JOINT WARFARE CENTRE'S (JWC) primary mission is the planning and execution of operational level collective training and exercises, which in turn support its wider warfare remit, including integration of new concepts and doctrine into NATO’s overall training programme. It is a mission that has evolved significantly from the inception of JWC in 2003 to this day—the focus today is on readiness, training and exercises rather than large scale operations. The Vision of the Commander is: “JWC to sustain and enhance its role as the premier provider in NATO for exercises and innovation at the joint-operational level of warfare, for the headquarters of the NATO Command and the NATO Force Structures, and, when ordered, to any other headquarters of the Alliance.” Thus, the new trial organization, which was implemented on 6 August 2015, aims to better align and optimize JWC’s role within NATO.

“I think the hardest challenge we faced was trying to figure out how to properly re-source each part of the organization in order to meet the increased workload, given that we had a manpower cap of only 250 people,” said Lieutenant Colonel Frank Andrews, JWC’s Training Team Branch Head and key contributor to the optimization, adding: “We looked at what JWC was expected to deliver to NATO in the future and the three main drivers of change that were occurring nearly simultaneously. These were implementing the Connected Forces Initiative (CFI), the Alliance’s shift of focus in Afghanistan, and, finally, the re-balancing of operational level responsibilities between the NATO Command Structure and the NATO Force Structure.”

The initiating study and the five phases of the optimization process that followed reflected JWC’s desire to respond to this new dynamic training environment and its broader warfare context:

— **Phase I**: This six-month phase was led by the Chief of the former Joint Capability Integration Division. It identified Courses of Action for potential organizational structures. Phase I was finalized in February 2014.

— **Phase II**: Initiated in March 2014, Phase II was led by the former Director of Management and Chief Exercise and Base Services Division who were tasked to produce a detailed analysis and a greater refinement of the selected structure. The outcome of Phase II was a proposed new organizational structure for JWC, a structure designed to improve agility and efficiency in the delivery of all core JWC outputs.

— **Phase III**: This phase translated the concept into action through a controlled process of development, validation and command authorization. To enact it, an Organizational Development Planning Team (ODPT) was appointed, comprising four core staff members and representatives from the extant divisions and offices.

— **Phase IV**: Phase IV, which took place in June 2015, involved the physical move of personnel and supporting equipment, including the Computer and Information Systems (CIS) as well as amendments to e-mail addresses, the Document Handling System (DHS), file permissions and the telephone directory setup.

From August 2014, and with support from both JWC and the NATO Communications and Information Agency (NCIA) Squadron Stavanger (NCST), the ODPT has:

a. Developed a project plan that allowed for an authorized and agreed transition to the optimized trial organization and ensured
Above, clockwise: General Paloméros, former SACT, signing the Visitor’s Book during a visit to the JWC. Photograph by CPO Vincent Micheletti, French Navy. Major General Reinhard Wolski, Commander JWC. A presentation during the wargame. Photos by JWC PAO.

that key milestones and decision points were achieved with a "Risk and Issue Management Process" in place,
b. Identified all internal and external stakeholders who were then kept apprised of the progress at every stage,
c. Produced the required list of functions, statements of work, statements of functions, all 250 job descriptions, a "people-to-posts" (P2P) list, a "function to facility" (F2F) overview and a detailed floor plan, including a "people-to-seats" overview,
d. Planned and delivered a wargame, which served to validate the results thus far and improve the shared understanding of the new work processes and procedures. In addition, the purpose was to assess whether the trial would put the delivery of the JWC 2015-2016 Programme of Work (PoW) at risk,
e. Produced reports to support the Commander JWC, Major General Wolski, in his dialogue with Allied Command Transformation, NATO Defence Manpower Audit Authority and the Military Committee.

During these last two phases, the ODPT made a deliberate effort to keep JWC staff members fully informed and engaged as and when the changes and decisions were made. The paramount importance of establishing good internal communication about the work in progress was obvious from the outset and consistent with JWC’s “One Team” ethos. ODPT meetings were held every two weeks and all ODPT issues and actions were recorded and minutes distributed. Moreover, all JWC staff were invited to attend monthly ODPT Q&A sessions.

