Exercise Steadfast Juno
2010 at Joint Warfare Center,
Stavanger (Norway)
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COMMANDER’S MESSAGE

First of all, I want to congratulate all Allied Force Command Madrid personnel for the outstanding performance and the satisfactory achievements of the second semester, 2010. I am especially proud of the results of Exercise Steadfast Juno 2010. After this exercise, our HQ is the first – and only – HQ to have two full DJSEs certified for NRF, which means we are now fully operational and ready to accomplish our mission, providing NATO with a unique and very much needed capability. Of course, this is not the end of our work, and we must stay on this path in order to maintain and improve our readiness status.

I also want to mention the excellent job our two Joint Logistic Support Groups have done in Kosovo. They have provided the required logistic knowledge to a mission that is quite demanding. I received very good reports on their performance when I visited Kosovo last November.

In 2010 we also completed the process of adapting to the new structure, implementing, with minor changes, a functional layout based on the operational structure. This greatly facilitates the management of our daily activities and allows our HQ to honour its commitment to the important Framework tasks we have been assigned. All this has been done without disrupting our dedication to the operational tasks of both DJSE’s.

Now, we face 2011 with new challenges. We have started making preparations to deploy our personnel to ISAF HQ in 2012 and 2013. This future deployment is becoming our first priority, and I am sure that the whole HQ will put all its effort into achieving the highest degree of preparation and readiness for such a mission. I will ensure that this HQ as a whole will fully support its deployed personnel and their families. We must pay special attention to Family Support in order to minimize the difficulties that a deployment like this may bring to our soldiers’ families and relatives.

While we prepare for ISAF, our JLSGs will continue with their deployment in Kosovo, and we will keep up our commitment with NRF 16 and 17 as JHQ FE on standby. Within this commitment, we are preparing for exercise Steadfast Joist 2011 (SFJT 11), where we will test – for first time – the handover of the operational JHQ Main from JFC Naples to JFC Lisbon.

To sum up, the excellent work done throughout 2010 must serve to show us the way to success through the challenges that lie ahead. Now, it is up to us to make it happen.
As I mentioned in the previous edition of ‘The Informer’, many efforts have been made throughout 2010 at all levels to find solutions for the needs and aspirations of NATO Non-Commissioned Officers. Now, I am pleased to inform you that all these endeavours have begun to bear fruit.

In October 2010, Supreme Allied Commander Europe, Admiral J. Stavridis, and Supreme Allied Commander Transformation, General Stephanie Abrial, signed the NATO Non-Commissioned Officer Bi-SC Strategy and Recommended Non-Commissioned Officer Guidelines. This document recognizes NCOs as fully integrated team members, acknowledges their leadership qualities and values the work these professionals bring to the Alliance. These new Guidelines also include an analysis of the current state of affairs of the NATO Non-Commissioned Officer Corps, identifying its shortcomings and recommending actions to enable a more rational use of NCOs in the future, in a multinational, changing environment in which the success of any mission depends largely on the skills and adaptability of these professionals.

One of the needs pinpointed in this document is to institutionalize the role of Senior Enlisted Leader (Senior NCO to a command) and to establish an informal communication network between Command Senior Enlisted Leaders in the Alliance. This network should also reach NCOs in posts of responsibility (Chief of Defence, Ministers of Defence, etc.) within the national structures of member states and partner nations, with the object of sharing ideas and lessons learned and to promote capacity building activities for NCOs both within the alliance as well as in their respective nations’ Armed Forces.

The Guidance, therefore, recommends that unfilled posts are covered, to avoid severe setbacks in the professional development of NCOs.

A further item on the list of needs identified, in addition to filling posts of responsibility as described above, is to reinforce training programmes for those NCOs designated to take up those posts. To this end, NATO School in Oberammergau is offering a new course as of September next year which aims to enrich the professional skills of NCOs selected as Senior Enlisted Leader next to the Commander, in national posts or within the structure of the Alliance.

