



NATO
OTAN

THE THREE SWORDS

STAVANGER - NORWAY

The Magazine of the Joint Warfare Centre

11 December 2006 - Issue No: 7

A high-angle, wide shot of a grand, ornate hall with a large, multi-tiered chandelier hanging from the ceiling. The hall is filled with people, and the architecture features intricate gold and white decorations. The text 'Riga Summit' is overlaid in a large, white, serif font.

Riga Summit

Together in Riga



Cover _ Cultural programme at the Latvian Opera, 28 November 2006, Riga Summit.



Editorial

Welcome to the Christmas Edition of "The Three Swords". It has been a very busy Fall for all of us here at the Joint Warfare Centre. This copy of our magazine that you are currently reading is a reflection of the main events we have been involved this Fall, such as ISAF X Mission Rehearsal Training and Exercise Steadfast JAW 06.

We also wanted to provide you insightful articles in recognition of the new media environment, the developments within the NATO PI community and media training provided by the JWC. Additionally, we included a brief summary of NATO's Riga Summit Communiqué. Our collection of articles also includes articles from Allied Command Transformation (ACT), Operational Preparation Directorate (OPD), Joint Analysis and Lessons Learned Centre (JALLC) and ISAF Headquarters.

We have made this issue a special Christmas Edition, which is why you will find a three page article that gives a glimpse of the "Christmas Traditions" around the different NATO and Partner nations.

I would like to take this opportunity to thank you all for your great support and keen interest in our magazine, and a special thanks to those of you that have provided us with a lot of attention-grabbing and interesting articles and great pictures. You have all participated into making "The Three Swords" a good and engaged publication that we are proud of.

I wish all of my fellow colleagues at the Joint Warfare Centre and all our readers a very Merry Christmas and all the best for the New Year.



**CDR (Sg) Helene W. Langeland, RNO Navy
Chief, Public Information Office
Joint Warfare Centre**

Director's Foreword	Page 3
Remarks from Brigadier General Ruhlman	Page 4
A New Transformational Tool: Enabler 07	Page 5
ISAF X Mission Rehearsal Training	Page 7
Media Simulation Capability at JWC	Page 8
A Growing Media Environment in Afghanistan	Page 11
ACT Public Information	Page 12
ISAF HQ PIO Benefits from JWC Training	Page 14
Riga Summit	Page 16
Evolution and Application of Wargaming	Page 17
Operational Preparation Directorate	Page 20
JWC's Perspective on CAX Support Tools and Requirements Part II	Page 22
Mindful Learning	Page 26
Exercise TUNGTIVANN	Page 29
Swords in Rock	Page 33
Christmas Traditions	Page 34
CAX Forum 2006	Page 37
Naval Engineer in Afghanistan	Page 38
The 2006 NATO Lessons Learned Conference	Page 40
Octoberfest 2006	Page 42

PUBLISH AN ARTICLE IN THE THREE SWORDS!
We are always looking for good articles written by our readers. If you have got something to say, send it to us. We will be happy to consider it for publication. Email your articles, as well as your comments and feedback to JWC CG PIO Common (CRONOS) or inci.kucukaksoy@jwc.nato.int.

The Three Swords

JWC PIO:

Cdr (SG) H. Langeland, RNO Navy
Inci Kucukaksoy, NATO Civilian
MSG Juergen Eise, GE F

Production and Layout:

Inci Kucukaksoy

Contribution:

Lt Col Dieter Stoll, GE F, SMC4
Msgrt Kimberly Meyers, US F, JTDD, JWC
Tsgt Eric Krubsack, US F, SMC4, JWC

The Three Swords is the authorized unofficial publication produced by the JWC Public Information Office. It represents a compilation of articles, reports, news and general information related to JWC personnel and their families. The articles and opinions expressed in this publication are those of the authors and do not necessarily represent the official policy of NATO. The Editor reserves the right to edit or shorten submissions.

Thanks:

Capt Lisa Tankaria-Clifford, UK A
ISAF HQ PIO

Front-cover photo by:

NATO Headquarters,
Brussels

Back Cover photo by:

Lt Col Dieter Stoll



PUBLISHED QUARTERLY



Air Marshal Peter B. Walker CB CBE BA Royal Air Force Director, Joint Warfare Centre

THIS magazine goes to press as the Riga summit closes, and within the magazine you will find a summary of the communiqué, setting out the strategic results of this important conference for the NATO Alliance. The Joint Warfare Centre itself is a product of decisions made at Prague in 2002; new summits bring a fresh focus on our work and are a necessary part of a process that ensures our continued relevance to the member countries. Today, we have 24 of 26 NATO countries on the staff of the JWC and 3 Partnership for Peace countries represented; this commitment is testament to the nations' confidence in the work that you all do here, and as we close out 2006, you should all be proud of what you are part of here in Stavanger. In the next few months you will hear a great deal of discussion about the future, and the staff levels of the NATO Command Structure, but I am confident that the output and value of the JWC will be recognised and we can move forward with growing confidence in the JWC ability to deliver, and to an assured future.

We have said goodbye to Maj Gen Peter Kuhnel, Director of the Joint Force Training Centre at Bydgoszcz in Poland. Gen Kuhnel leaves us for the prestigious appointment as Commander of the 1st Danish Division with our sincere congratulations and best wishes. During his time as Director of the JFTC, Gen Kuhnel has been a tireless champion of the organisation and has secured the construction of the new training facility, conducted training at Component level for NATO Commands, and supported the ISAF Training effort through Brigade, Regional Command and Operational Mentor and Liaison Teams (OMLTs). By any standards, this has been magnificent achievement and NATO is richer for his leadership.

Maj Gen Kuhnel has been replaced by Maj Gen Agner Rokos, also of the Danish Army. Gen Rokos comes with a wealth of operational experience ranging from peacekeeping duties in India with the UN, peace support operations in the Balkans and recently as Deputy Commander of the NATO Training Mission in Iraq. I am sure his expertise will be a great asset for the JFTC and we look forward to continuing our close working relationship with him and his colleagues.

This last year has been a testing time for the JWC. Demand for our expertise has increased, the Commands and staffs we have trained better understand the capabilities we bring to the table, and we are seeing genuine signs of significant progress at all



levels. This is a trend that will continue. Our mission is to provide the young men and women our nations commit to operations with the best trained Command and Control structure we can, and as we touch more of the NATO Command Structure, our customers will become more demanding and we will be able to take things to the next level. This requires anticipation and forward planning on our part. We must always be a few steps ahead of our training audience in order to remain relevant, there is no room for complacency and we cannot look back on past events as a measure of our effectiveness. The past is a measure of past performance, it is a place we have been, but, our focus and

ambition must be to the future. I have no doubt we are up to the challenges of 2007 and beyond, it has always been a team effort and you are a great team. Great teams have fantastic managers (not me), our wives and partners who are the long-suffering stability factor in our lives and without whom we would not be as effective as we should be. To you our partners, Commanders in Chief of Home Command, can I pass on my heartfelt thanks for all that you do for us throughout this and every year? Our lives are richer and we are more productive as a consequence of your unflinching support.

I sincerely hope that you will all have the chance to enjoy a well-deserved break with your families and close friends over the coming festive season. It is an opportunity for us to relax and recharge the batteries for the challenges of the New Year. It can also be a time when we let our guard down and we are sometimes carried away by the moment. There is nothing that will ruin your break more than to let the high standards of personal discipline slip at this time of year. So enjoy yourselves, but be conscious of the cumulative effects of alcohol consumption, and although you would not consider drinking and driving, are you sure that the effects of your party have worn off by the time you set off in your car the next morning? Be Careful.

For some, Christmas this year will not be a celebration. The tempo of military operations has a downside and we probably all have friends and colleagues for whom there is no Christmas, or who are enduring painful recovery from injuries sustained on behalf of the Alliance. A significant number of Soldiers, Sailors and Airmen from the NATO Alliance and elsewhere will continue to be engaged in operations while we enjoy the benefits of our homes, and the hospitality and generosity of our friends. Spare a thought for them and their families.



Brigadier General Philip M. Ruhlman

U.S. Air Force

Chief of Staff, Joint Warfare Centre

IT has been a very busy 2006 and I hope that this holiday season allows you and your family a well deserved break to rest and relax. As we look forward to 2007, the forecast is bright...We anticipate a year of new challenges and are confident that our team is well prepared to present the finest NATO training and exercise programs, led by transformational concept development and experimentation. NATO's role is continuing to play a significant part on the world stage, and the JWC, JFTC, and JALLC are key elements to NATO's success.

The JWC has its sights squarely focused getting the training calculation right, in order to continue to ensure the highest quality battle staff training and exercises are presented to operational commanders and their staffs, be it for the NATO Response Force, or International Security Assistance Force. Our key solution is an integrated, well thought out exercise training plan that synchronizes all levels: program of work, internal training, concepts, experimentation, manpower, budget, support, and computer infrastructure. Standardization and interoperability will continue to rise to the forefront of every effort, in parallel with the ever present need for synchronization, integration, and synergy amongst all NATO players.

Allied to this solution is execution of the ACO Training IPT report recommendations which will standardize JWC and JFTC NRF training into a synchronized format: Three major operational battlestaff and component level exercises a year, one for each Joint (Force) Command headquarters to exercise in concert with component level commands. This "flight plan" is the transformational training solution that will balance the reality of high tempo requirements against fiscal challenges.

The pieces are starting to come together, with the help of ACT and ACO action teams working the details to build a workable, common sense plan. Without this transformational change to training, the transformational effects of increased tempo and



fiscal challenges will severely inhibit real-world operations. We must aim to get it right, because quite simply, we have no other choice.

A key piece to this flight plan is our recognition that in order to succeed in being responsive to each Joint (Force) Command and to give each the highest quality NRF exercise, as well as to provide world class ISAF training, we must be able to adequately plan, coordinate, synchronize, and deconflict training events.

Based on the fixed manpower and resources we have, its clear that in order to ensure mission success for all, some degree of standardization will have to occur as well as specific timelines adhered to. Based on several years of experience, we know that it takes a minimum of two weeks between major training events to ensure the

JWC team is able to transition from one major event to another. The reason for this is to guarantee post training after-action lessons are captured, complex CIS reconfiguration is given adequate time, and pre-training spin-up preparation is thoroughly executed. Again, following these planning considerations will ensure mission success.

Before I close, I must take the time to wish a fond farewell to Major General Kuhnelt of the Joint Force Training Centre whose friendship towards me proved invaluable in my first months at the JWC. I also want to warmly welcome Major General Rokos to the "Triple J" team and look forward to our continued teamwork and partnership in the coming years.

I wish you the best of holiday seasons. Realize that amidst the hustle and bustle of the holiday season, the many celebrations, the shopping, gift giving, the children's concerts, etc, we may tend to forget that many of our Alliance brothers and sisters are making tremendous sacrifices far from home and the warmth of familiar surroundings. As we close this year and prepare ourselves for how 2007 will unfold, let us keep them close in our thoughts and prayers, wishing them protection and safety as they go through their challenging tasks.

A new transformational tool: “ENABLER 07”

By Adrian CM Williamson, Experimentation Analyst
CD&E Branch, Experimentation Section,
Capability Development Division, JWC

MARCH 2007 will witness a new event in JWC's busy schedule: the Stand-Alone Experimentation Event “Enabler 07”.

The Aims of “Enabler 07” are to:

① **Directly support capability implementation:** to tailor and test mature joint capabilities to support their integration into NRF 9&10;

② **Directly support concept development:** experiment on other joint concepts and capabilities at an earlier stage of maturity prior to the integration of relevant experiments into exercises or operations;

③ **Assist provision of training:** provide a venue to “train the trainers” on new concepts and capabilities;

④ **Assist ACO:** expose new concepts and capabilities to the JFCs/JC and CCs;

⑤ **De-risk Experimentation for the NATO Steadfast series of exercises:** explore experimentation options to ensure that subsequent experimentation in the Steadfast series has minimum impact on these exercises.

In addition, there is an important internal JWC objective. “Enabler 07” will be utilised to hone processes for stand-alone

events and to shape the design of the NATO Joint Battle Lab to be developed at JWC in 2009.

Experimentation, of course, is not new to JWC, with experiments regularly integrated into JWC hosted training events or, through JWC teams, directly into operations. Indeed 2006 saw some 20+ experiments of differing scope, size and capability-area conducted by JWC, with the majority of these integrated into the 2006 Steadfast Series.

Steadfast Jackpot, Steadfast Jaguar and Steadfast Jaw, as well as being key training events are very valuable experimentation venues that support capability development. The annual ‘Enabler’ event is expected to become a similarly important cog in the capability development machine. It is, however, somewhat different in nature. So what is it? How is it different and why is it needed?

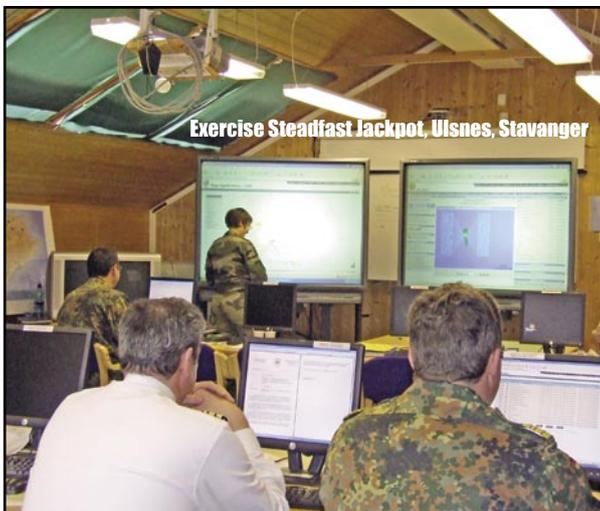
To answer these questions, it is first useful to consider the nature of capability development. In general – and this applies equally within and without NATO and, indeed, also outwith defence – a requirement is identified and analysed, a concept developed to meet that requirement, the concept is worked up into a capability, service or product and that capability is then brought into service (or ‘brought to market’).

What is not immediately clear from this description is that each of these stages depends critically on data, information and knowledge. Information is the lifeblood of capability development. In the early stages of this process, the information will typically be from operational experience/observation (e.g.

lessons learned) and/or from Operational Analysis assessments (or ‘Market Analysis’ in non-defence applications).

In later stages, experimentation, in various forms, is employed to supply the information required to shape the concept or to test the emerging capability. That is, the capability developers come to a point where they cannot (or should not) progress their development until they have gained the knowledge required to point them on the right path. Of course, in the development of a concept, such points may arise many times and the experimentation required to overcome them may take many forms, ranging from coarse ‘spreadsheet’ modelling, through more sophisticated Modelling and Simulation, development tests (such as MMI [Man-Machine Interface] tests) and up to sophisticated collective experiments at major training events, such as Steadfast Jackpot, or in Operations, which, with good design, come about as close as it is possible to come to knowing how the new capability will perform ‘for real’.

The aims above have a common theme: the operationalisation of capabilities. **Aim 1** is explicitly about testing capability in a collective environment, proving its fitness for purpose in that environment, identifying any final adjustments and improvements that should be made and helping in the development of any supporting material, such as SoPs, that will smooth transition into service. **Aim 2** sits earlier in the development cycle leading, ultimately, to further experiments and operationalisation or to rejection of failed concepts. **Aim 3** recognises the critical role that JWC plays in improving operational capability through the training it provides to NATO, and “Enabler 07” will expose all JWC divisions to the ‘up and coming’ capabilities which JWC will need to train to NATO in the near future.



