



NAPLES/STAVANGER



CORNWALL/MONS/RAMSTEIN/FS TONNERE



Clockwise: OPFOR briefing at JWC's SITCEN; a situation update briefing at JWC's "Map Room"; Lieutenant Colonel Niels Fabricius, JWC's OPR for TRJE16; simulated press conference in Naples, Italy; Major General Andrzej Reudowicz, Commander JWC. Photos by JWC PAO.

TRIDENT²⁰¹⁶ JUNCTURE

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TRIDENT JUNCTURE 16 (TRJE16), the computer-assisted/command post exercise (CAX/CPX) sponsored by Allied Command Transformation (ACT), certified NATO's Joint Force Command Naples (JFC Naples) to lead the NATO Response Force (NRF) in 2017. NATO Component Commands serving under NRF 2017 will include Allied Rapid Reaction Corps (ARRC), Naval Striking and Support Forces NATO (STRIKFORNATO), Allied Air Command (AIRCOM) as well as NATO Special Operations HQ (NSHQ) and the Joint Logistics Support Group (JLSG), who all took part in the exercise. TRJE16 also saw the participation of a Romanian Psychological Operations Task Force and the Czech Combined Joint Chemical, Biological, Radiological and Nuclear (CBRN) Task Force, along with the United Kingdom's 20th Armoured Infantry Brigade (The Iron Fist), which will provide the Brigade HQ for NATO's Very High Readiness Joint Task Force (VJTF) in 2017. Last but not least, TRJE16 was also the first exercise where the JWC worked together with the Estonian NATO Force Integration Unit (NFIU).

NRF 17 Certification: Four NOBLES and One TRIDENT

Directed by Major General Andrzej Reudowicz, Commander Joint Warfare Centre (JWC), Phase IIIB ran from 19 October to 2 November 2016 at various locations across Europe, bringing together nearly 3,000 civilian and military

personnel. "TRJE16 is designed to certify the full operational capability of JFC Naples to lead the NATO Response Force in 2017 as we adapt our forces to new security challenges. In this respect, the JWC takes its leading role in NATO's operational level training very seriously," Reudowicz said.

The exercise oriented on a Major Joint Operation (MJO-) designed across the conventional, unconventional and hybrid spectrum of warfare. Based on the fictitious SKOLKAN training scenario, it provided a complex Article 5 Collective Defence setting in the Baltics against a fictional adversary. Primarily set in Estonia, the exercise significantly challenged JFC Naples, the NRF 2017 Command and Control HQ, and its land, air and maritime components on all aspects of modern warfare.

During the execution, JWC hosted the EXCON, including the Response Cells, the White/Grey Cell representing the host nation agencies and non-governmental organisations, an Initial Command Element (ICE) HQ as well as the JLSG. Colonel Christopher Engen, Deputy Chief of Staff of the Centre's Exercise, Training and Innovation Directorate, stressed that the main goal for TRJE16 was to test and analyze joint operational readiness of 2017 NRF Command and Control across all mission areas. "The many months of collaborative planning and preparation delivered a holistic, credible synthetic environment which stimulated activities and posed complex challenges for the Joint Headquarters' functions



across all domains," Engen said. Additionally, TRJE16 implemented a strong Comprehensive Approach to the planning and execution of the MJO-, highlighting the importance of establishing effective cooperation mechanisms among nations, international organisations and non-governmental organisations and all relevant NATO bodies during a regional crisis or contingency situation. Liaison personnel and exercise planners from the Estonian, Latvian and Lithuanian Ministries of Defence all played a significant role during the exercise. Leader of the 23-strong Estonian team deployed to Stavanger, Estonian Army Lieutenant Colonel Enno Mots, role-played the Estonian Chief of Defence as part of the EXCON White/Grey Cell organisation. "As the Host Nation representative, I can say that TRJE16 fulfilled all my expectations. The strong collaboration between EXCON's different elements enriched the learning environment here. It has been a pleasure to witness so many nations conducting an Article 5 exercise through a range of challenging scenarios, basically practicing defence of a small country like Estonia. NATO Article 5 exercises, such as TRJE16, are challenging events and set a new approach for better thought-processes," Mots acknowledged.