Another major step forward, in my view, is the official ACT accreditation granted in June 2010 to the courses given at the NATO Swiss Army School. Such formal accreditation for Preliminary, Intermediate and Advanced NCO Orientation courses eliminates obstacles while it diversifies training opportunities and provides incentives for NCOs both within NATO and in PfP countries.

Despite the progress we have made, and although there is still a great deal to be done, we must persevere with optimism. In my opinion, we have cleared the highest hurdle, and this new document clearly reflects the will of the Alliance to forge ahead in the right direction.

Lieutenant General Cardona recognized the key role that Major General Carvalho had played during his stage as a Chief of Staff in HQ FC Madrid during three years and extended the warm regards to his wife Fernanda. The Commander also emphasized that Maj. Gen Carvalho had to lead with the difficult task of initiating the Deployable Joint Staff Element’s concept (DJSE) starting from the former CC-LAND structure.

“To ensure that our deploying Headquarters and personnel are to be adequately prepared and ready to be deployed whenever and whichever part of the world if required, is the main task that requires determination, tact and experience and you have to deal with” were dedicated words to draw attention in the new Chiefs of Staff, taking into account the new challenges that they have to face from now on.

In the last part of his speech, HQ FC Madrid’s Commander wished Major General Carvalho all success for him and for his family in the upcoming appointment in the Portuguese Army.

For his part, Major General Carvalho warmly thanked all the personnel that here in FC Madrid had supported him in all challenges that he had to face during his stage in this Headquarters.

During the official Handover/Takeover for the posts of Chief of Staff, Major General Carvalho, as outgoing Chief of Staff gave the respective DJSES’ flags to Lieutenant General Cardona, HQ FC Madrid’s Commander. Then, the Commander delivered the flags to the new DJSES’ Chiefs of Staff inferring that there is no other way of obtaining the Responsibility but through the Commander.

Finally, the act was concluded when Brigadier General Savaresse (Italian Army), as Commander of the Parade dismissed the personnel in formation.
The first NATO Bi-FC Corps Commanders Conference took place from 19th to 21st October 2010 in Headquarters Allied Force Command Madrid (FCMD). Its Commander, Lieutenant General (Spanish Army) Alfredo Cardona Torres, hosted the conference.

This high – level Conference is an annual meeting co – chaired by the Commanders of the two Allied Force Commands (Madrid and Heidelberg), to which all NATO Corps Commanders are invited to attend. The purpose of the Conference is to create a forum for high-ranking Army Officers to debate on the latest issues on policy, organization, operations, and exercises regarding Land Forces.

The strong participation - seven Lieutenant Generals, out of twenty Flag Officers -, and the productive discussions over topics of the highest interest for NATO Land Forces, resulted in a very successful event.

Opening the meeting, Lieutenant General Cardona invited the participants to take advantage of the Conference to: “…identify which areas we must focus on to continue fostering mutual understanding and promoting standardization on Land issues and interoperability in NATO operations[...] between Land Component Commands in the NATO Force Structure, Corps Commanders and the NATO Command Structure, ISAF, and NRF”.

Admiral Samuel J. Locklear, III travelled to the Allied Headquarters Force Command Madrid on his first visit as Allied Joint Force Command Naples’ Commander this week. At the arrival to the Base, Admiral Locklear was officially received by Lieutenant General Alfredo Cardona Torres, Allied Headquarters Force Command Madrid’s Commander in a regular military parade.

After the official parade, Admiral Locklear was briefed on how HQ Force Command Madrid is dealing with the new concept of NATO’s structure, and more specifically with its two Deployable Joint Staff Elements.

Once updated in the two DJSEs current status, JFC Naples’ Commander was directed to the facilities of multipurpose hall to greet the headquarters components.

In his speech, Admiral Locklear stated his main goals for the short term; above all those related with NATO Response Force to be deployed in ISAF. He didn’t forget to mention with warm words the personnel currently deployed in Stavanger (Norway) who is carrying out the Exercise Steadfast Juno 2010.

As we can see in the image above, Admiral Locklear was interested in the new two Operational, Liaison, and Reconnaissance Teams’ equipment. DJSE2 OLRT Chief briefed the authorities about their goals and capabilities when these units are deployed in operations.