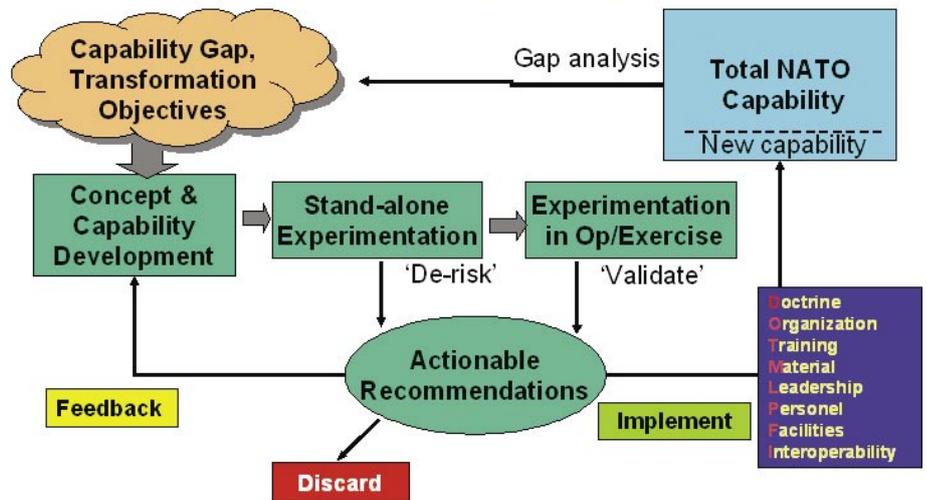
Exercise Steadfast Jackpot, Ulsnes, Stavanger



Operational capability of course ultimately depends on the skills of those deployed to theatre and Aim 4 is thus to provide them with earlier exposure to new capability – and an opportunity to feed back their impressions of the capability to the capability developers. The importance of experiments not prejudicing exercises is well understood by experimenters, but, to avoid this, sometimes experimental designs are more conservative than experimenters would like. The fifth aim is to provide sufficient information on capability performance that experiments can be better optimised between these conflicting pressures, giving the best output on how to tailor those capabilities to meet operational needs.

“Enabler 07” has many of the characteristics of an event such as Steadfast Jackpot, including an audience executing many or all of the functions that they would in an exercise or operation, and the complex interactions that occur in these events. It also has many of the same requirements such as scenario development, MEL/MIL scripting, a form of Academics, CAX & CMS support and RLS. Where it differs most significantly is in its objectives. In exercises such as Steadfast Jackpot, training objectives and the training experience of the Training Audience is the Sine Qua Non. Experimentation objectives are recognised to be important but, of course, they cannot be allowed to compromise training objectives and the impact of the experiments on the exercise has to be tightly managed. In Stand-Alone Events, experimentation objectives and training objectives are much more equal in importance. Having considered what “Enabler 07” is and how it differs, as an event, from exercises, it is necessary to address the third of these questions: why is it needed? what benefit does it bring? Again it is useful to consider the spectrum of experimentation events discussed above. Operational Analysis in the Capability Gap Analysis phase provides a basic understanding of a complex multi-functional, multi-actor ‘world’; more detailed M & S allows the problem-space to be studied in more detail and will start to provide indications of the likely performances of putative solutions; developmental tests can be used to study characteristics of a solution in considerable detail and can, for example,

Stand-alone Experimentation in Capability Development process



allow cognition and utility to be explored and designs reformed and optimised, all with minimal requirements for participation of subjects. ‘Experiments’ of all these types provide opportunities to produce valuable data in a controlled environment. What they do not do is provide the acid test of collective experiments in exercises and operations, which are essential to the development of most capabilities.

Exercise and operations provide collective experimentation opportunities, but usually at the cost of sacrificing full experimental control, and, in particular, diminishing opportunities for multiple repetition and ‘run offs’ between capability options or between a capability and the ‘base case’. Stand-alone collective experimentation fills that gap, providing greater control, whilst still allowing capabilities to be studied in situations approximating to real-life conditions.

Events such as “Enabler 07” will be close enough to reality to allow some capabilities to be studied in the same way as they would at a major exercise: so, for some concepts/capabilities “Enabler 07” can be viewed as ‘just’ another opportunity.

However, for some less mature capabilities, which, at their stage in the development cycle, it may be imprudent to bring to major exercises, stand alone events provide an opportunity for collective experimentation which would not otherwise exist. Stand-alone experimentation events also provide experimenters with the opportunity to take more active

control of experimental parameters. From an experimental perspective Stand-Alone Experimentation is also an opportunity to gain enough data on possible outcomes to allow experiments to be tailored for exercises: to ensure, for example, that an experiment will not disrupt the exercise. Indeed the Enabler venue is scheduled so that, each year, its outputs can be used to hone experiments in that year’s Steadfast Jackpot and Steadfast Jaw.

Enabler has strong benefits outside experimentation. It allows new and evolving capabilities to be exposed to JWC divisions to help ‘train the trainers’ in advance of Steadfast Jackpot/Jaw. Of critical importance, it also allows the JC/JFCs to keep up to speed with these developments to reduce the learning curve when such capabilities are operationalised. Indeed, in “Enabler 07”, they will be exposed to the Joint Common Operational Picture/Joint Situational Awareness capability which is to become operational in 2007 and to the related Recognised CIMIC picture. They will also be exposed to developments in EBAO, Time Sensitive Targeting, Counter IED and Intelligence Reachback, not all of which will include specific experimentation.

It can be seen that the benefits of “Enabler 07”, though varied in nature, knit together to contribute to the transition of capabilities from ‘the lab’ to operations, and that the annual Enabler event adds an important complimentary capability to JWC’s strong and developing portfolio of events. ■■■■

ISAF X Mission Rehearsal Training: The First Training Event with a NATO Composite HQ

10-23
By Maj Michael von Normann, GE A
SITFOR Planning Team B, Joint Exercise Division, JWC
Pictures by Inci Kucukaksoy, PIO; Sgt Maurice Hughes, US A, JED

October saw a major change to the ISAF operation with the implementation of Stage 4 and the inclusion of Regional Command East within the ISAF Area of Operation making COMISAF now responsible for all provinces in Afghanistan through the Five Regional Commands.

Currently, ISAF HQ in Kabul is manned by the NATO Allied Rapid Reaction Corps UK (ARRC). They were trained in Stavanger in March 2006 and are deployed for a nine month period. However, future HQs will no longer be based on formed establishments such as ARRC, but will be Composite HQs (CHQ). These CHQ consists of three main entities: Command Group (CG), a nominated NATO HQ as Standing HQ (SHQ), plus individual/augmentees from NATO nations. Because of a difference in length of tour of duty, the CG stays for one year, the SHQ for six months and individual augmentees from NATO nations between four and six months depending on their national regulations, there will be three ISAF HQ training events conducted annually. Where possible, these training events will be linked to Regional Command training events.

The training objectives for the ISAF X Mission Rehearsal Training (MRT) conducted in October reflected the new CHQ model. These objectives were specifically focussed on a training audience that had not met, trained or worked together prior to the common training event at Joint Warfare Centre. For this and for future training events the main training objectives are: *Promoting continuity and common standards; establishing mission awareness in individuals; establishing functional area competence; facilitating and rehearsing staff actions and interactions.*

However, one of our main goals was to give the training audience the opportunity to become a competent, cohesive, capable and self-confident ISAF HQ team. The challenge was to provide a balance that does not overwhelm the training audience at the beginning of the MRT, but, allows them to experience a realistic operational tempo on the final day.

The development of an Advanced Distributive Learning (ADL) package consisting of unclassified information about Afghani-

“one of our main goals was to give the training audience the opportunity to become a competent, cohesive, capable and self-confident ISAF HQ team. The challenge was to provide a balance that does not overwhelm the training audience at the beginning of the MRT, but, allows them to experience a realistic operational tempo on the final day”

stan on the public internet and a restricted package with Battle Rhythm, OPLANs, and Standing Operating Procedures (SOP) gave everybody the chance to prepare individually prior to their arrival at Stavanger. Additionally, strong mentorship across all levels of the training audience had been a successful part of the overall training concept.

All in all, Joint Warfare Centre faced again a training challenge and provided a world class exercise. This is exactly what we owe to every ISAF training audience in order to prepare them for their real world operation in Afghanistan.

▼ Below, left to right: Grueling training expected to benefit ISAF HQ; thumbs up for a job well done; welcome address by Brigadier General Ruhlman, COS JWC, 10 October 2006.



ISAF Mission Rehearsal Exercise at Joint Warfare Centre is NATO's most advanced, effective and efficient operational level training



JOINT WARFARE CENTRE STANDS UP MEDIA SIMULATION CAPABILITY

WORLD NEWS TODAY



**YOU'RE WATCHING
WORLD NEWS TODAY!**

By Pete Dubois & Laura Loflin, Media Producers,
Civil Environment Section, Joint Exercise Division
Pictures by Inci Kucukaksoy, PIO; Sgt Maurice Hughes, US A, JED

THE media and what they report can have huge implications in any military operation and commanders and public information professionals do a great deal to ensure they are communicating the right messages out to the public. Winning public support for a mission, not just in an area of operation but from the public back home, is a constant challenge that can be easily lost by a single negative story in a newspaper, magazine, television or even the internet. During the past 10 years, commanders and staffs have made great strides to better their media relations skills and one area in particular has been in exercise media simulation. This is especially important for an organization such as NATO, in which 26 different nations have come together for a common goal, while at the same time maintaining the political and national support of their home countries.

The Joint Warfare Centre realized early on the importance of realistic media play in training events and recently took a step in standing up its own media simulation

operation. In late August of this year the Centre expanded its team of professionals with the addition of two civilian media producer positions. Laura Loflin and Pete DuBois were hired to lead the way for future JWC media simulation and training. Working in the Joint Exercise Division's Civil Environment Section, Laura and Pete are part of a six person media team composed of two media producers and four multi-media technicians, including Andreas Wuttke, Jorg Hilbert, Robert Talenti and Maurice Hughes. The composition and size of the team allows for flexibility depending on the requirements of an exercise. For example, the team could be divided to support either simultaneous events or a single distributed exercise needing television media support in two locations.

The JWC media team simulates real-world television news media during exercises by producing television news programs, which report the events of an exercise in a way that looks and sounds like real-world television news. It is a highly visible product designed to draw

reactions from the training audience in the same way they would react to news reports during any real-world operation. The newscasts subject the training audience commander and his staff to the media consequences of their actions during the operation, whether positive or negative. In addition, these newscasts provide added realism to an exercise by putting pictures, video and faces to the events, places, and people in the exercise scenario, effectively bringing the scenario to life. The realism is so accurate that many people confuse it for real news the first time they see it.

The purpose of simulating the media in an exercise is to provide the training audience an opportunity to hone their media relations skills and to give a better understanding of media practices and procedures. It's not just a matter of surviving the media, but learning how to use the media as a medium to transmit key messages and information. Another important, value added, aspect of media play is that it can be used as a strategic tool by the exercise director. Many times the

•
•
• **“these newscasts**
•
• **provide added real-**
•
• **ism to an exercise**
•
• **by putting pictures,**
•
• **video and faces to**
•
• **the events, places,**
•
• **and people in the**
•
• **exercise scenario,**
•
• **effectively bring-**
•
• **ing the scenario to**
•
• **life.”**

role-playing media is used to dynamically introduce an unscripted event in order to either steer the training audience in a certain direction or focus their attention on a certain event.

Laura and Pete both come to the JWC from the Warrior Preparation Center in Einsiedlerhof, Germany, where they produced the Global News Network media simulation product. During the past six years, the name “GNN” became synonymous with realistic media simulation and training for computer assisted exercises and their team supported dozens of events across Europe including many at the JWC. Laura and Pete are now using their experience with GNN to build the JWC flagship media program “World News Today” (WNT) and to provide media awareness and handling training to key leaders.

WNT made its debut during the Mission Rehearsal Exercise for the tenth rotation of the International Security and Assistance Force in Afghanistan. The experience and ingenuity of the entire media team displayed during the two week event in October ensured the exercise media training and simulation was a success. Prior to STARTEX, the team provided individual media training to 15 senior ISAF X leaders, 13 of them flag officers. Pete and Laura were assisted by Mr. Rishi Data, an

expert on Afghan media affairs who gave crucial insight into the types of media the commanders would most likely to face during their tour in Afghanistan.

The ISAF X media training provided to senior leaders consisted of two interviews followed by a critique session. The first interview was considered a “friendly” one which lasted just a few minutes. The goal was to get

the subject used to the camera and lights of a studio while responding to very broad questions related to their careers or units. The second interview was a little more “hostile” with questions more specifically tailored to their roles in Afghanistan. Some of these pointed questions related to their jobs, while others were attempts to draw the interviewees into political or strategic answers, which, more often than not, should have been referred to higher levels. The critique session allowed the subject to view him/herself on tape, listen to

their answers and receive critical feedback from Laura and Pete, usually assisted by the training audience Public Information Of-



ficer. It was very much a two-way session where the subject also discussed his/her performance and areas for improvement. Many leaders have agreed they would much rather get the message wrong in an interview with World News Today than on CNN!

Media training interviews are an excellent way for commanders and PIOs to gauge how well senior leaders perform in front of the camera, and decide who the good candidates are for real-world media interviews. This is especially true during MRT’s such as those for ISAF. Many of the ISAF spokespersons and leaders seen on international news channels today and in the future have been trained in front of GNN or World News Today cameras.



• “Many of the ISAF spokespersons and leaders seen on international news channels today and in the future have been trained in front of GNN or World News Today cameras.”

World News Today took many lessons learned from their initial mission during ISAF X and improved upon them during their second exercise Steadfast Jaw 2006 conducted in Istanbul, Turkey from 6-22 November. Steadfast Jaw 06 was a distributed exercise with training audience components in Istanbul, Turkey, Northwood, United Kingdom, Ulsnes, Norway and Ramstein, Germany. This was a significant event since it was the first time the JWC deployed a White Cell to a distributed exercise and it was the first of many future exercises where the media team deployed. Four media team members traveled to Istanbul to cover the robust land component training audience element, while two members remained in Ulsnes to cover the

smaller maritime component as well as manage the distribution process.

Media distribution can be a challenge, and during Steadfast Jaw the big concern was getting the media products to all of the distributed locations as well as conducting remote interviews with key leaders outside of Istanbul. This challenge was overcome with a technical solution provided by Phil Rozon and his team in JWC's SMC4 Division who created a unique distribution plan via an FTP server at Ulsnes. The success of this plan was critical and it set the standard for future distributed exercises to come. Despite some expected obstacles in the first few days, the media team quickly stood up its operation and, over a two day period, provided media training to 11 senior leaders of the Allied Land Component Command, Heidelberg, who comprised the exercise training audience in Istanbul. The training was much like ISAF media training, however, the hostile interview questions focused on the simulated exercise scenario of Mada Verde. For most, it was the first time in front of the cameras and this training prior to STAREX gave them a chance to get comfortable with the media and to get into their exercise roles.

Once exercise play began, the media team turned up the heat and got into their World News Today roles. The team produced six daily newscasts and covered two



CDR Karlsen, Chief,
Civil Environment Section

press conferences as well as conducting interviews both on-site and remotely with all of the component commands. Training audience and exercise control staff were all very impressed at how such a small group of people could produce highly realistic and effective products.

Multimedia technology obviously plays a huge role in the look and capabilities of World News Today. Currently the team operates using minimal equipment and they often improvise during shortfalls, however, the JWC has put forth an effort to equip the operation with the unique tools they need to operate more efficiently and effectively. Technical multimedia training is also being provided since most team members come from non-television backgrounds.

The JWC has made an investment in people, equipment and training to stand up this media simulation and training capability. The return on this investment is showing now and will continue to be seen in future exercises as the JWC sets the new standard in exercise media play and awareness. ■■■■



◀ WNT team with U.S. Army General Dan McNeil, COM ISAF X. From left: MWO Jorg Hilbert, MSgt Andreas Wutke, Spc Maurice Hughes, General McNeil, Laura Loflin, Pete Dubois and MSgt Robert Talenti.

“With the decades of strife and propaganda, Afghans have become media savvy consumers, and developed a sixth sense for misinformation”

A GROWING MEDIA ENVIRONMENT

By Rishi Datta

A media revolution is occurring in Afghanistan. From the Southwestern deserts to the mountains of the Northeast, a “Wild West” atmosphere of TV, radio and print mediums are being established. Media outlets have been providing Afghans with vast quantities of programming of the likes they have never seen before.

For a number of years, I have worked on media and public outreach projects with international organizations, in such environments as Kosovo, Iran, Iraq, West Bank/Gaza and Afghanistan.

In my role with the 2005 Afghanistan elections, I lived in to 21/34 provinces. This allowed me to gain first-hand knowledge of the media environment, and understand how Afghans, as an audience, view their media.

Historically, Afghanistan never fully developed a free and independent media. The notion of a free press was first established in the late 1940s and has periodically been resurrected between many different conflicts and administrations, but never managed to sustain itself.

The fall of the Taliban provided the most recent opportunity to re-establish independent media in Afghanistan. In this recent process, the media landscape, like the nation, is going through growing pains.

