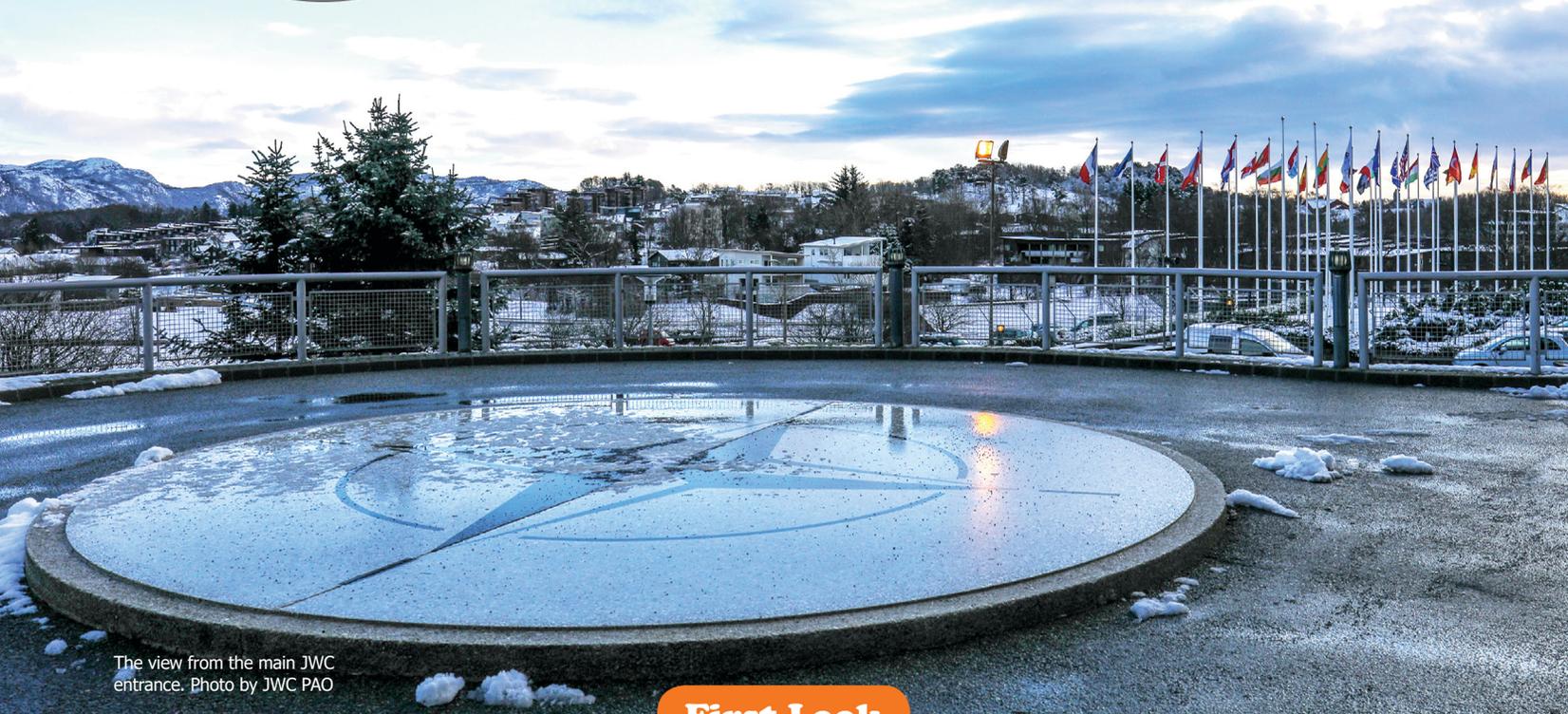




2018 marks the JWC's 15th anniversary since it was activated on 23 October 2003 in Jåttå, Stavanger, Norway

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The view from the main JWC entrance. Photo by JWC PAO

First Look

HAPPY ANNIVERSARY, JOINT WARFARE CENTRE! NATO's Northernmost Organization

Since the moment the Joint Warfare Centre (JWC) was described as “the Jewel in the Crown of Allied Command Transformation”¹, delivery of quality training, doctrinal and concept integration, experimentation in exercises as well as support to NATO's Lessons Learned process were inextricably intertwined. Back then, the Centre was manned at about 55 per cent of its authorized Peacetime Establishment. Lacking its own physical facilities in Jåttå, it headed to Ulsnes, a former hub for naval activity, to host its interim training facility, which was possible thanks to the support received from Host Nation Norway.