TRJE16 also trained participating HQs in a very complex and dynamic information battle-space using top-notch media simulation capabilities. British Army Sergeant Laura Bibby from the 77th Brigade, said: "Being able to support NATO at the operational level has been an



▼ **EXERCISE TRIDENT JUNCTURE 16** involved nearly 3,000 civilian and military personnel at various locations across Europe. The exercise, which ended on 2 November after 10 days of intensive training, aimed to certify the JFCNP to Command and Control the NATO Response Force for 2017 (NRF17). Exercise locations included JWC in Stavanger, Norway; Royal Air Force (RAF) St Mawgan in Cornwall, United Kingdom; JFCNP, in Naples, Italy; SHAPE at Mons, Belgium; HQ AIRCOM in Ramstein, Germany and on board NATO amphibious assault ship French FS Tonnere, afloat.



inspiring experience. The aim of the 77th Brigade is to deliver non-lethal and non-military effects to maintain or change behaviour. I feel that by working with the JWC media team to produce special daily newscasts, we achieved that aim for the Opposing Forces (OPFOR). The programme was the counter-narrative that truly challenged the Training Audience in the information space."

The exercise script for TRJE16 included a total of 1,755 Injects and 97 Incidents with multiple complex operational dilemmas in order to stimulate joint operational level challenges in support of the Training Objectives set by Deputy Commander JFC Naples, Canadian Army Lieutenant General Alain Parent. "With afforded freedom from the JFC Naples for the execution phase, the exercise design was able to maintain a broad focus throughout the entire duration of the event. This 'Freedom of Movement' contributed to establishing and maintaining an environment that presented constant challenges to both the Primary and Secondary Training Audiences," said Canadian Army Lieutenant Colonel Dave Canavan, JWC's Chief MEL/MIL for the exercise.

"While the collaborative efforts of the JWC civilian and military staff and contractors as well as the efforts of the civilian and military augmentees were essential to the effective running of TRJE16, the close cooperation between MEL/MIL and OPFOR was essential to achieving success."

Canavan further noted that the combined effort of the OPFOR and MEL/MIL organisation resulted in the collaborative development of an exercise design that was clearly and consistently understood throughout the preparation and development of the exercise. "During the execution phase, this level of understanding was maintained throughout EXCON and directly contributed to the successful execution of this phase," he added.

According to Danish Army Lieutenant Colonel Niels Fabricius, JWC's Officer of Primary Responsibility (OPR) for TRJE16, the exercise offered unique training opportunities and was a special exercise from the start to finish. "The setting was a NATO Article 5 situation, basically taking on NATO Article 5 tasks against a highly capable and professional adversary in a very hybrid, proxy and asymmetric environment. There was a risk involved because the operation challenged our doctrine and 'normal' procedures. Still, it turned out fine and was a great challenge to the whole Training Audiences. The deployment of the Operational Liaison and Reconnaissance Team (OLRT) on location in Tallinn, thereby combining real life with a fictitious scenario, was also a great endeavour."

Fabricius highlighted the enthusiasm and passion of all involved: "In particular, the excellent level of cooperation and coordination between the OCE (Naples) and ODE (Stavanger) planning teams made this more than two years

of comprehensive planning rather easy and much focused. But also the very good interlink and understanding between JWC settings and play (Scenario, OPFOR and the MEL/MIL) and JFC Naples leadership helped keep the exercise fully on track throughout the execution phase."

Fabricius also noted that the 1,755 created Injects of TRJE16 resulted with a total of 37,500 CAX orders; an incredible 25 per cent increase to the previous command post exercises conducted by the JWC.