Radio and television still dominate the media landscape and its audience. Radio is popular throughout the country followed by television, which ranks high in urban areas. During the Russian conflict, radio gained a prominence, as radio was widely available in the national languages all over the country, and kept broadcasting throughout the war. This tradition still continues today, and for many years, radio

will be the leading medium in Afghanistan.

A high illiteracy rate, particularly in rural areas and a strong oral tradition, does not make print medium as viable as television or radio. Unfortunately, many print publications are forced to close after a few runs due to a lack of funding.

Afghans are in favor of free and independent media. With the decades of strife and propaganda, Afghans have become media savvy consumers, and developed a sixth sense for misinformation.

Journalists themselves have a difficult time keeping pace with the upsurge in media outlets. Already, journalists face a daily challenge to disseminate accurate information and tell stories that would interest their audiences. With the rise in media outlets, a lack of qualified journalists causes the audience to receive biased reporting. The international community is

trying to overcome inexperience by training and providing journalists the skills needed to do their job accurately.

Along with other consultants specializing in Afghanistan, our role within NATO/ISAF trainings was to provide the training audience a realistic environment in which they would be operating in. The experience which I received working all over Afghanistan provides NATO/ISAF valuable insight.

As a media consultant, my role can be broken down into three aspects: Provide an overview of the media environment, create realistic story lines for the simulation and role play. All these factors contribute to a successful training. ■■■

Rishi Datta has worked in Afghanistan with the 2004 and 2005 electoral processes and participated in JWC's ISAF training in October as a Media Consultant.





ACT Public Information

Looking to the future - Supporting today's operations

By Cmdr. Denise Shorey, US N
Production Officer, PIO, ACT HQ

Afghanistan, Iraq, Sudan – each location provides us a daily reminder of the perilous security landscape within which we are engaged. As NATO operators train and prepare to confront new operational challenges, the Allied Command Public Information team continues to closely examine its policy, planning, training and education programs, among many other areas, to ensure it is meeting the needs of its customers.

Complicating this effort are changes in the media landscape, the rapidity of which often make it difficult for traditional military public information organisations to keep pace. From distant corners of the globe, media report “real-time” on incidents via hand-held transmitters, and satellite uplinks. Reporting through the internet alongside more traditional media are independent and citizen journalists with blogs, podcasts, and RSS feeds that speak to millions worldwide of their point of view. The ability to apply cutting-edge electronic engagement tools to the execution of daily and crisis operations has become a recognized requirement for NATO public information, and a top item on ACT PI’s transformation agenda.

In the face of these new realities, Allied Command Transformation public information is working closely alongside partners at NATO PDD and ACO to ensure the most effective tools and venues are being pursued to enhance the skill sets of NATO PI experts and the operators they support:

POLICY -- A significant development was a four-day working-level conference held in Brussels the week of 2 October to address the requirement for an update to the 2001 MC457, NATO Military Policy on Public Information. A draft will be provided for review by Senior NATO Public Information staff early in the New Year, prior to being submitted for the consideration of Nations thru the Military Committee.

Among numerous issues discussed was the need for a broader, more proactive definition of public information/public affairs in recognition of the new media environment while remaining true to the spirit of established doctrine, with traditional media identified as but one of numerous possible venues through which to inform the public on NATO activities. The conference was led by IMS PIA Colonel Brett Boudreau.

PLANNING -- Weekly conference calls, written reports, and site visits by staff members allow ACT PI and its command elements to enjoy closer communication in regard to daily activities and future engagement. Through the sharing of details on issues of much needed coordination, such as future NATO PI course schedules/timing of JWC-led exercises and Riga Summit exhibit planning, the ACT PI structure is continuing to deepen understanding across the organisation in regard to how to best support one another.

TRAINING -- Comprehensive training

of operational staffs and their PIOs is critical to the successful accomplishment of NATO’s mission, a task undertaken with diligence by the JWC and JFTC team. With the requirement identified across the board for a professional cadre of PI experts with the appropriate skills and training, the headquarters PI team is aggressively pursuing the opportunity for an intermediate operational PI course, a more strategic-level senior course, and has been invited to observe the January 2007 Combined Public Affairs Course in London, hosted by Canada, the US and the UK. A review of the Joint Functional Area Training Guide for Public Information is currently underway and will be closely coordinated with command element PIs to create an up-to-date product which addresses PI training at both the individual and collective levels.

DEPLOYABLE PI TEAM CONCEPT – The concept, currently in staffing at the strategic command chief of staff level, is one which is embraced by the NATO PI community at large and identified as an essential component to future mission success. Coordination with the US Joint Public Affairs Support Element (JPASE) in Suffolk, Va., a similar organization with two years of experience under its belt, is also identified as a means through which to “accelerate the learning curve” to get this capability into the field as soon as possible.

WEB-BASED ELECTRONIC ENGAGEMENT – In today’s media environment, “electronic engagement” takes on a new



meaning. Keeping pace no longer means simply posting a feature story on the command web page; incorporating the use of new tools to reach the customer such as podcasting, Real Simple Syndicate feeds, and blogging are just a few of the ways through which information is quickly transmitted and effectively received. For the “internal” customer, the creation of web-portals on the unclassified network which enable information to be shared in a secure environment is a significant step toward more effective communication and helps to pave the way for the development of corporate identity.

The new headquarters web site, to be launched prior to the end of the year, will provide the platform through which to accomplish these and future initiatives as identified by the NATO PI community.

FORWARD SUPPORT TO SACT – The headquarters PI staff is actively engaged on a regular basis with providing forward support to the Commander with the intent to “tell the ACT story” to the widest possible audience. Through careful

...more proactive definition of public information/public affairs in recognition of the new media environment while remaining true to the spirit of established doctrine...

advance planning with the public information offices of local Ministries of Defence and the identification of appropriate “targets of opportunity” on the road, significant effort is made to engage both military and non-military media outlets in this regard and to publicise the results of these engagements to the widest possible audience. In doing so, ACT becomes more understandable to its national customers and to its NATO partners.

Significant avenues for information sharing, collaboration and synergy exist across the ACT Public Information structure – and the team as a whole is taking full advantage. From professional and robust support to today’s operator, to looking toward the future through the eyes of our larger PI community and our customers, ACT PI is paving the way for future mission success.

▲ *Media attending the opening of the Riga Summit’s Transformation Exhibition (Transformation In and Through Action), 28 November 2006. Photo by NATO.*



ISAF PIO team benefits from Joint Warfare Centre training

By SSG Brian Lamar, US A
PIO HQ ISAF

During the last eight months in Afghanistan, the techniques, drills and methods that the ISAF PIO team have used paid dividends in the media and the public eye. Many of these drills were learned during the Mission Rehearsal Exercise at the Joint Warfare Centre in Stavanger, Norway.

In Norway, the training officers and simulated press (SIMPRESS) pushed media queries to the Public Information Office (PIO) and pushed our professionalism to the limit as scenarios were thrown at the PIO office in rapid succession.

This came handy in Afghanistan as

the office handled ROE escalations, Improvised Explosive Device (IED) attacks, small arms fire engagements and floods all in the same day.

The development of HQ ARRC working practices combined with the previous ISAF methods in place has also played a large part of the PIO's success on the ground in Afghanistan. When HQ ARRC arrived, a lot of work needed to be done creating local and international media databases. These were used as a vital reference tool to keep in contact and track the media that we deal with on a weekly or daily basis. The PIO media re-

lations officer, Maj Luke Knittig, took a proactive approach to the PIO mission by scheduling countless backgrounders and educating the world's media of the future operations or developments that would have an impact on Afghanistan.

HQ PIO streamlined and is still attempting to improve the flow of information from the Regional Commands and the PRTs in order to get fast and accurate details of an event to the media. A large success in this area was breaking through to

▲ *General Richards, Commander ISAF, gives an interview to British Forces Broadcasting Service. Photo by Sgt Frank Proctor.*

local Afghan media to encourage better, objective reporting in the Afghan Islamic Press and the Cheragh.

The HQ ARRC PIO shop hit the ground running in Afghanistan with the training fresh in their minds.

“While the mission rehearsal did not put us in the country, it certainly put Afghanistan into our military minds, which is an invaluable part of building a successful team for a deployment,” said Maj. Luke Knittig, the ISAF spokesman.

Developing “Media Response Lines” was a large focus for the training in Stavanger, which turned out to have an impact once difficult situations arose in Afghanistan that required much more technical response. The issue of detainee handling procedures is one example of delicate political messaging by our office.

Fielding media queries and drafting press releases were developed at the JWC along with PIO doctrine and SOPs that have carried us well into an ISAF mission that has seen some tough media events to handle such as the expansion of the ISAF mission into the South.

Also, the expansion into the East drew significant media coverage due to ISAF taking on a role that unified the country under one command.

The insurgents have stepped up a battle against ISAF forces and have proven capable with IEDs, as we have seen a 500% increase of IED activity in the country this year. This gives the media (especially NATO unfriendly) ammunition against



▲ Above: Radio Television Afghanistan interview a British soldier on a patrol in Kabul, May 2006. Photo by Sgt Frank Proctor.

ISAF, but with our working practices in place, we overcome these situations.

The largest challenge that the ISAF PIO faces is the ability to communicate to the nether regions of the country. The Provincial Reconstruction Teams are faced with challenges such as lack of internal PIO assets or the ability to conduct media operations in the field.

This was a challenge even our training couldn't foresee. To combat these issues, the press conferences have become one of the main venues for HQ PIO to release

ISAF news to the world. Each week over 30 Afghan and International journalists turn up at the gate to report what ISAF is up to. The training at the JWC bolstered the confidence in the PIO's ability to conduct a professional press conference.

The training received in Stavanger was challenging and stressful, but has helped catapult HQ ARRC PIO staff into a global media campaign that is constantly beating the Taliban in the information war.

▼ Below: Press conference after Transfer of Authority Stage III, when NATO took command of the South of Afghanistan, 31 July 2006. Photo by WO2 Fiona Stapley.





RIGA SUMMIT, 28-29 November 2006

MEEETING in Riga at the highest political level, NATO Heads of State and Government strengthened their commitment to NATO's Afghanistan mission, but also called for broader international engagement. Leaders of the 26 countries agreed to remove some caveats – national restrictions on how, when and where forces can be used – to further strengthen the effectiveness of the NATO-led forces in the country. A number of countries also pledged additional assets, including fighters, helicopters, infantry companies as well as training teams for mentoring the Afghan National Army. Recognizing the importance of reconstruction and

development to Afghanistan's long-term stability, Heads of State and Government called for broader international assistance for Afghanistan.

NATO Heads of State and Government endorsed the Comprehensive Political Guidance, a major policy document that sets out the priorities for all Alliance capability issues, planning disciplines and intelligence for the next 10 to 15 years.

The Guidance recognizes that for the foreseeable future, the principal threats to the Alliance are terrorism and proliferation, as well as failing states, regional crises, misuse of new technologies and disruption of the flow of vital resources. Among the different requirements outlined, the document defines NATO's top priorities, starting with joint expeditionary forces and the capability to deploy and sustain them.

The Guidance supports the Alliance's 1999 Strategic Concept; it does not replace it.

On 28 November, a contract was signed that put NATO on track for having, by 2010, a system to protect troops on missions against ballistic

missiles. Once fully implemented, the system will be able to protect troops in specific area against short and medium range ballistic missiles by intercepting them. The contract is worth approximately 75 million Euro for work that will be conducted over a period of six years.

On 29 November, at beginning of the formal session of their Summit meeting, NATO Heads of State and Government paid tribute to veterans of NATO operations. The leaders rose in honour of veterans of all operational theatres, and observed a minute of silence for those wounded and those that paid the ultimate sacrifice.

At the Riga Summit, NATO Heads of State and Government declared that the Alliance intends to extend further invitations to countries that meet NATO standards to join NATO at the next Summit, in 2008. They welcomed the efforts of the three countries currently in NATO's Membership Action Plan – Albania, Croatia, and the former Yugoslav Republic of Macedonia⁽¹⁾ – to prepare themselves for the responsibilities and obligations of membership. ■■■■

⁽¹⁾ Turkey recognises the Republic of Macedonia with its constitutional name.



Evolution and Application of **WARGAMING**

YOU SANK MY BATTLESHIP!

By Lt Cdr Katherine M. Vigneau, CA A,
Section Chief, Joint Enablers,
Subject Matter Experts Branch, Joint Training Development Division, JWC

INTRODUCTION

During Phase II to Exercise Steadfast Jaw 2006, the Training Audience (TA), Joint Forces Command Brunssum (JFCBS), scheduled four hours of initial wargaming as part of their Operational Planning Process (OPP). To enhance their existing level of experience, they requested assistance and guidance from the Joint Warfare Centre (JWC) Training Team (TT). This served to highlight the importance of the structured wargame in the OPP and the requirement for JWC to review existing practices with a view to improving training in this area. To this end, this article will highlight the impact of wargaming in several key historical events, and reaffirm its place in current day operational planning. Wargaming basics will be presented as well as, recommendations to further the development of wargaming doctrine and training.

HISTORICAL WARGAMING FLOPS

History provides some not-so-perfect examples of how to wargame, and how to benefit from the results. Consider the following:

- Initial American Naval wargames even prior to WWI assumed that, if necessary, the American fleet could simply dash across the Pacific and relieve the Philippines.
- The German wargame, Op Otto, studied the impact of a German invasion of the Soviet Union in 1941. After three turns, the wargame showed that 240 Soviet Divisions were destroyed and that the Soviets could not recover.
- The Japanese wargame for the Battle of Midway showed that the Japanese would win the battle and capture Midway.

These colossal failures demonstrate some of the potential flaws of wargaming and serve to highlight key traps to avoid.

REASONS FOR FAILURE

With closer reflection, key errors can be identified in each of the above examples, which reinforce the need for proper wargaming. In the case of the early American naval wargames, improvements to wargaming techniques led to the inclusion of logistics factors. Later naval wargames included the need to create forward logistics bases and revised the timelines for the relief of the Philippines from days to years.

The poor outcome of the German wargame, Op Otto, can be attributed to shortcomings in the intelligence picture, and to quitting too soon. The Germans played out only three sessions, planning the operation until early November. By then they assumed the defeat of 240 Divisions, believing this would leave the Soviets unable to recover. In reality, even though the Germans had defeated 248 Divisions by the required date, 220 Soviet Divisions still remained.

This intelligence failure was compounded by the arrival of winter - an element not accounted for in the prematurely halted wargame.

The Japanese defeat at Midway serves as a classic example of unwarranted Commander interference in a wargame. Japanese wargaming efforts demonstrated that American airpower would sink two carriers.

Rear Admiral Matome, dissatisfied with this result, simply reinstated the carriers and went on to secure a Japanese victory - in the wargame. In the actual battle, the same two carriers were lost along with two others and the Americans achieved victory. Clearly, it is not enough to simply conduct a wargame. It has to be done in a structured, objective fashion, and the results must be captured and used in future planning efforts.¹



WHAT IS WARGAMING – DEFINITIONS

Moving to the present day, the controversy surrounding wargaming commences with the very definition of what it is. One of the main problems with the current term is its widespread use in the civilian 'gaming' sector.

Another is the very use of the term 'game' which seems inappropriate to some in the serious application of the military profession.

A final issue is the plethora of terms being used to express processes with similar intents such as simulation, exercising, modeling, etc. In a general context, a wargame can be considered any

*...employment of military resources in order to train for actual military operations, either exploring the effects of warfare or testing strategies without actual combat.*²

For the purpose of this article, wargaming should be considered a process that allows planners to play out potential friendly Courses of Actions (COAs) against opponent COAs. This enables planners to determine friendly COA strengths and weaknesses in order to refine friendly COAs, select and recommend a COA to the Commander, and further refine the selected COA as required.

To create a common foundation amongst nations and organizations, it is important to return to the very basics of wargaming, when it should be used, the process itself, and what to do with the results.

WHEN TO WARGAME

Wargames can take place at various times in the OPP, with the desired results dictating when it should be conducted. The two key opportunities for wargaming are between COA development and the Decision Brief, and between COA selection and plan production. This is illus-

trated in Diagram 1.

Initial wargaming should take place prior to the Decision Brief to identify weaknesses of each friendly COA and address these weaknesses so each friendly COA is as good as it can be prior to COA selection. Friendly COAs should be wargamed against both the most likely and the most dangerous enemy COAs.

Conversely, the detailed wargame is conducted after COA selection in order to further refine the selected COA, develop the products that will be discussed below, and to write branch plans.