"You need a great conductor for a great orchestra and the Joint Warfare Centre is just that," General Jean-Paul Palomères, former SACT. Photo by JWC PAO

In 15 years, the JWC has expanded its bespoke facilities in Jättå for training and education, and its name has become a byword for operational level training and Warfare Development with NATO commands. Today, in line with NATO's increased emphasis on training, the Centre can plan up to six different operational level exercises out into the future at any given time and deliver four per year, addressing the whole range of Alliance requirements, including the Command Post Exercise portion of a high-visibility exercise every three years.

15 years at the forefront of training and innovation

The JWC is NATO's footprint in the Northern region, which includes Scandinavia, the North Sea and the Baltic. Its motto "Training NATO. Advancing Doctrine. Integrating Concepts" reflects the Centre's mission and warfare capacity, which is unparalleled in NATO. Indeed, what makes the JWC particularly stand out are these two highly specialized tasks: Training and Warfare Development. As directed by Supreme Allied Commander Transformation (SACT), the JWC is responsible for providing NATO's training focal point for full-spectrum joint operational level warfare; with "warfare" focusing on exercise development and capability integration to adapt NATO's military capacity and, while doing so, fusing the two strands of warfare: the art of war and the science of war.² "Warfare in NATO can be summarised as the degree of operational readiness," wrote Major Fabrice Beurois (Concept Development Branch) in a 2014 article, adding:

"The JWC has the capacity to influence the warfare mind-set in NATO."

The Centre has been a constant provider of exercises and innovation for the past 15 years, delivering realistic and demanding joint operational level Command Post Exercises in support of NATO's Command and Force Structure Headquarters. In the words of the JWC's eighth and current Commander, Major General Andrzej Reudowicz, each of the Centre's activities, "be it contributing to innovation and concept development through experimentation to conducting ambitious and realistic training and exercises," directly maps to the evolving Alliance objectives, because, as he underlines, "warfare is all the JWC's business".

The Centre's two primary outputs are operational level exercises and support to NATO's Joint Warfare Development in accordance with SACEUR's requirements, which ensure NATO forces are well trained for any type of warfare, and ready to respond to current and emerging challenges.

It would be very remiss not to discuss two of the JWC's earliest training endeavours: The MRT (Mission Rehearsal Training) for ISAF in Afghanistan, which had been the Centre's highest training priority until its completion, and the IKLT (Iraqi Key Leader Training). Although these are no longer conducted, they both demonstrated the first-class training provided by the JWC over the years. Specifically, from 2004 to 2011, the JWC conducted

Afghanistan pre-deployment training events for nearly 7,000 personnel and, also from 2004 to 2011, provided biannual IKLT to a total of 256 Iraqi security officials at its interim training facility in Ulsnes.

Today, the warfare enterprise of the JWC is a catalyst for Transformation—the driving force that transforms NATO's combat system.³ Given the reality of challenges and the requirement for trailblazing training solutions, the JWC remains committed to improving NATO's military capacity at the operational level and the efficiency of its deterrence and defence posture. In an interview made in 2014, former SACT, French General Jean-Paul Palomères, likened this role to that of a maestro, saying: "You need a great conductor for a great orchestra and the Joint Warfare Centre is just that. This is the Centre, the reciprocal of operational concept, operational knowledge and operational expertise."