During TRJE16, a JFC Naples Initial Command Element (ICE) led by British Army Major General Ian Cave set up headquarters in the D Block within the JWC's bunker complex. "TRJE16 has served as an excellent training opportunity for the JFC Naples," Major General Cave pointed out, adding: "It has allowed the Headquarters to operate in its NRF construct, including a deployment of the Initial Command Element as a liaison and situational in-country awareness mode. Having completed the exercise, the Headquarters is in an excellent position to be ready to undertake Enhanced NRF17 Standby Responsibility."

TRJE16 also assessed the Alliance's Transformational capabilities such as Strategic Communications and Space Support to Exercises. Colonel Engen commented: "On the whole, the exercise was a success in that it fully demonstrated NATO's interoperability and rapid response capabilities."

And, one of those areas was joint CBRN





support to operations. Czech CBRN Battalion Chief of Staff Major Ivan Janeček said: "This exercise outperformed my expectations regarding the CBRN play. The scenario offered many opportunities to develop several good storylines, which really challenged the Training Audiences. CBRN-related injects clearly displayed the imperative necessity of rapid reaction by the CBRN units on today's battlefield, which is extremely hybrid. That's why other units have to count with CBRN issues, like releases of weapons of mass destruction or toxic industrial material and have to cooperate with CBRN units in order to achieve their mission. The exercise offered many opportunities to train CBRN events and showed commanders that contaminated areas can significantly delay their efforts."

AS NATO'S PRINCIPAL FACILITATOR for the computer-assisted/command post exercises Commander Joint Warfare Centre serves as the Officer Directing the Exercise (ODE) during all TRIDENT exercises. JFC Brunssum led the NATO Response Force in 2016. JFC Naples is scheduled to take over that role in January 2017, for a 12-month period. The NRF 2017 certification exercises, as indicated in the subtitle of this article, were as follows: TRIDENT JUNCTURE 16 (operational level), NOBLE ARROW 16, NOBLE LEDGER 16, NOBLE MARINER 16 and NOBLE SWORD 16 (component level). †



Colonel Stephen Williamson TRJE16 SITCEN Chief bids a fond farewell...

"This is my twelfth and final exercise at the JWC, and the first one we have delivered entirely within our optimized structure. I expect a great exercise that will allow the respective Training Audiences and, in particular of course the JFC Naples, to improve the quality of their operational staff processes and allow them to easily meet the criteria to justify their certification, whilst offering them a diverse range of challenges throughout the exercise. I say that because that is what we, the JWC, are here to enable, and I believe we have a justifiable reputation of delivering. The CPX, Phase IIIB, is of course the culmination of almost two years of hard work for our core team. The Programme Director, Colonel Mike Shinnars has given great leadership and guidance to the OPR and his deputies, Lieutenant Colonel Niels Fabricius and Commander Peter Frankham, throughout the entire development process, and we have seen an exceptional level of support from the team in Naples, from the Deputy Commander (DCOM) Lieutenant General Alain Parent and down. Naples too invested in a strong OPR and gave him full direct access to the DCOM, so all credit, too, to Commander Peter Lee.

With that solid team in place from the outset, I was not concerned about this exercise; but, of course, we still need to

deliver the CPX. With over 75 per cent of EXCON being external participants and with a number of dispersed locations, control of the day-to-day running of the exercise is crucial. For the CPX, Chief MEL/MIL and Chief OPFOR are the individuals who actually run the exercise—clearly on behalf of our Commander, Major General Reudowicz, the Officer Directing the Exercise (ODE)—and I could not have wished for a stronger pair than Lieutenant Colonels Dave Canavan and Holger Judt. They have developed the content of the exercise, have driven the EXCON training, and are now having fun! But the success of this exercise is also a great reflection on the benefits of the JWC optimisation process, and of the quality of our civilian staff; they form such a vital part of every exercise control structure we deliver.