THE MANUAL WARGAME

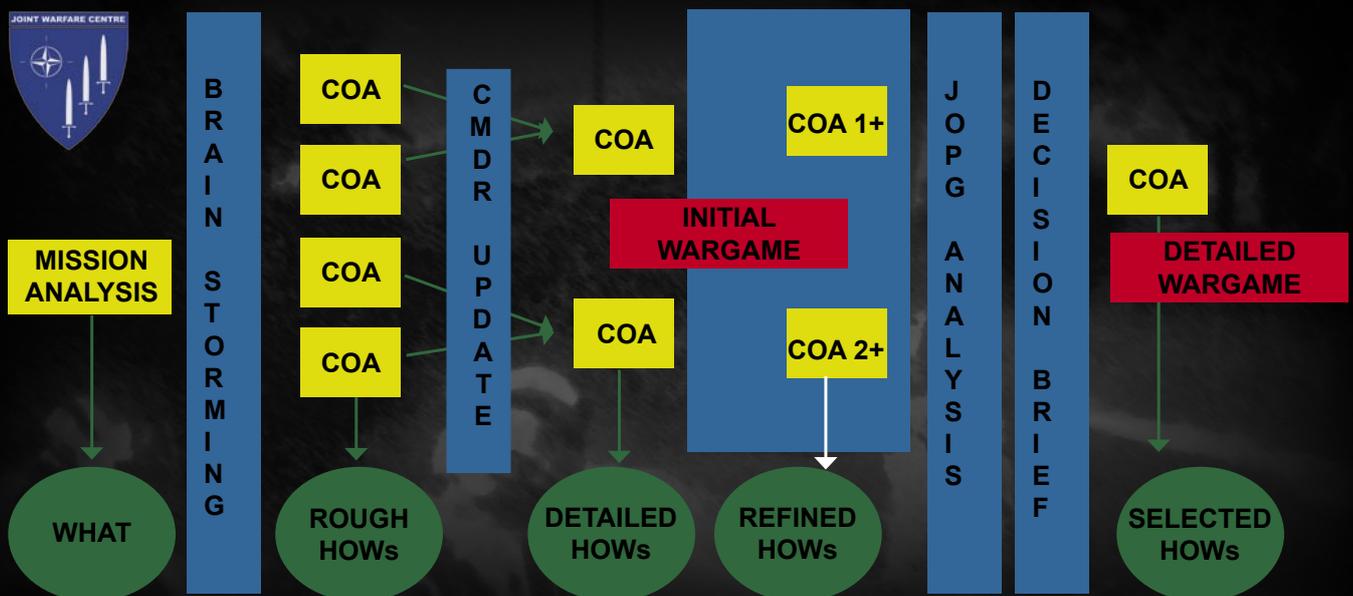
Wargaming can be done in many different ways with various levels of computer support and simulation. The process described is a common and effective one for a manual wargame. Prior to any wargame, key roles must be assigned. These roles include Wargame Coordinator (who acts as the Master of Ceremonies for the wargame), Referee (who is the final arbitrator in case of any dispute between sides), a scribe to record the process, and COA leads to describe the actions of each side. Functional experts should also be in attendance to provide advice in areas such as Civil Military Cooperation (CIMIC), Logistics, Communications (CIS), etc.

A recommended room layout showing the location of these key players is shown on the next page.

The conduct of a wargame should be strictly choreographed in order to gain the maximum benefit from the exercise. A wargame is played out in turns with each turn consisting of an action-reaction-counteraction.

The following steps summarize the conduct of a manual wargame:

Wargaming in the OPP



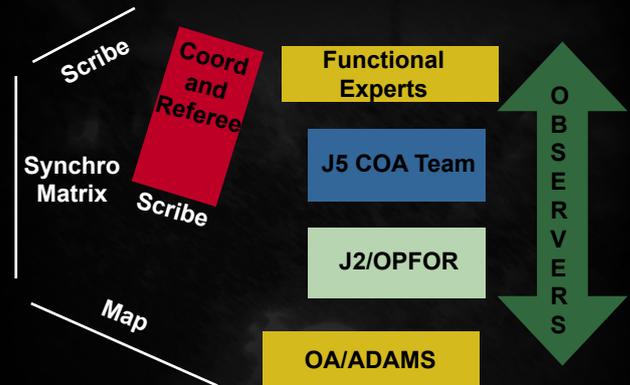
- Each side describes the initial positioning of forces and summarizes preparations/actions that would have occurred up to the first turn.
 - The side with the initiative (as determined by the referee) goes first and describes actions in detail for the period in question. This description should be divided by players (i.e. Component Commands, CIS, Sustainment, CIMIC, etc).
 - The Co-ordinator seeks clarification and additional detail as required.
 - The other side then responds by describing:
 - *Means to detect described actions
 - * If no means to detect, then describe planned COA actions
 - * If means to detect, then describe reaction and planned actions
 - The Co-ordinator seeks clarification and additional detail as required.
 - The originating side describes their counter action.
 - The Co-ordinator seeks clarification and additional detail as required, then summarizes the cycle. The cycle summary should include the scoring, evaluating and capturing of information from that cycle.

RESULTS

Wargames should result in the creation and refinement of a variety of products of use to operational planners. These products include the Joint Synchronization Matrix, Commander's Decision Points and CCIRs, High Pay Off and High Value Target Lists, Operational timelines, culmination points, pauses, Decision Points, ROE issues, definitive tasks for component commands and a clearer appreciation of force requirements and logistic requirements. In order to have the best information to use in these products, it is important that wargame results be carefully recorded in as much detail as possible.

These results can be used in different ways. After the initial wargame, results should first be used to improve each COA as much as possible. Following this, results may be used to score, compare and/or contrast COAs for final selection. Finally, wargame results will be used to guide the completion of the Operation Plan and annexes.

Recommended Room Layout



FUTURE

Many issues surrounding wargaming require further intellectual investment. Not insignificant amongst these is the need to develop new constructs, measures and definitions to facilitate wargaming for the realm of non-kinetic, effects-based operations, as well as peacekeeping. The latter will be the subject of a future article entitled "Peacegaming". The JWC is actively involved in fostering innovation and development in wargaming doctrine and technological support, as well as, in training JWC personnel and educating our TA. 🧱

¹ Robert P. Haffa and James H. Patton, Jr, "Wargaming: Winning and Losing," Parameters, Spring 2001, pp29-43. This article provides interesting historical context on these and other examples.

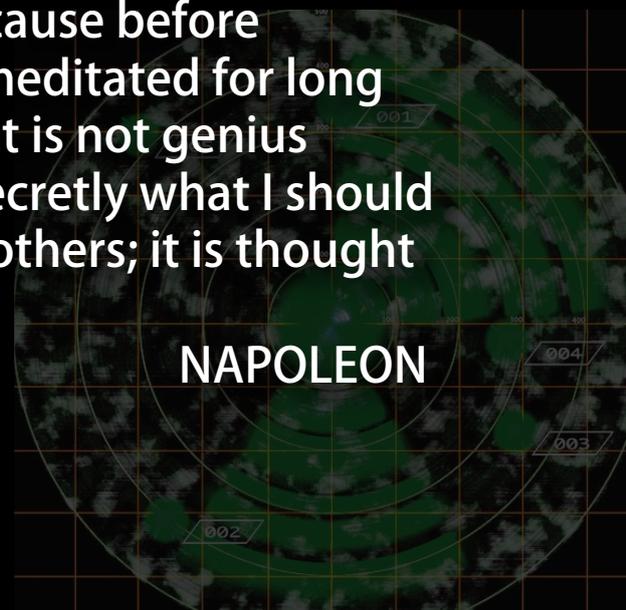
² Wikipedia at en.wikipedia.org/wiki/Military_exercise

REFERENCES:

Birnstiel, Marc et al., Wargaming: Guide to Preparation and Execution, Bundeswehr Command and Staff Course.
 Caffrey, Michael, "Toward a History Based Doctrine for Wargaming"
 Haffa, Robert P. and James H. Patton, Jr, "Wargaming: Winning and Losing," Parameters, Spring 2001, pp 29-43.
 Wikipedia at http://en.wikipedia.org/wiki/Military_exercise

"If I always appear prepared, it is because before entering on an undertaking, I have meditated for long and have foreseen what may occur. It is not genius which reveals to me suddenly and secretly what I should do in circumstances unexpected by others; it is thought and meditation."

NAPOLEON





Introducing Operational Preparation Directorate

By Brigadier General Roy Hunstok, NO A
Director, Operational Preparation Directorate

THE NATO Response Force (NRF) Operational Preparation Directorate (OPD) declared Initial Operational Capability 1 July, 2006. The OPD is tasked to provide training coordination and certification/evaluation support to a Joint Force Commander in accordance with SACEUR's strategic guidance. The OPD will accomplish this task by delivering a standardized certification and evaluation package to a JF Commander. This effort will guide NATO in the coherent preparation and development of the NRF concept.

The process of training will be uniform throughout, in alignment with NATO standards and tailored to meet the JF Commanders' specific intent. The OPD will forge a linkage between Allied Command Operations, Allied Command Transformation and their subordinate commands, in

order to guide a multinational expeditionary force through its vigorous NRF training and exercise cycle. The goal is to combine the force into a joint interoperable fighting team. One immediate challenge is to deliver recognized standards, which a JF Commander can apply as forces train and exercise in the Tactical, Component and finally Joint Levels.

In the short months since Initial Operational Capability, the OPD has actively integrated with key NRF enablers. Collocated with JC Lisbon, the OPD has been involved with JFC Brunssum and NRF 8 via exercise Brilliant Ledger II. It has begun to shape the core business of JFC Naples as it pre-

pares for NRF 9 and 10 via its STEADFAST series of exercises. Additionally, in separate meetings between Director OPD and the Directors of the Joint Warfare Center and the Joint Forces Training Center, a foundation has been set, which will be essential for the OPD to become the focal point for the NRF within the Alliance.

One of the critical enablers of the NRF is Allied Command Transformation (ACT). The effort of ACT cannot be overstated in a successful NRF training cycle. The core competency Joint Warfare Center delivers is absolutely essential in preparing a NRF for its standby period. The Joint Forces Training Center is now moving



Exercise Brilliant Ledger II was executed at the 1st (TU) Army Training Areas in Istanbul, Turkey, between 18-30 September 2006 as a live/command field exercise to certify the combat readiness of the NRF 8 Land Component.

to exploit a critical need in joint training, that being at the tactical level. The OPD, via its subject matter experts, will interact with the appropriate offices of these two vital organizations to integrate their strengths in to the OPD's mission. The OPD strives to eliminate the duplication of effort between the respective Operational Headquarters, while acknowledging that training resources are limited and that a coordinated approach is necessary.

The creation of the OPD is another tool in the process of NATO transformation. The future of NATO is closely linked to the NRF. At the center of most discussions and articles on NATO transformation is the NRF. Its creation will help Nations see the continued value of investing in the NRF, particularly as the concept moves beyond Full Operational Capability. By highlighting the basic mission of the OPD, it is hoped to show a value added process to the NRF. This process combined with the OPD's mission, simply put, is to distill the current preparation cycle into a standardized and consistent form. By these actions, Nations will recognize savings in training cost and realize the benefits of a better trained, standardized, interoperable force. The OPD will further act as the "main translator" between the two Strategic Commands on the NRF. This will allow the JF Commander to realize a coherent and fully mission capable NRF.

Strengthening the collective force training links and coordination of NRF related issues at the Bi-SC level will help nations have a common vision of the NRF certification process. Certification will always be

the Commander's prerogative. Support of this certification is an essential focus for the OPD.

The process of certification is not simply the results of an exercise. And although the OPD within its Terms of Reference is tasked to be involved with NATO exercises (mostly in the area of evaluation), the scope of responsibilities for the OPD, in fact the vision for the OPD is much more detailed. The OPD aims to be the focal point for all NRF related issues within NATO. From Concept and Specification Development to the Analysis and Reporting Stage, from a Commander's initial guidance to completion of the Final Exercise Report, the OPD will have an influence. This influence extends not only to crafting new NRF papers, but also the constant examination of NRF foundation documents. This is to provide Nations with reinforcement of their investment decisions.

It is important to note that while exercise is the current stage upon which most NATO forces show their mettle, NATO has never been more operationally engaged than today. It is vital for the OPD to help NATO expand its exercise constructs to incorporate real world lessons. It is important for the OPD to help NATO link its operational goals to the NRF preparatory exercises so that the effort of training can be shown as value added to operations.

The NRF is combat ready upon entering its standby period. Therefore, helping establish a link between the operational employment of forces and the NATO exercise process is another clear focus area for the OPD. The OPD strives to deliver



*Brigadier General Roy Hunstok
Director, Operational Preparation Directorate*

a Fully Mission Capable force exactly at the time the JF Commander declares certification. However, in the current world, Nations must balance force contributions against a multitude of demands, NATO and the NRF being just such demands. As a correlation, the NRF is a top performer of the "Premier League," truly the first responder of choice; however, to continue its top performance, the NRF needs deeper support. Support whereby nations fully commit to the NRF Combined Joint Statement of Requirements (CJSOR) and prioritize the NRF above other worldwide commitments. Even within NATO, Nations rightfully prioritize their contributions. The NRF is not simply a means for Nations to exercise their forces. As envisioned the NRF is to provide NATO a technologically advanced, interoperable, robust, evolving high readiness force. This force is to be "first in, first out," and this fact alone should elevate the NRF to the highest priority outside of combat operations.

The Operational Preparation Directorate is one of the newest and most exciting groups within NATO. Its creation was hotly contested, yet the value this austere organization delivers to the NRF cannot be denied. The OPD is the final link in the NRF development process. The NRF training, evaluation and certification process can now proceed at the fastest pace standardization will allow. If the strategic potential of the NRF is to be fully realized, it is up to Nations to source and employ the force as described at the Prague Summit. ■■■■





JWC's Perspective on CAX Support Tools & Requirements Part II^(*)

By Dr Erdal Cayirci, Chief CAX Support Branch
SMC4 Division, JWC

() Part I appeared in The Three Swords June issue.*

A Computer Assisted Exercise (CAX) is a Command Post Exercise (CPX) where electronic means are used to immerse the Training Audience (TA) in a realistic situation and environment, and to help the Exercise Planning Group and the Exercise Control Staff (EXCON) to control the exercise process so that it achieves the objectives.

Therefore, CAX support is more than setting and running a military constructive simulation system. CAX tools should be involved in all stages of an Exercise Process to automate the process, reduce the duplication of work, enhance the exercise environment, and ensure that the Exercise Process flows towards the objectives. The CAX tools in this perspective can be categorized into four classes:

- Exercise planning and management tools
- Constructive simulation systems and ancillary tools
- Interfaces between C2 tools and simulation software
- Experimentation and analysis tools

This paper has two parts. The first part explained exercise planning and management tools and was published in the June issue of "The Three Swords". In this part we will cover the other categories of CAX support tools.

Constructive simulation systems and ancillary tools

Military simulation systems are categorized into three broad classes shown in Table I.

- **Live simulation** refers to a simulation that involves real people operating real systems, e.g. live exercises.

- **Virtual simulation** refers to a simulation that involves real peo-

Category	People	Systems
Live	Real	Real
Virtual	Real	Simulated
Constructive	Simulated	Simulated

Table I. Military Simulations

ple operating simulated systems, e.g. a flight or a tank simulator.

- **Constructive simulation** refers to a simulation that involves simulated people operating in simulated systems, e.g. combat models.

Although the interaction of these categories of simulation systems is possible by using state-of-the-art technology, and all of them, i.e., live, virtual and constructive simulations, may be used during the execution of a CAX, a military constructive simulation system constitutes the core of the CAX support. The definition of constructive simulation states that the people operating the simulated systems are also simulated. However, real people enter the commands during these simulations. Constructive simulations are designed to find out the possible outcomes of the courses of actions taken by the real people. They are constructed by many models (often stochastic processes) that calculate the results of interactions between the entities or units in a theatre.