The JWC is the only NATO body to create and develop fictitious baseline training scenarios and settings used for collective training at the joint operational level, which involve real NATO countries and many fictional states differing in factors such as history, political structures, armies and geospatial data. Over the years, with *MADA*, *MADA VERDE*, *CERASIA*, *SOROTAN*, *SKOLKAN* and the brand new *OCCASUS* scenario-setting combinations, the JWC has raised its sights to the extent that it now prides itself on being regarded as the centre of excellence in NATO for sce-



The JWC Exercise Control (EXCON) team for NATO Response Force Exercise STEADFAST JUNO 2006, Ulsnes Interim Training Facility. Photo by JWC PAO





nario development and management, addressing the “360-degree” reality that the Alliance faces—a term coined by former Deputy Secretary General Alexander Vershbow, who was interviewed in this magazine in 2016—creating fresh thinking and favouring leading-edge innovation and development within disciplines.

A quick glance vividly illustrates the significance of the JWC’s flagship endeavour: one JWC scenario (*SOROTAN*) was used specifically for TRIDENT JUNCTURE 2015, NATO’s then largest exercise for non-Article 5, out-of-area threats. Another scenario (*SKOLKAN*), with its three different versions, focusing on the deployability concept and addressing the multilayered characteristics of the 21st century security environment, demonstrates NATO’s commitment to Collective Defence, operational preparedness and deterrence.

The shift from the humanitarian support mindset to the comprehensive operational environment of NATO Article 5 required the JWC to focus on new concepts (e.g. Anti-Access and Area Denial), and experimentation of an academic nature (e.g. Strategic Communications and Space Support to Operations). Since 2012, with the Article 5 focus, the need to gain a comprehensive understanding of the information environment, further utilization of computer simulation and “intelligent” Opposing Forces (OPFOR) also came to the forefront. In 2014, on assuming his duties as the then new Deputy Commander and Chief of Staff, Brigadier General Roger Watkins, proclaimed: “[The JWC] provides capabilities that no other [NATO] headquarters or centre can come close to, such as Computer-Assisted Exercises (CAX) and media simulation as well as scenario development. What has struck me most is a very robust Programme of Work and the quality at which it is accomplished. The staff here truly do provide world-class training and exercises, and their professionalism resonates across the command and beyond.”

To further improve NATO’s military capabilities, the JWC contributes to ACT-led Strategic Foresight Analysis and The Framework for Future Alliance Operations as well as the development of NATO’s Joint Operational Doctrine. The Centre has also produced a wide variety of joint operational guidelines and handbooks on modern warfare. As of 2018, the JWC has found itself even more drawn into Transformational activities, contributing to the



ABOVE: (from top) Major General Andrzej Reudowicz, Commander JWC. The Auditorium; media training at JWC (STEADFAST JOIST 2012, with Lieutenant General Phillippe Stoltz); White Cell Working Group, TRIDENT JAGUAR 2018. Photos by JWC PAO

momentum led by Multinational Capability Development Campaign, a NATO operational experimentation, which emphasises multinational interoperability and operational aspects of hybrid warfare, cyber security, medical support, logistics and Strategic Communications.

The maxim “Train Hard, Fight Easy” can be held responsible for the training and warfare output of the JWC. The Centre’s success is a result of huge amounts of hard work, preparation, strength and commitment.

In 2017, Major General Reudowicz announced his Vision as follows: “The JWC sustains and enhances its role as the premier provider and enabler in NATO for innovation and exercises 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. The JWC must continue to be at the heart of evolving NATO Joint Warfare Development, delivering Transformation through exercises to meet NATO’s future warfare requirements. This is, and will continue to be, delivered by the JWC whole force ‘One Team’ who are the only thing that makes us who we are.”

OVERALL, THE JWC has trained nearly 67,400⁴ personnel from Allied and Partner Nations since 2004, when it conducted its very first exercise for NATO’s first Deployable Joint Task Force headquarters just three months after its activation. None of this would have been possible without the Centre’s “One Team”—including both past and present employees. Since August 2015, the JWC has aligned into a matrix organization to train NATO in the most effective way in order to meet the scale of Article 5 training requirements.

Today, as reflected in the Commander’s 2017 Guidance paper to staff at all levels, the exercise requirements to prepare the NATO Command Structure and the NATO Force Structure demand the JWC to continuously review how it plans and executes its exercises, be it at its site in Jättå or in deployed locations.

