



NATO RAPID DEPLOYABLE CORPS - ITALY



JAGUAR '15



TRIDENT

STAVANGER

15-28 April 2015

COMMANDER'S WELCOME

Dear Guest,

please, allow me to warmly welcome you to the Distinguished Visitors Day of Exercise "TRIDENT JAGUAR 2015" here at the NATO Joint Warfare Centre, Stavanger, Norway.

For the past week, these high-tech training facilities have been the test bed of what can be referred to as our milestone event also being the final step of our Full Operational Capability validation process as a Joint Task Force Headquarters (L) for Small Joint Operations.

Exercise "TRIDENT JAGUAR 2015" represents the outcome of more than three years of committed and joint contribution to a strategic and operational revision with the intent of rapidly adapting our Headquarters to the ever evolving global security environment.

While representing a significant challenge, NRDC-ITA personnel have always viewed at their mission as an untapped opportunity to head for a renewed Alliance, still true to its principles but, at the same time, in the need of a profound transformation in order to be capable of promptly responding to the new security threats.

I firmly believe that your presence here today will add high high value to this event and will give rise to fruitful exchanges aimed at completing our certification scenario, so allowing all of us to ensure that the NATO Rapid Deployable Corps - Italy, in the name of its motto "Ubique Celere", "Everywhere Rapidly", will always be able to pave the way for a better and safer world.

NRDC-ITA Commander
Lieutenant General Riccardo MARCHIO'

DELIVERING JOINT CAPABILITY

Our journey to deliver a Joint capability began in earnest on return from our tour in Afghanistan in the middle of 2013.

Borrowing from our Campaign Planning doctrine we began by identifying the Lines of Operation and the critical objectives on each line necessary to deliver a deployable Joint capability. We initiated studies into the 'known knowns': the Core Process we would require and the HQ Structure that would be necessary to support it. In addition we objectively studied NATO's criteria and measured ourselves against them to better understand where additional effort or resources were required. This drove a number of further specific studies in to the 'known unknowns': studies to identify how we could develop a number of important staff functions and the capabilities necessary for us to execute command and control as a joint, theatre headquarters.

An analysis of the time available allowed us to properly roadmap our transformation, allowing time for both our collective conceptual development and the training required to position us optimally for this important certification exercise; and for the subsequent standby period.

While there is no shortage of Joint Doctrine available to us to use as a handrail to guide us through our transformation, we should be clear that we are not attempting to produce or replicate a Joint Headquarters in a pure sense. Nor we are attempting to operate at the same scale as a NATO Command Structure Joint Force Command, such as those based in Naples or Brunssum, do for a Major Joint Operation or a Major Joint Operation plus. So, while Joint Doctrine has been useful, it has not provided us with all the answers.

Our Assessment process has looked at Deployability, Capability, Staff Functions, Processes and HQ Structure. In each area issues were assessed against criteria such as Policy, Leadership, Facilities, Organization, Doctrine and Personnel, resulting in 194 separate items requiring action and the writing of 286 SOPs/SOIs, to let the entire HQ mechanism work.

STRATEGIC CONTEXT

One of the principal outcomes of the 2010 Lisbon Summit was the drawdown of the NATO Command Structure. A consequence of this has been a commensurate increase in the responsibilities of the NATO Force Structure HQs such as ours. The Strategic Concept requires us to transform into a headquarters capable of commanding Small, Joint, Land Centric, operations in addition to our two other Land environment specific roles. That is why we are here. This exercise represents the culmination of a journey; our transformation. It is the demonstration of that capability before we take our place on NATO's Standby Roster as a Joint Task Force HQ on 1st July.

To reach such a goal we have had to configure ourselves structurally and conceptually in a manner that enables us to step from the tactical level to the operational level, commanding a theatre of operations. Uniquely, and most importantly, the challenge demands that we operate at both levels simultaneously. Secondly, we have had to adjust our mind-set from one with a pure Land environment focus, to a broader Joint mind-set which encompasses the interaction with a relevant number of non military actors in a complex operational environment.

Drawn from 12 nations, NRDC-ITA's multinational staff represent all that is best about NATO – a sense of common purpose, a shared endeavour and a willingness to engage intellectually with the task in hand. But delivering Lisbon is not our only task. We must look to the future too.

In response to the crisis on NATO's Eastern border, the 2014 Wales Summit set the Alliance new homework. Addressing the threat posed by what is euphemistically referred to as 'Hybrid War' has become NATO's most pressing concern. The Readiness Action Plan articulates the Assurance and Adaptation measures required to address this threat, of which the proposal to re-vitalise the NATO Response Force to deliver a more agile, responsive and credible capability is the most eye catching.

There is much work still to be done by the NATO Command Structure to clarify how the proposals in the Wales Summit Declaration will be delivered, but of one thing we are certain: there will be an impact on the NATO Force Structure HQs such as ours along with plenty of challenges.

NRDC-ITA is ready to face these challenges, and to carry out its mission along the full spectrum of operations.

EXERCISE ARCHITECTURE AND SCENARIO

To exercise NRDC-ITA HQ in a Joint Task Force role, a complex architecture for exercise Trident Jaguar 15 has been designed and implemented.

NRDC-ITA, together with the Joint Logistic Support Group is the Primary Training Audience of this exercise. It is supported by a dedicated Exercise Control Architecture tailored to set the conditions to meet the Exercise Aims and Objectives, together with the Training Audience Objectives. In particular, the exercise architecture encompassed:

- An Exercise Director, COM JWC, who acts as Officer Directing the Exercise;
- A Higher Control, representing the command levels above the JTF, notably SHAPE CCOMC;
- Opposing Forces,(in the context of the exercise scenario);
- A Grey Cell, simulating all non-NATO and non-opposing Entities present in the Area of Operations;
- Response Cells, flanking Components: Joint Force Air Component Command (JFACC), Maritime Component Commander (MCC), Special Operations Component Command (SOCC) and subordinate land formations in accordance with the forces that have been generated for the specific operation. To highlight that NRDC-ITA, in its JTF configuration, plays simultaneously both the JTF Operational role and the Land Component Command level, having the land formations under direct control.

Furthermore, in Exercise Trident Jaguar 15, the SOCC has also been exercised as Secondary Training Audience.

Converting all those actors into figures to support the exercise design, more than 1,000 military personnel from many nations and belonging to various Headquarters, both from the Framework Nation - Italy - and from other NATO Nations, have been working for Exercise Trident Jaguar 15. As far as NRDC-ITA HQ is concerned, the manning has been fully augmented by the whole package of Essential Augmentees in order to reach the levels of manning expected by the Crisis Establishment tables.

In all about 650 staff personnel have been trained and evaluated.

NATO exercises such as Trident Jaguar 15 are also an opportunity to strengthen the membership process for non-NATO countries: in particular, as approved by the North Atlantic Council, three Partner Countries - Serbia, Montenegro and Finland - have been invited to provide NRDC-ITA with their personnel to be embedded in the JTF HQ and experience this new challenging role.