Constructive simulation systems can be classified into two categories according to their resolution as summarized in Table II:

- **High resolution simulations** are entity level simulations where singular military objects, e.g. a soldier, a tank, an air-

Table II. Military Constructive Simulations

Category	Level	Objects	Echelon	Terrain
High Resolution	Entity	Singular objects e.g. tank, troop	Tactical e.g. platoon, company	High Resolution 200 km x 200 km
Highly Aggregated	Aggregate	Units, e.g. battalion, company	Operational, e.g. corps	Low Resolution 4000 km x 4000 km

craft, are the primary objects represented. They are designed for the lower military echelons such as platoon, company and battalion. The resolution of terrain data is higher, sometimes up to the plans of individual buildings. However, the simulated terrain is often limited to 200 km × 200 km.

- **Highly aggregated simulations** are aggregate level simulations where collections of military assets, i.e., units, are the primary objects represented. They are designed for the higher military echelons such as corps level. They use lower resolution terrain data but they can simulate in areas as large as continents.

The gap between high resolution and highly aggregated simulation systems is tending to close. State-of-the-art entity level simulations can be used up to operational levels, i.e., corps, and simulate in regions as large as 2500 km × 2500 km. On the other hand, aggregate level simulations tend to be capable of simulating entities such as a single troop or tank. However, the nature of CPXs in operational and tactical levels enforces to assess the situation in aggregate and entity levels respectively, and the CPXs are manned according to this though it may sometimes be required to interact with the simulation in multiple levels. Therefore, the current trend is toward having either a single system that can aggregate and deaggregate the units and entities or a multi-resolution federation of entity and aggregate level simulations.

The constructive simulation systems can also be categorized based on their functionalities as follows:

- Service models are the simulation systems developed for the needs of a single service, e.g., army, navy or air force.

- Joint models are either the simulation systems that fulfil the requirements of all services or federations made up of service models.

- Expert models are developed specifically to simulate certain functionalities in theatre such as logistics, intelligence, electronic warfare, homeland security and space operations. They can also join federations.

Various constructive simulation systems are used in NATO. Among these, Joint Theatre Level Simulation (JTLS) and Joint Conflict and Tactical Simulation (JCATS) are more important for Joint Warfare Centre and Joint Force Training Centre (JFTC). JTLS is a highly aggregated joint constructive simulation system used in CAXs supported by Joint Warfare Centre. JCATS is a high resolution joint constructive simulation system that will be used in the exercises supported by JWC and JFTC.

Joint Multi-Resolution Model (JMIRM) federation depicted in Figure I (see page 24) is being developed in the US to integrate existing operational and tactical level simulations into a training federation. It is still being tested in exercises in the US, and a part of this federation, i.e., mainly JTLS-JCATS federation, is also available for NATO usage. Therefore, we can expect multi-resolution distributed CAXs conducted by JWC and JFTC together.

A user-friendly interface is a very important component for constructive simulations. The user interface should also be easy to install and maintain, and the data traffic between the simulation system and the interfaces should not be higher than the available network capacity. Web-Hosted Interface Program (WHIP) is the user interface for Web Enabled JTLS (WEJ). It is easier to install and maintain compared to the GENIS-GIAC

TOOL	DESCRIPTION
Joint Exercise Scenario Tool (JESC)	Scenario preparation by also using on the shelf scenario products
Joint Exercise Management Module (JEMM)	MEL/MIL scripting and management
ORBAT Editor	Unit, target and terrain data collection for JTLS
Map Unit Builder (MUB)	Unit, target and terrain data collection for JTLS
Database Development System (DDS)	JTLS database management software
Terrain Modification Utility	JTLS terrain data management software
Joint Theater Level Simulation (JTLS)	A joint constructive simulation system for operational and higher levels
Joint Conflict and Tactical Simulation (JCATS)	A joint constructive simulation system for operational and lower levels
Joint Multi Resolution Model (JMIRM)	An HLA federation where JTLS and JCATS are among the federates
Web Hosted Interface Program (WHIP)	WEB Enabled JTLS Interface
CAX DiStaff Environment (CADIE)	A software that provides operational picture from JTLS for the EXCON personnel
Joint Order Translation Module (JOTM)	A user friendly interface to enter orders into JTLS
Data Initialization Tools for OPP Systems	Data initialization scripts and interfaces for tools such as ADAMS and TOPFAS
JTLS ICC Media-tion-ware (JIM)	Interface between JTLS and ICC
Formal Report Generator	The module which translates the updates coming from JTLS into text files that complies with the formal NATO message formats

Table III. Mediation Tools

architecture used in previous versions of JTLS.

Ancillary systems reduce the overall cost of using constructive simulation systems during CAXs. These mainly include the tools that support the database preparation and review process for the simulation, and increase the efficiency of the procedures for the interaction between the EXCON and the simulation. Please note that the interaction between the TA and the simulation is different from the interaction between the EXCON and the simulation. That will be elaborated in the following subsection.

NATO has many ancillary systems that support JTLS. ORBAT



Editor is one of them, and it provides a set of features that support the database preparation and review process for JTLS. These features include tools to review and update:

- unit data such as the name of the unit, the combat systems owned by the unit, associated targets, the other units that have the same characteristics
- command structure
- support structure

Map Unit Builder (MUB) supports CAX planners in the geographic setting of a CAX. This includes modification of the terrain features and locating units in their start of exercise (STARTEX) positions. Please note that JTLS represents the terrain data by hexagons. MUB can modify the terrain characteristics (e.g., wood, desert, ocean, etc.) and the altitude or the depth of the hexagons as well as the obstacles along the edges of the hexagons.

In addition to the unit and terrain data, a simulation database has even more details related to lethality, communications, logistics and many other issues. Most of these data are transparent to TA and even EXCON personnel. Currently Database Development System (DDS) as well as Standard Query Language (SQL) interfaces are used to enter and maintain these important data for JTLS. DDS and Terrain Modification Utility (TMU) are the CAX database tools available in standard JTLS releases. DDS is used to create and modify all kinds of parametric, target and unit data. TMU is for terrain data maintenance.

CAX Di-Staff Environment (CADIE) and Joint Order Translation Module (JOTM) are developed to provide an easy to use and powerful environment for planners and CAX support personnel to control a CAX. CADIE is mainly for EXCON to better monitor the situation in the simulation and to have the most up to date and clear perception about the latest operational picture. JOTM helps EXCON to develop plans and execute them in an efficient manner in the simulation.

Another important requirement is for semi-automated and automated forces software that can control the situational and enemy forces during CAXs. These tools can reduce the cost and required manpower considerably. Moreover, they can increase the viability of using constructive simulation systems for offline experiments, i.e., experiments that are not carried out during a CAX.

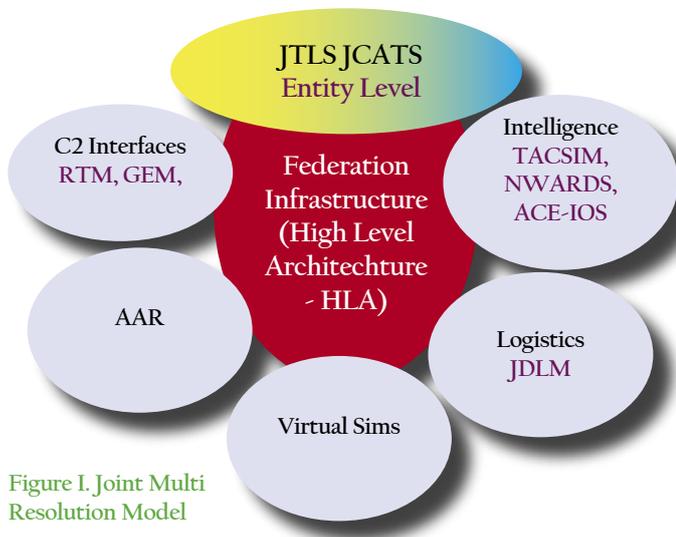


Figure I. Joint Multi Resolution Model

There is no such tool available for JTLS or JCATS in NATO for the time being.

Mediation tools between the simulation and C4I/OPP systems

SYNEX tools must replicate C4I environments during CAXs. In other words, simulation systems and all the other related software must be transparent to the TA. They should carry out the exercise as if they are in an operation and commanding their subordinates by using C4I systems normally available to them. They should also be able to receive the orders and to send the reports through these systems. This transparency can be achieved by the mediation tools between the simulation and C4I systems.

NATO has the mediation tools listed in Table III. JTLS ICC Mediation-ware (JIM) is one of these tools. It provides the interface between JTLS and Interim Command and Control (ICC) system, which is an integrated C3I environment that provides information and decision support to NATO Combined Air Operations Centres (CAOC). JIM contains the following four modules:

- ICC initialize module initializes ICC with the data in the JTLS database
- Air Tasking Order (ATO) compiler translates an ATO from the ICC format to JTLS orders
- ICC update module updates ICC data based on the outputs of JTLS
- ICC track formatter transforms JTLS track data into ICC format to show recognized air picture on ICC

Another important mediation tool developed for JTLS is a formal report generator that transfers the updates coming from JTLS into text files that comply with formal NATO message formats. Then these text files can be e-mailed or passed to a military message distribution system where NATO C2 systems such as JOIIS, MCCIS and NORCCIS can read them and update their databases accordingly.

NATO has several OPP tools, and they also need mediation-ware for the simulation system used in CAXs. Important NATO OPP tools include, but are not limited to, the ones depicted in Table IV. TAs are encouraged to use them during CAXs. However, this requires the initialization of them with the data from the simulation, and the ability to transform the plans developed by using these tools to the orders for the simulation should also be available. There are some preliminary designs and software that can partly achieve this.

For the time being, all of the NATO ancillary systems for constructive simulations and C4I systems mediation-ware are developed for JTLS but not for JCATS. Their adaptation and modification for JCATS will be required when JMIRM and JCATS are available for JWC and JFTC. The projects for this capability have already been planned.

Experimentation and Analysis Tools

A very important class of tools that complete CAX support are used for processing the huge amount of data collected by

the simulation system during CAXs. Without these tools it is almost impossible to evaluate the simulation results. These tools can analyze the performance data related to certain performance metrics according to a set of factoring parameters. They can even help to determine the performance metrics and factors based on the observable or controllable parameters in the simulation. Then they can present the results both in various tabular and graphical formats.

The current version of JTLS does not have such a post processor. JCATS has a post processor that needs further development for the NATO requirements. Apart from this, there are only preliminary versions of some modules that can be used for this purpose. We can conclude that this is an empty field for the NATO CAX support domain, especially at the JWC level.

Conclusion

CAX support tools can be categorized into four classes: exercise planning and management tools; constructive simulation systems and ancillary tools; interfaces between C2 systems and simulations; experimentation and analysis tools. NATO has various systems that fall in these categories. However, there are still fields not filled with appropriate tools, and a requirement for a more structured and integrated system that supports a CAX process from the very beginning until the after action review.

Tool	Description
Tools for operational planning, force activation and simulation (TOPFAS)	It supports operational planning and force activation, and interfaces with ACROSS and ADAMS
Allied deployment and movement system (ADAMS)	It supports the evaluation and planning of movement and transportation operations
ACE resource optimization software system (ACROSS)	It calculates the munition requirements for the assigned forces
Land-air-maritime battle determination algorithms (LAMBDA)	It is a spreadsheet application used for course of action evaluation and comparison
Global aggregated model for military assessment (GAMMA)	It is a highly aggregated constructive simulation system designed to evaluate courses of actions
Theatre level assessment model for aerospace related issues (TAMARI)	It is a theatre level air/land simulation system developed to analyze force compositions and identify requirements

Table IV. NATO OPP Tools

The First NATO Joint CAX Forum

Page 37



New communications capability for NATO: Friendly Force Tracker-Afghanistan

By Inci Kucukaksoy, JWC PIO

One example of NATO's commitment to its troops who are currently in Afghanistan is a new tactical command and control system called Friendly Force Tracker-Afghanistan. This is a new capability for NATO, based on operational requirements and is in-theater since November. During ISAF X MRE, the system's capabilities were introduced to the Training Audience by Doug Hankins from Operational Experimentation Branch of ACT HQ, Dwight Hunsicker, Vice President of Globecomm Systems and Bruce Cowser, Director Secure Government Systems, Comtech Mobile Datacom. "The capabilities of Friendly Force Tracker System are transformational. The system enables a commander to get a real-time picture of the battlefield and alter the way he makes a decision in military operations," Bruce Cowser said. This satellite-based, vehicle-mounted tracking and messaging system helps to eliminate friendly fire incidents and improve decision effectiveness during military operations. The NATO Force Tracker System displays a unit's location on a map, in addition to information such as speed and direction, on a laptop within each equipped vehicle.

"It is a means of providing situational awareness to Blue Forces (Friendly Forces). It doesn't necessarily tell you where the enemy is, it tells you where your people are," Dwight Hunsicker added. ACT primarily promotes the benefits of interoperability between this system and United States and other national force tracking systems like the British, Germans, Italians and Dutch have. The ultimate goal is to define standards for a tracking system that will allow military units in all 26 NATO nations to operate together. "We are glad to be part of the training exercise at Joint Warfare Centre and being able to inform the staff that will be going in country shortly of the capabilities of this system and help them get up to speed with it," added Mr Hunsicker.

➤ Right, from left: Dwight Hunsicker and Bruce Cowser; below, Doug Hankins.



Mindful Learning

Mindful Learning

Mindful Learning

By Paul Sewell, Training Audience Evaluator
Lessons Learned Branch, Capability Development Division, JWC

Through the Joint Warfare Centre, Allied Command Transformation (ACT) provides training to our NATO forces to give them the knowledge, skills and capabilities to best prepare them for the challenges ahead. However, while every effort is made to develop these, mistakes will always invariably be made; human nature dictates this. With this in mind, this article highlights that **how** we learn is just as important as **what** we learn. A new body of work, mindful learning, looks at this question, particularly how to eliminate some of the common learning traps, which can lead to mistakes.

MINDLESSNESS

A conclusion is a place you go when you are tired of thinking – Edward De Bono

Everyone has experienced mindlessness. We go on 'automatic pilot' on a long driving trip, "switch off" during a briefing or catch ourselves daydreaming through the day. However, mindlessness is much deeper & more commonplace than we would wish to believe and serves as the basis for most of our faulty thinking.

PERSPECTIVE

The map is not the territory – Alfred Korzybski

The quote above highlights a major mindless trap: a lack of perspective. By limiting ourselves to only one perspective we close ourselves off to all of the other perspectives available, some of which may give us the valuable information we need. It is much like having a Swiss Army knife but only being aware of one of the blades.

This point is vital regarding the challenges facing NATO today. Consider the many perspectives (or "maps") of Afghanistan: from the nations, the Afghans, the media as well as NATO (not to mention the different perspectives within it). Failing to seek other perspectives is not only intrinsically arrogant but also restricts how we are able to use the information in the future.

This is extremely important when this information is used to make life and death decisions.

CONTEXT

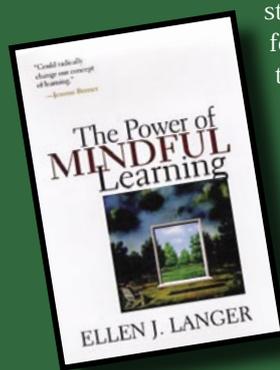
You cannot stand in the same river twice – Heraclitus

Another common trap is our reliance on facts. Traditional education tends to use absolute statements when talking about facts, such as, "Planning means X..." and "Doctrine is used for Y...". Facts are seen as static packets of information, set in stone. The reality is that information is fluid and changing all the time.

Context plays a major role in the meaning of a piece of information. What is true in one context is not necessarily true in another. For example, the performance of a training audience in one exercise can be completely different in another exercise; however, we have a tendency to maintain the same judgements from what we have experienced before. Therefore, the validity of the information is "conditional" on its context.

To illustrate, in one study, people were divided into two groups. The first group was given a document with absolute



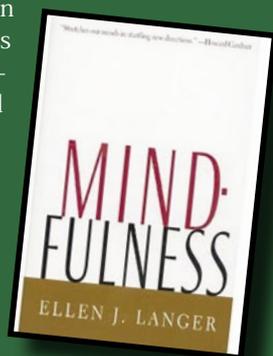


statements such as, "Planning is used for this..."; "This information means that..." etc. Whereas, the second group was given the same information but with conditional statements, such as, "Planning could be used for this..."; "This information could mean this...". When tested after the experiment, two interesting things happened. Firstly, the conditional group had significantly better memory recall of the text. Secondly, the conditional group used the information more

creatively.

What this study demonstrated was the value of uncertainty in learning. We often take in information passively because we are told what it means in absolute terms. However, when we learn conditionally, we are forced to consider context the information is in and to actively think about what it means. This then gives us the ability to attach more than one meaning (making it more memorable) and thereby making it more useful in the future.

