participation of key personnel such as the SO1 CIS NWTS, SO1 CIS Security, G3 OPS Systems, G2 Systems and 1st Signal Regiment representative.

The IMWG is preceded by monthly DIMO/BIMO meetings where issues concerning daily Info management are discussed and problem areas identified. The IM Section provides the organisation and the secretariat for all meetings and provide the subject matter expertise required to facilitate efficient Info management policies. The IMWG acts as the staffing focus for the formulation and implementation of an Information Management Policy within HQ NRDC-ITA.

Its purpose is to develop/define that IM policy and to give direction on the plan for its implementation. The IM Section acts in close coordination with NRDC-ITA CIS Division and with the CSC4 Platoon, detached from the 1st Signal Regiment to the HQ. Additionally the IM Section has established good relationships with the Information Management agencies of other NATO rapid Reaction Corps such as the ARRC and the NRDC-TUR who visited the HQ in June.

The work of the branch can at times go unnoticed but remains crucial to the effective day to day routine of the Headquarters. Unglamorous, but at the same time-vital.



LTC Danilo LO RUSSO 1970 - 2008



In remembrance of our dear friend Danilo, who tragically passed away, last April, whilst serving his country in the NRDC - ITA.

All of us, colleagues and friends, have benefited enormously from his vigour and work; he was a colleague who had a great sense of duty and joy in whatever he did.

He truly seemed to have been born to serve his country and his loyalty and proud spirit are an example for all of us. He was always smiling and ready to help everybody in any circumstance, providing serenity and encouragement at all times.

This was the man who was LTC Danilo LO RUSSO.

Ciao Danilo, we miss you!