As an important part of the visit, JFC Naples’ Commander inaugurated the new Building 101. This project has been designed to house a complete Forward Element with all technological means required for accomplishing its important mission when this unit is to stay in standby or training status in Force Command Madrid.

An official lunch hosted by Lieutenant General Cardona followed the official photo of the Admiral Locklear in the honor signing book was the clasp of the Joint Force Command Naples’ Commander first visit to Headquarters Allied Force Command Madrid.
“FRANCISCO DE VITORIA” University wanted to join one more year. The group of students and professors from the Robert Schuman Institute visited our Headquarters on the 23rd of November.

The two Political Advisors were in charge of presenting an interesting overview about the ALLIANCE as a live organization. It was a kind of travel through the time in which the students discovered how NATO is continuously updating when History requires it.

In the coffee-break, HQ FCMD’s Commander, Lieutenant General Alfredo Cardona joined the group and gave a warm welcome to the group. He wanted to express to the pupils that these kind of meetings let him remember his old times in the Law’s Faculty.

After the short break, detailed briefing took place in the HQ’s AUDITORIUM room. That time, the lecture was devoted to the current missions and policy in FCMD’s structure.

Both briefings concluded with a round of questions which gave students and teachers the opportunity to ask for further details regarding many aspects mentioned in the preceding briefings.

As an annual event, FCMD hosted a friendly group of students and professors from the University Institute “Carlos III” and Spanish War College from Madrid on last November.

After Lt General Alfredo Cardona Torres’s welcome to the visitor, Political Advisors from DJSE1 and 2 as well as PAO Chief offered the group a series of interesting briefings on NATO’s environment and its new recent structure based on the Deployed Joint Staff Element concept.

The eager pupils were absolutely interested on the last NATO’S concept. Thus, the round of questions resulted tremendously amazing and fruitful for both the teachers and the students. FCMD’s CDR took the compromise of hosting the University and War College’s students once again in 2011 with pleasure.
From 16 to 17 November, Headquarters Allied Force Command Madrid was the venue for a Media Training event organized by the Force Command Madrid DJSE1 Public Affairs Office. The activity was held in consideration of the increasing role of the Media in achieving awareness and understanding of NATO’s role and mission, and was characterized by a factual and practical approach.

Based on the concept that anybody can potentially act as a spokesperson, the training was dedicated to key leaders, experts and the members of the Operational Liaison & Reconnaissance Team (to be deployed prior to any operation with the mission to assess and evaluate its needs) in view of the upcoming Exercise STEADFAST JUNO 2010 to be performed in December this year.

The event was conducted over a two-day session, and was attended by about 50 people selected among the Headquarters.

The workshop consisted of collective briefings – focused on the Media landscape, the role of the spokespersons and interview techniques – and individual interviews and press points, given by a selected training audience. Every single activity was videotaped and publicly commented, so that all participants could share as much feedback as possible.

To make the whole training event more realistic, several role-players from the Headquarters acted as journalists asking questions to the trainees. A prestigious military journalist – Mrs. Carol Saynisch – provided the necessary professional supervision and mentoring, therefore making the entire training utterly effective and profitable.

The activity was remarkably successful, both for the effective way in which it was conducted and for the benefits it has provided. All participants have treasured this valuable experience allowing them to improve their professional background and acquiring greater awareness on how to deal with the media whenever required to by the circumstances.

The multifaceted scenarios where NATO is increasingly called to operate, and the crucial role of the Media in supporting the Alliance in the pursuit of its aims and objectives, make this kind of training a crucial tool for the success of any mission.

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FC MADRID IN ATHENS MARATHON RACE

HQFC – Madrid's members have participated in the 28th Athens classic Marathon last October. A team of volunteer runners participated in the 2,500th Anniversary Race remembering the famous Battle of Marathon. Three runners from FC Madrid's marathon team from two countries were able to finally complete their training program and finished the 42.2 kilometer (26.2 mile) run between 3 hours and 37 minutes and 5 hours and 09 minutes.