This is incredibly important when you consider the scarcity of resources faced by NATO, such as staffing cut-backs in a HQ or a limited Combined Joint Statement of Requirements (CJSOR). By thinking conditionally, we are able to use our resources in a much more creative and effective way, expanding the "art of the possible".

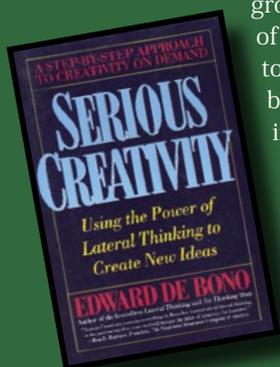


MINDFULNESS

Doubt is not a pleasant condition, but certainty is absurd - Voltaire

Mindfulness embraces this power of uncertainty. By training ourselves to look at information conditionally, we are continuously adding to our existing body of knowledge rather than just stagnantly reinforcing what we already know. To achieve this, we constantly need to look for what is new in the situation.

An example of this was a study of people who did not like football. The group was divided into two groups. The first group was simply told to watch a game of football. The second group was also told to watch the same football game but was instructed to find new things in the game that they had not seen before. After the experiment, those told to look for new things found the game significantly more enjoyable than those who just watched the game. Furthermore, those who found the greatest number of new things found it the most enjoyable.



So, what made the difference? The experimenters concluded that the act of seeking novelty in the game forced the person to be more engaged in the game rather than looking at the game through the eyes of their old beliefs.

The message from this study is that it is always possible to learn new things - even on topics we think we already know everything about. This is perhaps worthwhile considering for the phenomenon of "Death by PowerPoint". In reality, information or knowledge is neither interesting nor boring. Rather, the responsibility lies with the individual and whether they are taking an active or passive role in learning the material. Boredom is simply a sign that we are using our old mindsets and a reminder to take a more active role.

This article has just scratched the surface regarding the role of mindfulness in learning and has many applications relevant to our work at the Joint Warfare Centre. There are three concepts worth considering:

1. Openness to new information to create new categories: Train yourself to look for how things are different by asking questions like, "How is this different?", "What is novel about this situation?" to continuously create new categories and add to your existing body of knowledge.

2. Consideration of different perspectives: Re-evaluate your "map" of reality. Is it the same as your commander's or your subordinates'? What are some of the elements your "map" is missing? By considering others' views and perspectives on a topic, your learning becomes more multifaceted and thus more flexible for future use.

4. All information has a context: There are no absolute facts; everything depends on the context. Using phrases such as, "This could mean...", or "This may mean..." rather than "This must mean" allows you to use the information more creatively. By doing so, a fork can be used to eat, to unscrew screws, prop open a window, get someone's attention, and so on.

By taking a more active role and learning new information mindfully, we will be optimizing our use of it in the future in more practical and creative ways and thus expanding the art of the possible.

For further reading:

Langer, E (1989). Mindfulness. Reading, MA: Addison-Wesley
Langer, E. (1997). The Power of Mindful learning. Reading, MA: Addison-Wesley

De Bono, E. (1993). Serious Creativity. Hammersmith, London: Fontana



◀ Paul Sewell at Ulsnes Training Facility during exercise Steadfast Jaw 06, 18 November 2006.



NATION'S RESPONSIBILITY FOR COMMAND DECISIONS IN A MULTINATIONAL FORCE WITH A UN SECURITY COUNCIL MANDATE

By Col Frode Berntsen, Chief Legal Office, JWC

The European Human Rights Convention applies to all European NATO nations. To ensure compliance the Convention has established the European Court of Human Rights. One of the guarantees provided by the Convention is that of Article Five, which protects the right to liberty and security, including the right to due process before being sentenced to a prison term. As opposed to national courts, an individual may not bring another person before the European Court of Human Rights; a person may only take legal action against a country, which he or she claims is in breach of its obligations under the European Human Rights Convention. After NATO had taken military control within the Kosovo province, it found itself in dire need to fulfill police tasks as well as conducting the expected military operations. At the time there were no working courts, nor sufficient civilian police. The interpretation of the mandate for KFOR as laid down in United Nations Security Council Resolution (UNSCR) 1244 was that policing was warranted, as it was necessary to ensure "public safety and order until the international civil presence can take responsibility for this task." In addition Kosovo Force (KFOR) was, and still is, mandated "to maintain a safe and secure environment." The admissibility of a case currently before the European Court of Human Rights has the potential of exploring the balance between the UNSCR mandate, the European Human Rights Convention and that of responsibility of the nations for the orders and actions by the forces and individuals provided to a multinational force. The case in question before the court is that of an individual from Kosovo of Albanian origin named Saramati claiming he was illegally arrested and held detained after KFOR took control over the province. He places the responsibility with the Commander KFOR (COMKFOR) ordering his detention and authorizing that he be held in detention for a prolonged period of time starting in 2001. During the time he was held in confinement, the COMKFOR was first a Norwegian and later a French general. Since only nations can be taken legal action against before the European Court of Human Rights, the plaintiff decided to take legal action against the two mentioned countries. The decision by COMKFOR to detain was not based on the need to act as police, but rather in order "to maintain a safe and secure environment". Although COMKFOR derives this authority from a UNSCR, Mr Saramati has still claimed the action to be a breach of his human rights. The nations in question have all argued that the case cannot be admissible before the European Court of Human Rights on different legal grounds and demand dismissal of the case. Currently the court will rule only on admissibility. What the outcome will be is not clear; a ruling should be expect within about six months from now.

The lawsuit demonstrates that individuals are ready to use legal remedies to contest decisions made by military forces affecting their human rights. And for European nations bound by the convention, an assessment of any policy decision affecting legal rights of individuals needs to be carefully considered before actions are taken. These are factors, which play both at the strategic and operational level and should effect planning and execution of operations. For more information on this case as it progresses, check the website of the European court of Human Rights - www.echr.coe.int. The case is labeled Saramati versus France, Norway and Germany (the plaintiff has withdrawn his claim against Germany since). This case has been joined with another on the same theme, named Behrami & Behrami versus France.

Change of Command at the Joint Force Training Centre

On Thursday, 30 November 2006, US General Lance Smith, Supreme Allied Commander Transformation handed over the command of the Joint Force Training Centre (JFTC) from Major General Peter Kühnel to Major General Agner Rokos. On behalf of the Polish Minister of Defence and the Republic of Poland, General Franciszek Gangor, Chief of the Polish General Staff, honoured Major General Kühnel with the Gold Medal of the Polish Armed Forces, the highest medal the Polish Forces give to foreign recipients. Major General Agner Rokos expressed in his speech the great honour to take over the command of the Joint Force Training Centre. "The Centre's excellent results so far commit me, as the incoming Director, to continue the direction of Major General Kühnel and his teams' work", General Rokos stressed.



National days...

September:

December:

- 1 September Slovakia
- 3 October Germany
- 23 October Hungary
- 26 October Austria
- 28 October Greece
- 29 October Turkey
- 15 November Belgium
- 18 November Latvia
- 1 December Romania
- 6 December Finland





Exercise TUNGTVANN

A new dimension in JWC Internal Staff Training and Personal Development

By Lt Col Chris Robinson, UK A, Chief Exercise Support Branch, Joint Exercise Division, JWC
Pictures by Inci Kucukaksoy, PIO; Sgt Maurice Hughes, US A, JED

The concept of Battlefield Tours and Staff Rides was a well-kept secret until comparatively recently. Ever since Exercise Tungtvann returned in late October, the concept is now very much in the public domain.

What started as a JED initiative in April was to snowball into a full-blown JWC extravaganza culminating in seventy staff participating in a three-phase exercise. With the aim of developing and educating individual staff, the exercise studied the longest sabotage operation of WWII that took place in the Telemark region of Norway approximately 100 miles East of Stavanger.

The OPR for the exercise, LTC Chris Robinson, employed the skills he had developed during the delicate handling of Political Ambassadors as Chief of the White Cell, to recruit a nucleus of well-intentioned Staff volunteers. These enthu-



▲ *Above: The Museum at Vemork, the Norwegian Industrial Worker Museum.
Left, clockwise, Lt Col Robinson, Cdr Lorentzen, Maj Chatzis, Col Phillips, Lt Col Fauskrud, Maj Danielsen, Cdr Vagg, Maj Hirvonen and Cdr Burney.*



siastic individuals were to be molded into a dynamic and highly motivated Core Planning Team (CPT), who were tasked to “set the JWC alight” (as British Prime Minister, Winston Churchill has once said to the newly formed sabotage parties of WWII) with their display of knowledge and presentation skills.

The Command Group had been persuaded and most of the Division Chiefs were on side despite the heavy workload of their staffs. A blank period in the JWC Master Calendar of Events was identified – so far, so good.

Interest grew, as did the size of the CPT. This dedicated and resilient band of brothers, sold on the prospect of theatrical fame and with a modicum of interest in a few days away, was given a few hazy parameters to launch themselves into something called research and reconnaissance.

There was now a strategic aim - to convince the JWC to adopt the Battlefield Tour/ Staff Ride as an “annual Staff Training event” and this was to become the trail to test the concept – no pressure of course!

With Director JWC as our enthusiastic chief patron, the CPT was under pressure to deliver. Some found the going

too tough and in light of increasing duty commitments had to withdraw. Fewer bodies meant more work for those remaining, so a second top-up campaign of recruitment was launched and Steve Phillips from JTDD, Stig Lorentzen and Kia Richter from JED were all signed up for the cause. The CPT now consisted of twelve staff representing eight different nations drawn from two JWC Divisions.

Research and reconnaissance involved visits to not only the Rjukan area but also a variety of different Museums in Oslo, London and Southern England. Consultation took place with a number of experts and enthusiasts including some of the original saboteurs.

In the sparsely populated upland area of Southern Norway known as Hardangervidda, everyone knew someone or something about the events of WWII. The subject is curriculum

activity for many Norwegian school children, who are frequent visitors to the Norsk Industialbeibermuseum at Vemork near Rjukan.

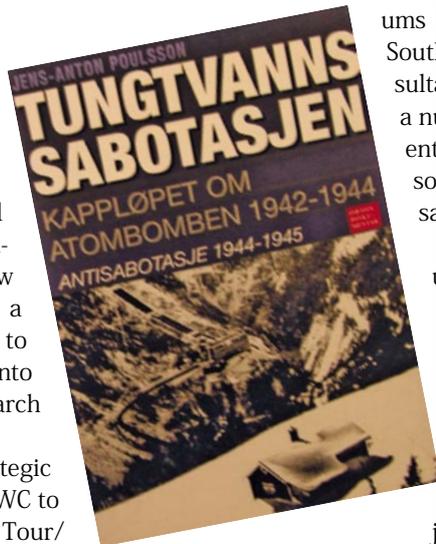
Phase Two of the exercise was an academic appreciation of the event and required the CPT to deliver a compre-



▲ Above: Poulsson, Col Lien, Sonstebj and Rønneberg, 25 October 2006.

hensive package of presentations that addressed the subjects of Background, Intelligence and Direct Actions. The presentations were delivered on two separate days in order that the maximum number of JWC staff could attend. A Guest Speaker, Ivan Kragulund, a historian from Norway’s Resistance Museum in Oslo, assisted the CPT in their task.

A Norwegian combination of Mr Kraglund and Lt Col Gunnar Fauskrud began the proceedings with an insight to the Norwegian civil and military situation prior to the war. These deliveries were shortly followed by a German team of Cdr Kia Richter and Maj Heiko Jager who provided a German insight to the situation leading up to and including the Norwegian campaign of 1940. To conclude the background section of the academics, Cdr Will Burney provided an enlightening presentation that covered the scientific developments of the 1930s that lead



▼ Below, left: The hanging bridge, first built in June 1908, was destroyed in 1943. Right: Heavy water was produced at Vemork for the first time in 1934. Its particular attraction was its application to the nuclear physics.



to the race to build an atomic bomb.

This comprehensive presentation served to refresh the minds of some of the basic principles of nuclear physics that many will not have come across since school or academy days. If Will Burney ever decided that he has had enough of flying jets his talents as a lecturer will serve him well as a sound fall-back and an alternative career.

Following a well earned cup of coffee, the audience was then provided with a short summary of the "Road To War" by the OPR LTC Chris Robinson. Due to the non-availability of a second guest

▼ **Below: "Team A" at railway ferry. Norwegian saboteur group blew up the ferry, Hydro, in 1944, taking its containers of heavy water to the bottom of Lake Tinnsjø.**



speaker, Chris spent an unintentionally extended period in the spotlight covering a second subject of "Wartime Special Operations" before handing over to Ivar Kraglund who provided an insight to the "Intelligence Gathering in Norway" and the "Allied Interpretation" of the information gathered.

The decisions made by the Allies as a result of the Norwegian intelligence were covered by Wg Cdr Mike Vagg. In his presentation, he provided a multi-faceted visual display describing the options open and the consideration used in deciding the courses of action taken. The scene was now set to look at the Direct Actions taken during WWII longest sabo-

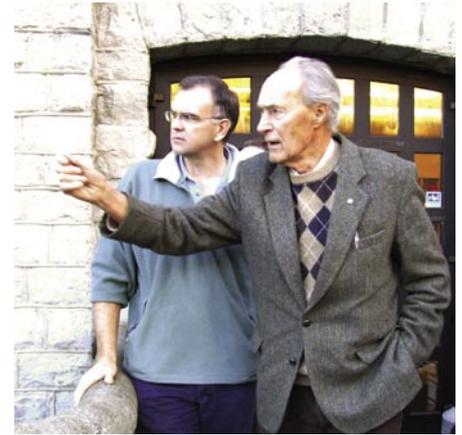
tage campaign.

The afternoon presentations were led by Maj George Chatzis who gave the audience an insight to OP GROUSE, the initial delivery of a specialist party of Norwegians in preparation for an Allied glider assault team. The failure of the subsequent OP FRESHMAN was described by LTC Steve Phillips who explained why the operation failed and what happened to the survivors. The survival techniques used by the remaining Norwegian reception party were highlighted by Maj Pasi Hirvonen in his account of OP SWALLOW which culminated in a combined

sabotage mission.

Maj Ingvar Danielsen went on to de-

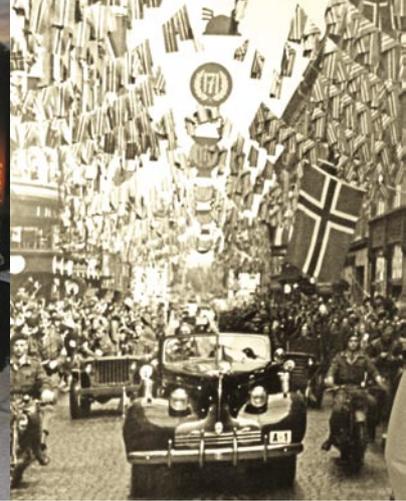
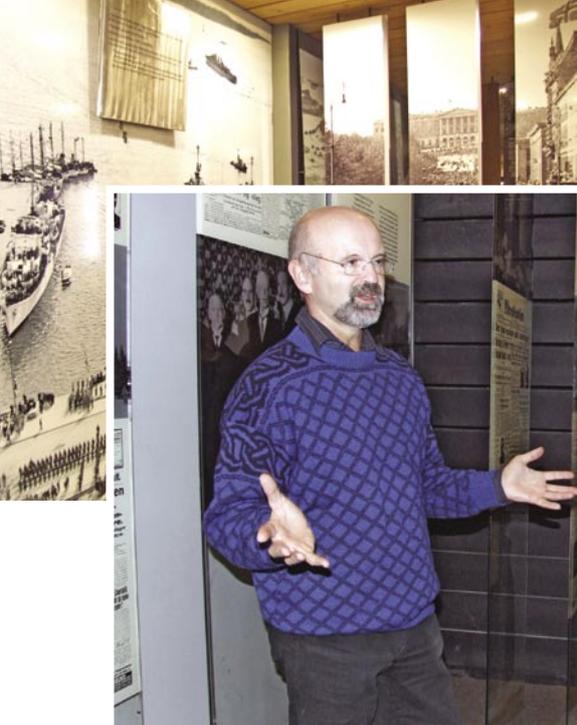
▼ **Below, left: Main entrance to Vemork Museum. Right: Kristen Mathisen guided the JWC team through the Museum.** ▶▶▶



▲ **Above: Ronneberg shows Maj Ashcroft, the perilous descent of the gorge which they skied to attack Vemork.**

scribe how the ten men OP GUNNARSIDE team succeeded in destroying the Heavy Water facilities at Vemork before escaping and evading their German pursuers. Next in line came Wg Cdr Mike Vagg again, this time to provide an airmen's story of aerial bombardment and its failure to destroy the intended target. The final chapter in the Direct Action saga was left to Cdr Stig Lorentzen who as a naval man was able to describe with true emotion and feeling how the Hydro Ferry was sunk and the Heavy Water cargo finally consigned to the watery deeps of Lake Tinnsjø.