I feel very privileged to have had the opportunity to serve here alongside such talented individuals. This is my eleventh year in NATO, and I can honestly say this multinational team is superb. I am now about to transition to retirement from the military and on to a new adventure. I am handing over to an exceptionally capable individual, Colonel Chris Engen, who has worked with me for the last two years, so with his leadership and the strong JWC One Team I finish where I started. I expect a great exercise, and many more to come."



Colonel Engen briefing to Lieutenant General Alain Parent, Deputy Commander JFC Naples and Commander NRF17, and Major General Reudowicz, Commander JWC and ODE TRJE16.



Admiral Michelle Howard

United States Navy

Commander, Allied Joint Force Command Naples,
U.S. Naval Forces Europe and U.S. Naval Forces Africa



Admiral Howard during the interview with The Three Swords Editor. **Right:** Admiral Howard with Major General Ian Cave, Commander, JFC Naples ICE. Photos by JWC PAO.



Admiral Howard, thank you for granting us this interview. Before this assignment, you led many key sea warfare commands, including command of USS Rushmore and Amphibious Squadron Seven. You were involved in tsunami relief efforts in Indonesia and maritime security operations in the North Arabian Gulf. How do all these roles shape your perspectives today and, looking back, which one has had the biggest influence on you?

— The biggest influence for the job I have now is when I was in command, particularly in command of the counter-piracy task force, because in that job I was in a coalition environment. I worked with the NATO Counter-Piracy Task Force and the EU Counter-Piracy Operation. So, it taught me very quickly that you have to get to communicate with the other leaders. And, you have to get to trust. But it also taught me that once you start communicating, it is very easy for the subordinate commands to cooperate at the tactical level to the benefit of every nation taking part.

You are the first African American woman Commander in the NATO Command Struc-

ture (NCS). How do you feel about this?

— Like most soldiers, sailors, airmen, marines, it is less about whom I am and more about the opportunity to command. These are privileged leadership positions where you get to work with the team and have an outcome-focused goal, and it is probably the most satisfying job in the world to be able to lead a team to success.

Why are operational level exercises, such as TRJE16, so vital for NATO?

— We have responsibilities as member nations of NATO. We have signed the Article of Agreement going back to 1949, where we agree we will provide for the Collective Defence of the other members. So, for the military aspect of that, in order to provide for the Collective Defence we have to be proficient at our fundamental skills. Exercises like TRJE16 allow us to get to high-end interoperability, and if we are called upon, it means we are ready to react.

What is your expectation from TRJE16?

— There are a couple of pieces to it... One is my immediate HQ, JFC Naples, which is acting as the highest Command and Control element;

Admiral Michelle Howard paid a visit to the JWC on 2 November 2016 to observe first-hand the Command Post Exercise (CPX) TRIDENT JUNCTURE 16 and Stavanger-based Exercise Control organization led by the JWC. Admiral Howard was warmly received on arrival by Major General Andrzej Reudowicz. During the visit, she also met with senior military and civilian officials and attended detailed briefings about the then ongoing CPX.

but throughout Europe, there are the subordinate commands, to include STRIKFORNATO, which went to sea to practice their piece, and the ARRC, which is in the field in Cornwall and has been there for the last 10 days. So, it allows each of the units down to the tactical level to go out and physically work through the processes and physically practice military operations; and then for us to integrate all of that, and synchronize all of that up at the HQ level. So, it is robust and complex; but it is a great opportunity to practice and then for us to get to know each other and integrate successfully, so that we are better teammates if we have to get to Collective Defence.

Is there anything you would like to add?

— I have the privilege of being able to visit the ARRC out in the field. The focus in professionalism of NATO's soldiers, airmen, and sailors is just remarkable, but that is throughout all of the participating units of this exercise. So I need to say "Thank You" to the JWC for leading us through this exercise, but I am very proud of JFC Naples as well as of all the subordinate commands. ✦ (By Inci Kucukaksoy, JWC PAO)