See at the bottom page the courageous members of the team: COL George Kallinis (GRC-A), LtCOL Thomas Sutton (USA-A) and MAJ (USA-AF) Michael Fellona.

Next year we hope to field yet another team for the annual Madrid Marathon and keep this as an annual FC Madrid event.
From 08 to 12 November 2010, Headquarters Allied Force Command Madrid hosted a Battle Staff Training with the aim of familiarizing the Deployable Joint Staff Element (DJSE) with exercise Steadfast Juno 2010 (SFJO10), the certification Exercise for NRF-16 to be performed in Stavanger (Norway) in December 2010.

The scenario was set in a fictional Eastern African region where NATO Response Force was deployed as an entry force to conduct a Crisis Response Operation. In that context, Madrid DJSE acted as Forward Element of the Joint Main Command - in this case, Allied Joint Force Command Naples – to deal with the numerous and challenging domains typical of a Peace Support Operation.

On 8 November, Lieutenant General Charles Bouchard, Deputy Commander of Joint Force Command Naples, moved to the HQ FC Madrid with his Special Staff, thus joining the Forward Element for the BST.

This past fall, FC Madrid participated in a Joint Expert Team Meeting (JETM), which was led by JFC Naples, to the country of Mauritania. These JETMs occur through the program of Military Cooperation and are designed to offer training opportunities for non-Nato countries. The JETM is a formal discussion between the specific partner country and NATO to determine how NATO can support or assist this country with training requirements.

As a poor African nation, Mauritania’s training needs are many as their country currently struggles against a variety of bad actors to include among others, Al Qaeda in the Islamic Maghreb (AQIM). With vast areas of inhospitable desert, large portions of Mauritania are difficult to control by the government. Further, with limited natural resources available, Mauritania remains an impoverished nation.

The JETM spent three days in the capital city of Nouakchott, meeting with Mauritanian military leaders. The formal meetings were conducted in French. The Mauritians were very generous hosts and were eager to discuss possible training opportunities with NATO. Perhaps in the future, a Mobile Training Team (MTT) from FC Madrid will travel to Nouakchott to work with the Mauritanian military.

Written by LTC George Belin (USAF)
The Allied Force Command MADRID has just come back from Joint Warfare Centre, Stavanger (Norway), for its second tour in about a year’s time.

In November 2009 it was the Deployable Joint Staff Element 2 (DJSE2) to undergo the certification Exercise, LOYAL JEWEL 2009; now it was time for the DJSE1 to get certified, through the execution phase of STEADFAST JUNO 2010 (SFJO10). And they definitely did.

SFJO10 is a Command Post Exercise (CPX), performed at three levels – Strategic, Operational, and Tactical – serving as a certification Exercise for NRF 16 and, at the same time, for the achievement of the Advanced Operational Capability for the DJSE1. Alike any Exercise belonging to the STEADFAST series, SFJO10 is aimed at exercising NATO-led Crisis Response Operations, by developing the expeditionary capabilities for any NATO missions: operational, sustainment, and necessary logistics.

Scheduled by Allied Command Operations, directed by the Joint Warfare Centre, conducted by Joint Force Command Naples, the exercise was focused on the DJSE principle, that is to say, in a nutshell, one Headquarters, two locations: the Main was based in Naples, while the Forward Element, with Commander and his personal Staff, was supposedly deployed to Theatre.

Given the aims and the relevance of the Exercise, a significant number of entities was deployed: the Strategic Command was, of course, SHAPE (Mons, Belgium); the Operational Command was played both by the Joint Force Command Naples (Main), and the Allied Force Command Madrid DJSE1 (this latter, with the Commander and his personal staff, the Forward Element, and a robust component from the Joint Logistic Support Group). The Land, the Maritime and the Air Components were respectively played by the NRDC – Italy, the UKMARFOR, and the Air Component Command Izmir (Turkey). Other special assets, such as the Special Operations (Ankara), the Chemical Biological Radio Nuclear (CBRN) Component, and the Multinational CIMIC Group took also part in the Exercise.