The final phase of EX TUNGTVANN saw the seventy strong group board a double-deck bus which was used to educate still further the captive audience with DVD film footage of a 1948 re-enactment of the sabotage operations performed by some of the original saboteurs. Lunch was followed by a second DVD which provided a modern day account and trib-



◀ *Left: Ivan Kraglund, above, Norway's Resistance Museum in Oslo.*

ute to the survival skills required by those operating on the Hardanger Vidda.

A brief stop at the proposed OP FRESHMAN Landing Zone close to the banks of Lake Mosavatn, 16 km West of Rjukan, was followed shortly afterwards by arrival at the tours accommodation – the Skinnerbu Hotel.

Stage 2 of the Academics Programme followed dinner on the first night. Cdr Will Burney led the way by posing the first series of questions linking the lessons learnt during WWII Norwegian operations with NATO and JWC current day situations. A hesitant start was soon overcome by the application of some liquid refreshment (not Heavy Water!) and some WWII weapon handling activity – after which the audience's engagement took on a renewed vigor.

The CPT questions provoked a remarkable response which not only covered politics and religion, but also military strategy – both strategic and tactical; ethnic and sectarian divisions; training, moral, motivation; weapons, communications, media, economics, climatic conditions and of course the future of NATO. Not bad for a debate that lasted two and a half hours – and was continued in the bar for some time afterwards.

On the second day, the party was sub-divided into two teams led by Wg Cdr Mike Vagg and Maj George Chatzis. Each team then followed a scheduled programme of events that would cover a visit to the Norsk Industrierbeidermuseum at Vemork – where a film was followed by a tour and the opportunity for some souvenir purchases. A 3 km gently downhill walk along the saboteurs escape route led by SM Melis Koger, took the group from a sheltered pathway to a vintage 1930s cable car ride. At

the top station, an escape route briefing was provided by Ingvar Danielsen, Pasi Hirvonen and in the afternoon Joachim Rønneberg (leader of the actual sabotage team). The final event was a guided tour by Mr Hans Brathan from the "Friends of Rjukan", of the sister ferry to the "Hydro" sunk along with the Heavy Water in Lake Tinnsjo in 1945.

Towards the end of the afternoon both teams returned to the hotel for a well earned cup-of-tea and to watch the sun set over the Hardanger Vidda. The National Parks Centre provided an outstanding venue for all to meet Joachim Rønneberg and our remaining guests Gunnar Sonstenby, Jans Poulsson, Ivar Kraglund and Erling Skinnerland.

The evening was spent at dinner where a mirror menu containing Reindeer and Cloud Berry, similar to that consumed in June 1945, was consumed. Once suitably wine and dined, the dinner party listened to the Senior JWC Officer, Capt Arnth Lien, pay tribute to the guests and the part they played in Norway's fight for freedom during WWII.

There was no let-up in the pace of the final day of the tour and as the snow was falling over the Hardanger another coach trip began – this time to Oslo accompanied by a third DVD about the recovery of the Heavy Water from Lake Tinnsjo. Once inside the Akershus Fortification on Oslo's waterfront, Ivar Kraglund provided a guided tour of Norway's Resistance Museum and lunch in the Norwegian Staff College canteen. A brief respite in mid afternoon activities allowed for a short exposure to downtown Oslo or further museum visits before the return trip via Gardermoen Airport to Stavanger.

This marked the end of a unique event and a thoroughly enjoyable experience for all participants. The first Battlefield Tour/Staff Ride had been a great success and it is hoped that in future the concept will be adopted as a regular annual training event for the JWC. ■■■

▼ *Below: Dinner Night at Hardanger Vidda Hotel. Right, "Team B" at the railway ferry.*



SWORDS IN ROCK



By Col Frode Berntsen, Chief Legal Office, JWC

THE Crest of Joint Warfare Centre contains three swords lined up next to each other together with the NATO star on a blue background. Voted the most popular sculpture in Stavanger by readers of the local paper "Stavanger Aftenblad" in June 2005, the monument "Swords in Rock" also consists of three swords lined up next to each other. From time to time, the background for this monument will be blue with a very bright star shining, otherwise known as the sun.

However, the monument and the Crest are very different symbolically. In fact, as the reader will discover, the symbolism may at first seem literally opposite. In the times of the "Da Vinci Code," symbolism as a topic should not be underestimated.

For the observant reader the most striking difference between the Joint Warfare Centre Crest and the Swords in Rock monument is the way the swords are pointing; that is upwards and downwards respectively.

Swords pointing up represent war, preparedness to fight and strong character in the face of danger, all qualities befitting for a warfare centre.

The intent of the Swords in Rock monument is seemingly the opposite; swords pointing down represent peace and they are stuck deep into the rock in order that they are never to be used again. The monument was erected to commemorate the first unification of Norway and was designed by a local artist named Fritz Røed. The swords were cast in bronze in Italy.

King Harald I Fairhair ("Hårfagre") accomplished this feat with his victory in the battle of Hafrsfjord. Following this the notion of Norway as one nation was born and King Harald I Fairhair is therefore considered the first King of Norway. The traditional dating for this event is 872 AD. Newer research suggests that the battle probably occurred later, between 880 and 890 AD. His Majesty King Olav V unveiled the monument on May 7, 1983, to commemorate the 1100th Anniversary based on the traditional dating.

The force opposing him consisted of different kings and nobility, including some Danes, who it is now believed made a last attempt to stop King Harald Fairhair expanding his control over the country. The two smaller swords of the monument are said

to represent the two forces assembled from what is today the Southeastern part of Norway and Northwestern part of Norway respectively. The biggest sword represents the victor; the first King of Norway symbolized by the crown on top of the sword.

In addition the artist has suggested that the three swords of the monument also are meant to represent peace, unity and freedom. And this is where the three swords of the Joint Warfare Centre crest and the three swords of the monument meet; the common goal of achieving just that: Peace, unity and freedom.



SWORDS POINTING UP REPRESENT WAR, PREPAREDNESS TO FIGHT AND STRONG CHARACTER IN THE FACE OF DANGER, ALL QUALITIES BEFITTING FOR A WARFARE CENTRE...

The tale of why King Harald I was named Fairhair demonstrates the importance of love in politics and that short hair was certainly not the military standard of the days. As a young man King Harald fell in love with a woman named Gyda. King Harald at the time ruled only a part of what is modern-day Norway. Gyda was not content, but promised that she would marry him if he took control over all of Norway. King Harald on his side decided that he would take the challenge and promised to Gyda that he would not cut his hair before he had succeeded in this quest. It took him about 10 years before he could send messengers to remind Gyda of her promise, but she then accepted to marry him and for the first time in 10 years King Harald could have his "fair hair" cut.

CHRISTMAS TRADITIONS

We decided to celebrate Christmas and the New Year with our readers. Take your time to read this humble glimpse into the Christmas traditions of JWC's 27 nations as practiced today! We ask your understanding when there is too much to write in too little space. We wish all a joyous Christmas and a happy New Year! JWC PIO

BULGARIA

Christmas Eve is as important as Christmas Day in Bulgaria. The whole family is involved in performing the Christmas rituals. The newly married woman in the family has to prepare the whole dinner. The dishes consist of 13 or more odd meatless dishes and a special bread with coin. The tradition is that the person who gets the coin will be the luckiest in the family during the forthcoming year. It is traditional for young men called Koledari to go from house to house singing Christmas Carols wishing good luck and health.

AUSTRIA

The Christmas period in Austria starts with the First Advent and ends on the 6th of January with the Holy Three Kings. Four candles on a so-called advent wreath are representing the four Sundays before Christmas and they are lit one by one every Sunday evening in combination with tea and cake. On December 24th, Christmas trees are lit and the parents are reading stories of the "Kyrstkindl", Christ Child. On December 31st, Austrians are celebrating New Year by having dancing parties.

ROMANIA

Christmas, the birth of Christ is called Craciun in Romania. Santa Claus is Mos Craciun, "mos" is an old man. This is a great fun time and lots of unique customs and traditions like: groups of children and lads going house to house singing carols, for a few evenings before the Christmas Day (25th Dec) families go shopping, send Christmas Cards and decorate the Christmas Tree with walnuts, chestnuts, candies, chocolate, small figurines and lights. Mos Craciun comes on the night 24/25 th with the bag full of toys.

CANADA

Family gatherings, pine trees, bright decorations, stockings, Santa, and snow are the common ingredients of Christmas in Canada. In Quebec, French Canadians will often attend la Messe de Minuit, opening gifts afterwards and feasting on raclette. Throughout Canada, there remain strong European influences - pine bough decorations and ancient carols from Great Britain, and Advent calendars and gingerbread houses from Germany. Central to all is a sense of family and togetherness - the true spirit of Christmas.

GERMANY

Throughout German towns, streets and houses are brightly lit up with Christmas markets everywhere and the smell of fresh baked christmas cookies fill the air. German kids are using special calenders with 24 little doors, one for every day starting on 1st December, hiding chocolate or other little surprises and picturing a symbol leading to the arrival of Christ. Christmas day for the Germans is the evening of the 24th of December, der "Heilige Abend" (the "holy night"), when Jesus Christ will be born. The central point of holy evening is the Christmas tree surrounded by the presents and "The Krippe", a little house with figures representing the Bethlehem Christmas Story with Josef, Maria and little Baby picturing Jesus Christ.

LATVIA

In ancient Latvia, Ziemassvetki was a festival, celebrated on December 24 (winter solstice), which was one of the two most important holidays, the other being Jani (summer solstice). Today the most popular traditional dish is boiled grey peas with pieces of fried meat and fatty bacon. All of the peas boiled

in Christmas must be eaten; otherwise there will be a lot of tears shed in the New Year. The first documented use of the Christmas tree in a Winter celebration was in Riga, Latvia, in the year 1510.

HUNGARY

December 2 marks the start of Advent, the celebration of the birth of Jesus Christ. Santa comes on December 6th and his day is called "Mikulas Nap" or St Nicholas Day; on this day, Santa or Mikulus Bacsi (Uncle Mikulas) leave candy or other small goodies in children's shoes or boots, which children have set out overnight, usually by a window. If you want to be rich in the coming year, you mustn't spend even one penny on the 13th of December. Dinner on Christmas Day, December 25th, includes "Pusztá Cocktail", stuffed turkey with chestnuts, and "beigli" (slices of nut or poppyseed rolls).

UNITED KINGDOM

The British, unlike their continental colleagues, begin their celebrations on the 25th December, which, for those small children, entails a very early start to the day due to their uncontrollable excitement to see what Santa has placed for them under the Christmas tree. The tree became a symbol of Christmas introduced by Prince Albert, Queen Victoria's husband, who carried the idea from his native Germany. This tree is a gift from the people of Oslo, Norway, a tradition that began since King Haakon of Norway was forced into exile during WWII. Christmas in United Kingdom continues to evolve with a mixture of old family traditions and new influences from all corners of the world but still remains a time filled with wonderful smells, bright lights, children's laughter and long may it continue.

SLOVENIA

Christmas is the most popular religious and family holiday in Slovenia. On Christmas morning the table is laden with wine and delicacies such as homemade smoked meats and special breads (potica, pronounced as po-te-sa), nut bread. During the Christmas time there are many customs, beliefs, superstitions, traditions and magical events which are part of the common European heritage and contemporary "commercial trends". But, basically, Christmas Day in Slovenia is considered as strictly a family holiday. However, the next day, December 26th, is also Slovenian Independence Day, is when relatives, acquaintances and friends visit one another.

FINLAND

Christmas Eve is the most important day during the Christmas celebrations in Finland. Traditional family Christmas starts with the proclamation of the "Peace of Christmas" at noon of December 24th in Turku, the medieval capital of Finland. Graves of the departed loved ones are lit with candles and all churchyards have hundreds, or even thousands of candles flickering in the twilight of Christmas Eve. Christmas sauna has been part of traditional Finnish Christmas for hundreds of years. After the sauna, families gather around the table for Christmas dinner, where the main course traditionally is pork.

SLOVAKIA

Christmas time from Christmas Eve to the feast of the Three Kings is a very special time of the year for Slovak people. The Slovak words for Christmas Eve are literally "bountiful eve" and the bounty of this sacred evening lies in the wide range of festive dishes. Even today, many Slovak families must have on the Christmas table garlic (to ward off demons), honey, wafers, nuts, cooked peas or French beans, dried fruit, cabbage soup with mushrooms, small pieces of dough with poppy seed and honey so called "opekance" and the main dish usually consisting of fish and potato salad. Carols are sung in the family circle and many Christmas concerts are on programmes throughout Slovakia.

UNITED STATES OF AMERICA

The Spirit of Christmas ...

A time to share food and drink in the celebration of the birth and resurrection of Christ. A time for joy, singing, giving from the heart, reflection, and renewal of faith, family and friendships. A time to celebrate bestowed blessings throughout the year. A time to dream of future endeavors and recommit to that which is near and dear...

NORWAY

Norwegian celebrations begin with Advent, at the start of which Christmas trees are lit and carol singing is heard in city centres across the country; since 1947, Norway sends a giant Christmas Tree

to London where it stands in Trafalgar Square as a goodwill gesture in gratitude for help received during World War II. A great favourite with many Norwegians, dried cod steeped in lye, or lutefisk, is served in homes and restaurants throughout November and December; there are several Norwegian Christmas supper variations, the most popular and geographical neutral dish being ribbed roast of pork, or ribbe. Christmas gifts, often brought by julenissen, or Father Christmas, are given on Christmas Eve (24 Dec) to children – and adults! – who behaved, and Christmas Day is often spent visiting family and friends.

PORTUGAL

On Christmas Eve, Portuguese families usually gather around the Christmas tree and the Nativity scene (Presepio) to celebrate the birth of Jesus. Many families especially in Lisbon and in northern regions of Portugal, attend the Midnight Mass (called Missa do Galo) and have supper (called Consoada) around eight o'clock in the evening of 24th December. Consoada is the reunion of the family, a celebration of love and joy around the table, until they wait for the coming of Father Christmas (Pai Natal) at midnight. Families put one little shoe (sapatinho) of each child, instead of stocking, next to the chimney, the Christmas tree or the fireplace so that Pai Natal brings

the gifts, others believe Jesus brings them. Christmas in the countryside is more of a religious event, more traditionally fashioned.

FRANCE

The Christmas traditions, rich with their beliefs and omens, are fixed deep in the hearts of the people of Provence and Christmas there is very special. In Provence, the traditional Christmas meal is called le gros souper (the big supper). It ends with a number of 13 desserts symbolizing Christ and his 12 apostles. The desserts must be served all at the same time and each guest must taste each one of them. These consist of dried fruit called les quatre mendiants (the four beggars), by analogy with the habits of the mendicant orders: raisins for the Dominicans, dried figs for the Franciscans, nuts for the Augustines, and almonds for the Carmelites; the pompe à huile (pastry made with olive oil); light and dark fudge; candied or fresh fruit, particularly apples and grapes saved especially for Christmas; candies like calissons (marzipan) or biscotins (cookies) from Aix; and, more recently, the Yule log.

BELGIUM

Christmas time in Belgium, as it is for most of the other countries, a time of friendship, of inner peace, of warmth and of course of a festive mood with good food and drinks. Well decorated Christmas



Wesolych Swiat Bozego Narodzenia

Häid jõule

Merry Christmas and
a Happy New Year!

Craciun Fericit

Feliz Natal

God Jul

Tchestita Koleda

Frohe Weihnachten

Mutlu Yillar!

Vesel Božić in srečno Novo leto

HYVÄÄ JOULUA

Priecigus Ziemassvētkus
un Laimīgu Jauno Gadu!

trees can be found in every house and in every street all over the country. Competitions are organized between the cities and villages to have the best decorated Christmas tree and Christmas stable on their market squares. Travel companies organize tourist trips along the villages to watch the result of this competition. Belgian families celebrate Christmas within their own family circle on Christmas eve or on Christmas day; some invite their friends as well for a nice, convivial day or evening.