— Phase V: The JWC optimization project entered into the Implementation Phase in August 2015. This trial phase aims to verify the effectiveness of the trial organization to deliver JWC’s output and result in a final report being submitted to HQ SACT in May 2016.

“So, what comes next? I would say an honest assessment based on criteria that should have been identified and very well defined before commencing the trial. Furthermore, it is absolutely paramount to analyze the new requirements for training and exercises, which resulted from NATO’s Readiness Action Plan (RAP) and, particularly, NATO’s new approach to operations planning, i.e. Graduated Response Planning (GRP). Our trial results must be amalgamated with our internal analysis of RAP and GRP, and only the combined findings should serve as the basis for JWC’s future structure,” said Lieutenant Colonel (GS) Dr. Thomas Henschke, JWC’s former Head of Information and Knowledge Management Branch.

In the new organizational structure, under a more compact Command Group and Staff Advisory Group, the bulk of the JWC staff was re-brigaded under three directorates:

The Exercise, Training and Innovation Directorate (ET&I): Comprising approximately 70% of the JWC Peacetime Establishment (PE), the ET&I was configured as a cross-functional “Programmes and Projects” organization, consolidating JWC capabilities oriented primarily
on production to meet deliverables based on external requirements. The ET&I structure maximized personnel committed to production, de-emphasising traditional hierarchal management, and instead adopting "Programme and Project Management" principles appropriate to a matrix-based and flexible approach.

The Plans and Programmes Directorate (P&P): The P&P is a small Directorate dedicated to supporting the Commander JWC in planning, coordinating, and controlling the Centre across its full mission, including the strategic functions. The Directorate undertakes the initial engagements on future exercises, scoping the work sufficiently to enable an exercise OPR when appointed to take up and manage the exercise project.

The Mission Support and Sustainment Directorate (MS&S): The MS&S was developed to lead and produce all mission support and sustainment activities, both within and outside the Jåttå Camp Facility for day-to-day running as well as during exercise support planning and delivery.

The JWC is now in Phase V of the optimization, which is the "Assessment and Verification" stage. During an "All Hands" address to staff, Major General Reinhard Wolski said: "We are now three months deep into our trial. JWC is re-organized to operate more effectively and efficiently to meet current and perceived warfare requirements. The assessment tools have been developed, and we are looking for the right date for the surveys and the interviews. We have to pull all these experiences together, assess them, and start developing a comprehensive picture of the performance of our matrix system. As NATO’s premier CPX provider with a wider warfare remit, JWC’s desired end state is to provide the highest quality training, analysis and doctrine support to NATO in order to enhance and sustain its forces’ military preparedness and interoperability. The optimized structure will help us to achieve this."

Mr Hargreaves, the project leader, agrees and says: "We now need to assess and verify the operation of the designs that evolved from the earlier conceptual work. In other words, we need to be able to verify that we are as lean as the Nations demand, yet assess that we remain as focused and capable as those that rely on our deliverables need us to be."

The ODPT has now become the Organizational Development Team (ODT), which is made up of three core members and a number of representatives from the new directorates. Phase V will allow the JWC staff to give their feedback in the form of surveys, interviews and focus groups and will allow the ODT to gather and analyze the information to measure the success of optimization at JWC. "As we trial the optimized structure, we are obliged to put our organization under the spotlight in order to achieve a structure that better supports the JWC’s mission; ensuring that NATO forces are trained and ready for the challenges of today and tomorrow," Mr. Hargreaves added.

"JWC plays an important role within the Alliance. It is currently training elements of our NATO Response Force (NRF) which allows the NRF to remain ready, relevant and responsive. The JWC also contributes to the efforts to enhance the interoperability and full integration of our forces. They are doing an outstanding job, ensuring that the NRF is ready—whenever, wherever, to keep the Alliance safe."

~ General Petr Pavel, Czech Republic Army Chairman of the NATO Military Committee
11 October 2015, CPX TRJE15, Stavanger