The scenario, fictional, was set into a NATO-led Crisis Response Operation to be conducted, beyond SACEURS’s Area of Responsibility, under the Chapter VII of the UN Chart.

In particular, a NATO Interim Multinational Force (NIMFOR) had been recently deployed to a remote region to contribute stabilize a failing state and to enable the delivery of Humanitarian Aid. Given the nature of the mission, close and permanent coordination with the critical entities operating in the scenario, such as the UN, the local authorities and the humanitarian organizations, were paramount and critical.

Such a demanding mission implied quite a comprehensive scope of tasks, from the most typical ones – such as patrolling, counter-IED, logistic support (including Reception, Staging and Onward Movement), CIMIC, sea and air space monitoring, Joint Personnel Rescue, anti-piracy, hostage rescue, targeting, intelligence, media – to other more unusual ones, like epidemic response and disaster response operations, a domain increasingly developing and wherein NATO has been more and more committed.

In such a multifaceted context any Headquarters and Component had to appropriately respond to the various, never ending injections. In particular, the Madrid DJSE1 Forward Element proved being extremely effective and timely, not just in merely reacting, but also in planning ahead. Namely, the Joint Coordination Centre remarkably managed the
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EXERCISE STEADFAST JUNO 2010

Battle Rhythm, wisely employing the whole resources and effectively monitoring the Scenario, through the Situation Cell. The Theatre Engagement Cell, too, performed brilliantly by coordinating with the crucial actors in the scenario, and taking the appropriate actions and measures to deal with the numerous requests from the local authorities.

Last, but not least, the Commander’s Special Staff closely supported the Commander by managing the heterogeneous non-kinetic issues typical of such a kind of operations, in political, legal, medical and media terms.

Some aspects must be emphasized in the overall.

First, the restless commitment of everybody, every section, every component and every single military, to the success of the Exercise.

Second, the effective treasuring of the lessons learned from the previous Exercises and – mostly – from the preparatory Battle Staff Training carried out in Madrid in November this year. Third, and last, the training objectives achieved through the Exercise: the Advanced Operational Capability and the certification itself, but also all of the crucial NRF requirements, such as force-activation, balancing, generation and deployment; Command and Control; liaison and, most important, coordination.

A significant, demanding effort, which required utter dedication and extreme competence.

Thanks to the commitment of everybody, the NRF 16 is now a fact.

PREVENTION MEASURES

BURGLARY WHEN OUT OF HOME

The current methods used by robbers are burglary as host nation law enforcement informs and the targeting area is Madrid down town and residential areas.

We recommend several protective measures that you should take into account. As you lessen your home of vulnerabilities you will reduce the likelihood to become a victim.

1. Do not discuss personal matters such as travel plans, your job, or your family with unknowns.

2. Keep a low profile. Avoid dressing military uniform when depart or arrive home.

3. Ensure the effective use of the following items if you are going to be away for more than two or three days:
   - Lowered external blinds windows especially on the ground floor.
   - Keep the alarm system activated. Learn how to properly operate all.
   - Have someone collect your mail. Automatic timer should be used for lights or radio motion light is an effective prevention measure
   - Unplug or turn off telephone ringers if you don’t have answering machine.

4. Be aware of unexpected deliveries or workers. Ask your landlord to tell you in advance.

Ensure that you have pictures of your values and photocopy of your personal documents.

Report unusual or suspicious activity to the Provost Marshal Branch (24/7) at 91 512 6108 non-duty hours/ and International Military Police x6110 on duty hours.

Additional information/ support should be requested to the Provost Marshal.

PICK POCKETING

This is the number one crime in Madrid. Violent crimes in Madrid are lower than in other large European cities. There is not 100% defense, but you can make it difficult for the criminal:

- Strip your wallet or purse of unneeded items.
- Carry your wallet or purse in the front.
- In crowded areas keep your hand on your wallet or purse

In Madrid avoid to:
- Travel alone late at night. Travel in well-lit and populated areas.
- Show your cash. Be aware of your surroundings.
- Leave valuable items in plain view. Store your stuff in a safe place.