According to Major General Reudowicz, the JWC is “NATO’s corporate knowledge custodian for the planning and execution of complex multi-level joint exercises.” It must, therefore, be “ambitious, innovative and outward-looking in order to be able to adjust



quickly to the changing security environment and the requirements of NATO.”

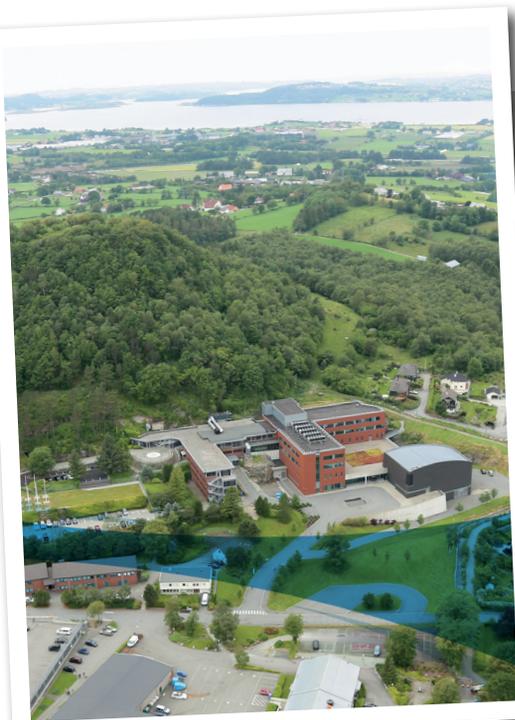
For the JWC’s multiple Training Audiences *readiness* is at the forefront of everything they do as they strive to achieve their Training Objectives, be they Cyber or gender. In 2003, NATO took over command of ISAF (International Security Assistance Force) in Afghanistan, marking its first mission beyond the Euro-Atlantic area. It was also the year the JWC was born, evolving from Joint HQ North (2000-2003). Fifteen years on, the JWC has become known, albeit locally, as the “NATO organization in which everyone wants to stay on and extend their tenure!”⁵

All taken together, the JWC is one of NATO’s most unique organizations with an incredibly diverse portfolio of tasks and expertise. From training and in support of transformational efforts, through doctrine development and specialized publications based upon best practices to simulations and real life support, the JWC has been using every organizational function to great effect as NATO’s pre-eminent operational level training establishment. The Centre’s main ambition is invariably to improve interoperability, readiness and responsiveness among Allied and Partner Nations. As NATO moves farther forward into the 21st century, the combination of high-quality training and innovation, fusing with its warfare enterprise, has bestowed the JWC with one of the most imperative missions within the NATO Alliance. And, world-class training in Norway—where the cost of beer has always been an inexhaustible discussion topic amongst our Training Audiences—can indeed be low-cost, thanks to the great support received from our Host Nation.

We wish a very Happy Birthday to the Joint Warfare Centre who will turn 15 this year, on 23 October. ✦

END NOTES:

- 1 U.S. Navy Admiral Edmund P. Giambastiani, Jr, the then Supreme Allied Commander Transformation (SACT), at the JWC Activation Ceremony in the afternoon of 23 October 2003.
- 2 Major Fabrice Beurois, "What is Warfare?", The Three Swords Magazine, May 2014, Issue No. 26.
- 3 SACT Vision, www.act.nato.int
- 4 The number involves the execution phase (Phase III).
- 5 A quote by former JWC Special Advisor to the Commander, Commodore Hans Helseth.



**Training NATO.
Advancing Doctrine.
Integrating Concepts.**

CLOCKWISE: A bird's eye view of JWC in Jättå; Lieutenant General Thorstein Skiaker, the first Commander of the JWC and the keynote speaker during the Centre's 10th anniversary in 2013; participants of JWC's "One Team" culture programme, September 2017; the view looking down over Mount Jättå; The Three Swords Magazine cover from 2011, introducing the SKOLKAN setting and scenario. Photos by JWC PAO