ESTONIA

Most of the Christmas traditions in Estonia come from Scandinavia. First known public Christmas tree in the world was set up on the Tallinn City Hall Square in 1441. As mostly atheists, Estonians celebrate the victory of light over the darkness during the Christmas period. Tradition to go to Church on Christmas Eve is still kept alive. On the Christmas Eve, Estonians light candles on their relatives' graves so every graveyard is lit. Christmas dishes include pork and potatoes, sauerkraut and pumpkin salad.

DENMARK

The Danes celebrate Christmas in the Evening of 24th December. After a good meal where traditional dessert is "Ris a la mande" (a kind of rice pudding with whipped cream and almonds), the Danes take each others hands and dance around the Christmas tree while singing Christmas songs. The tree will be decorated with amongst other things, home made cornets, Danish flags and real candles. Christmas starts 1 December by lighting the Christmas calendar candle. One must never forget to put something aside to eat for "Julenissen", who ever since the Viking days has been a protector if you treat him well, but a mean fellow if you did not!

TURKEY

Turkey is a Muslim country so Turks commemorate the New Year and decorate their cities with lights. However, you can also see Santa giving sweets to children on the streets or shopping malls! Many shops sell new year trees, new year cards and decorations. St. Nicholas (Father Christmas or "Noel Baba" in Turkish) was born in Demre, Turkey, and during the year, thousands of tourists from all over the world flock to Demre as pilgrims. Noel Baba is known in the land of his birth as a person who cared for all people, but, especially children.

CZECH REPUBLIC

Christmas Eve starts when the first star comes out. As soon as it does, the family all sit together to dinner. The Christmas table consists of nine courses. With dinner over comes the time that children look forward to most: opening the presents left under the tree by Baby Jesus. After this comes time for another tradition, floating of little boats made of nutshell

on water, in which is fixed a burning candle. If the boat makes it across the bowl, then a long life lays ahead for the boat's owner. If it sinks, then something less pleasant waits for the unlucky captain! Christmas Eve ends with Midnight Mass, which is held in every Church.

SPAIN

The Christmas in Spain starts on the night of the 24th of December, noche buena, when all the family and friends are sitting around the table to share the typical Christmas food like seafood, turkey, nougat (turron), shortbread (polvorones) and marzipans. The houses are decorated with the Christmas tree and the "Belen" that is a representation of Jesus' birth with figures. During the night of the 5th of January, while everybody is sleeping in Spain, we wait for the arrival of the three "Reyes Magos" (Wise Men) from the Orient with their camels and sacks full of presents for all the family, especially for those children who were good over the year.

POLAND

Christmas has been the most important religious holiday time in Poland. The Christmas celebration begins the moment when the first star appears. At this time, the oldest member of family offers a common prayer then everyone exchanges greetings and good wishes followed by a special traditional Christmas custom which includes breaking a wafer. All attendees will eat 12 traditional Polish Christmas Eve dishes, no meat or alcohol. The dishes include beetroot soup, ravioli with wild mushrooms, dumpling with sauerkraut, Baltic herring, fried carp, compote from dry fruits, cakes poppy seed, cheese and pyramidal. During supper, Poles sing traditional religious cantos called "Kolendy". When Christmas Eve supper ends, everyone participates in a special mass called "Pasterka".

ITALY

On the 24th of December Italian families, after dinner, use to gather with relatives and play society games as cards, tombola, etc. while waiting the midnight. Depending on the families' traditions, just before midnight, people go to church to attend the midnight Mass, or stay at home around the crib to celebrate the born of Jesus Christ. Nowadays families use the 25th of December to exchange presents although the 6th of January is well known in Italy to be the "Epiphany" or Befana day. The legend says that on the night between the 5th and the 6th of January an old woman flying on a broom brings presents, or candies to the good children and charcoal (sugar colored in black) to the bad ones.

GREECE

For the Greek Orthodox Christians, Christmas ranks second to Easter in the roster of important Holidays. Yet, there are a number of customs associated with

Christmas that are uniquely Greek. On Christmas Eve village children travel from house to house offering good wishes and singing Kalanda, the equivalent of Carols. Christmas morning begins with an early Mass at the Greek Orthodox Church. After the service, Greeks feast on roast turkey stuffed chestnuts, rice, pine nuts and a nut cookie called "kourambiedes". Gifts are exchanged on St Basil's Day (1st of January).

LITHUANIA

The Christmas celebrations tend to be centered around Christmas Eve. The entire family helps to prepare for it by thoroughly cleaning the entire house, changing of all linens, bathing and putting on new clothes. Families feast on herring, kisielius (cranberry pudding), dried vegetables, potatoes, sauerkraut, bread and kucia (a honeyed porridge made from wheat, barley, peas and beans.)

(Extracted from www.msichicago.org)

SWEDEN

Christmas begins in Sweden with the Santa Lucia ceremony. Candle-lit processions to Church feature Scandinavian Christmases, where, in the home, it is mother who always lights the candles on Christmas Eve. Christmas trees are usually found in Swedish homes two days before Christmas. Decoration may include candles, apples, Swedish flags, small gnomes wearing red tasseled caps and straw ornaments. (Extracted from www.santas.net)

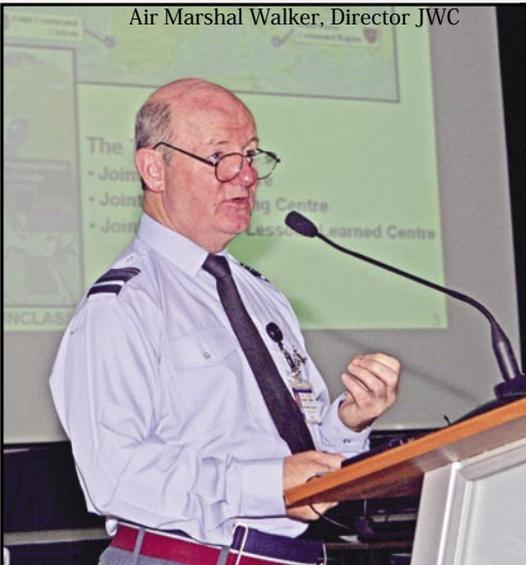
THE NETHERLANDS

On December 6th the Dutch celebrate with family doings, after which everyone settles down to prepare for Christmas Day on December 25th and secondly for December 26th or New Year and the Three Kings Day on January 6th. In the Netherlands St Nicholas is known as Sinterklaas. Sinterklaas questions the children about their behaviour during the past year. (Extracted from www.santas.net)

CONTRIBUTORS: Lt Col Dimitrov, Lt Col Pöchter, Maj Manu, Lt Cdr Vigneau, Lt Col Stoll, Lt Col Raudina, Maj Kovacs, Fraser Kerr, Capt Novak, Maj Hirvonen, Lt Col Hauerland, Pamela Woodard, Bente Kleven, Lt Col Crespo, WO Katy Birge-Wilson, CDR Vos, 1stSgt Koger, Lone W. Kjølgaard, Inci Kucukaksoy, Lt Col Labak, CDR Gonzales-Aller, Col Przenioslo, WO1 Bari and Maj Chatzis.



Air Marshal Walker, Director JWC



Col Edgren,
Chief SMC4, JWC



Major General Kristiansen



CAX FORUM '06

The First NATO Joint Computer Assisted Exercise Forum (CAX Forum) was held at NATO's Joint Warfare Centre (JWC) in Stavanger, Norway, 26-29 September 2006. CAX Forum focuses on technical issues and operating procedures relating to simulation-based exercise and training support.

The Forum's primary goal is to promote the exchange of information and "best practices" between the staffs of NATO and national simulation centres. It also aims to provide a venue for bridging between JWC and national CAX centres, as well as, among the national CAX centres. This will help not only exchanging ideas but also connecting NATO nations to each other through NATO Education and Training Network (NETN).

In CAX Forum '06, 105 participants from 21 nations, i.e., Belgium, Bulgaria, Canada, Czech Republic, Denmark, France, Germany, Greece, Italy, Lithuania, Netherlands, Norway, Poland, Portugal, Romania, Slovenia, Spain, Sweden, Turkey, UK and US, that represent simulation centre staffs actually involved in managing CAXs were present. The main theme of the Forum was NATO distributed CAXs and NETN.

The venue was opened by Director of JWC, Air Marshal Peter B. Walker from the UK Royal Air Force, and the keynote speech was given by HQ SACT representative Major General Bjorn E. Kristiansen from the Norwegian Air Force. During the Forum, 45 presentations were made in nine sessions. Apart from these one full day tutorial about Joint Multi Resolution Modelling (JMRRM) and two half day tutorials about Joint Exercise Management Module (JEMM) and ORBAT Editor were provided by US Joint Warfighting Center (JWFC), JWC and NC3A respectively.

JMRRM is a federation of many models including Joint Theater Level Simulation (JTLS) and Joint Conflict and Tactical Simulation (JCATS). JTLS-JCATS part of JMRRM will be available for NATO starting from June 2007, and it is planned to be used first time in a major NATO exercise in the first half of 2008. Challenges for the implementation of JMRRM in NATO are identified and discussed during the Forum. Many nations expressed their interest to connect to JMRRM in JWC by using simulation systems that run in their centres.

Commercial organizations directly involved in supporting simulation centres were also present in the Forum. 12

companies that produce CAX support tools made presentations and introduced themselves directly to the user community. They also demonstrated their products during a half day demonstration session.

In the evening of the 27th of September participants attended the Forum Banquet. It was designed such that the participants can meet and talk to their counterparts from the other nations, and therefore called "networking" banquet. At the end of the Forum all the participants were in agreement to repeat the Forum every year.

It was decided to do the event in a different CAX centre every year but return it to JWC in every other year. In the next year the Forum may be held in the beginning of September in either HQ SACT, Norfolk or Joint Forces Training Centre, Bydgoszcz. The announcement for CAX Forum '07 will be issued by the end of November 2006.

We would like to thank all the participants, as well as, the industrial representatives for their efforts and participation to make the first NATO Joint CAX Forum a success both for NATO and the Nations.

Naval Engineer in Afghanistan



By CDR Tom Percy, CA N
Analyst, JTDD/TSB/Training Improvement Section, JWC

What is a submarine naval engineer doing in Afghanistan? Well, this one volunteered to participate in a JWC/ISAF HQ initiative to send JWC officers into theatre as a backfill for ISAF HQ officers while they take their R&R leave. It is a win-win arrangement as the JWC officer gains valuable work experience in an operational level headquarters and the ISAF HQ section gains some much appreciated assistance to load level its staff work. I am one of four JWC officers fortunate to have participated in this programme. Other JWC officers who deployed to ISAF HQ in 2006 were LtCol James Garven, UK A and LtCol Remy Castellarnau, FR F from JTDD/SME Branch and Fl Lt Jenny Holmes, UK F from Command Group.

I deployed to Kabul, Afghanistan 30 August – 5 October and worked in the Joint Coordination and Effects Branch (JCEB). JCEB is the branch that provides Effects Based Support to Operations (EBAO) and coordinates Information Operations (IO), PSYOPS, PIO, LEGAD, CIMIC, Joint Targeting, and Operational Assessment (OA) activities across the HQ. After a six-day

turnover, I assumed the duties of JCEB SO Plans 6-21 September and JCEB SO Ops 23 September – 5 October. The JCEB staff were very friendly and accommodating as I settled into their operational tempo. And what a tempo! On a typical day I would arrive in the office around 0700 and finish the day around 2300. The pace may seem a bit psychotic, but, the work environment was invigorating and inspiring. The daily routine was akin to running an ultra-marathon, where one needs to keep a steady pace throughout.

ISAF IX, which is principally manned by the Allied Rapid Reaction Corps (ARRC), is a progressive headquarters that has achieved a great deal of success since it deployed in Spring 2006. The ARRC introduced to ISAF HQ, a UK Army form of EBAO, and have instituted a planning tool called the Joint Effects Tasking Order (JETO). The JETO serves to download the ISAF Commander's intent and situational appreciation to the five ISAF regional commanders (North, South, East, West, and Capital). Similarly, it provides regions the necessary planning guidance and joint coordination direction with emphasis on achieving desired operational

level effects. Development of the JETO is a rigorous process that starts with the latest OA results (i.e. looking in the rear view mirror) and then forecasts future joint operational level aspects (e.g. political, military, informational, etc.).

The JETO development cycle, formerly a monthly process, evolved to span two months to allow regions more time to develop robust, effects based plans. The jury is still out on the effectiveness of the JETO and it will take months or even years before an assessment can be made. What I did observe is that the process of developing the JETO drove and even forced joint coordination and cooperation. Having analyzed a few operational level exercises, any tool that forces joint operational level thinking has got to be useful because that thinking certainly does not happen on its own.

Another area of considerable success and innovation are in ISAF IX's approach to IO and Key Leader Engagement (KLE). When General Rick Hillier, CA A, was COM ISAF V, he stated that the ISAF mission is all about IO and that his IO staff should consider him to be a non-kinetic precision guided munition, ready to be

loaded, pointed at a target, and launched. JCEB has taken this maxim to heart and developed an efficient and systematic approach for ISAF senior leadership to engage the key leaders in the Afghanistan theatre, both military and civilian. The KLE system involves identifying key leader meetings in line with the desired effects, preparing background information packs for flag officers, and getting written feedback that chronicles the outcome of the meeting. As a result of this system, ISAF IX has raised the bar when it comes to the extent of KLE networking that has been accomplished.

ISAF IO staff has also been working hard in the important area of Traditional Communications. With the low literacy rate and lack of TV and radio, ISAF has been struggling to get its message to the people of Afghanistan, especially in rural areas. Traditional communications uses age-old networks of tribal elders and religious scholars. In essence, it is KLE at the tactical level and needs to be similarly approached in a deliberate and systematic way. During my last days, the IO section was making excellent progress in this area at the operational level and was starting to see successes in some of the regions. I believe Traditional Communications is a significant key to success for the ISAF mission. If ISAF can master this challenge, there will be a significant turnaround in the forthcoming years.

I was fortunate to work in theatre during possibly one of ISAF HQ and NATO's most historic periods. In the early days of Sep 2006, NATO broke from its traditional peace support roles and engaged a determined enemy in high intensity combat during Operation MEDUSA. It was a very rewarding time for me as the Canadian Task Force in Kanadaha led Op MEDUSA. The operation was deemed a huge success and sent a strong message to insurgents that NATO is strong and willing to fight. Consequently, I felt immense pride as I wore my uniform around camp, admiring Canadian successes. However, it was also a time of deep sorrow as many Canadian soldiers were killed or wounded during the operation. I realized that my pride was perched on the backs of their ultimate sacrifice.

I will remember them.

Was it worth going to Afghanistan? Definitely Yes! My experience in ISAF HQ has given me a better understanding of what the joint operational level really means. However, the best aspect was being part of something bigger than oneself and being part of history. To any JWC officer who is considering a similar tour in ISAF HQ, I strongly recommend that you select the job you want to backfill, get it approved, and get yourself deployed.



CDR Percy enroute to Bagram Airfield aboard a UH-60 Black Hawk



First week in a tent! At least there was more room than in a submarine...

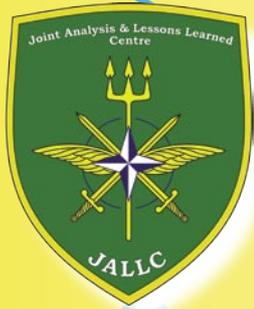


Col Seiferth, US A, ISAF HQ, Chief Info Ops



KEY FACTS, as of 10 November 2006 ISAF TOTAL STRENGTH APPROX 32,500

<p>Regional Command Capital: (Approx strength 4500)</p> <ul style="list-style-type: none"> • HQ ISAF in Kabul (UK) • HQ RC (C) in Kabul (FR) • KAIA (BU) <p>National Contingent Commands (Approx strength 2000)</p>	<p>Regional Command East: (Approx strength 10500)</p> <ul style="list-style-type: none"> • HQ RC(E) in Bagram, PRT Sharana, PRT Khost, PRT Metham Lam, PRT Panjshir, PRT Jalalabad, PRT Ghazni, PRT Asadabad, PRT Nuristan, PRT Gardez, Forward Support Base Bagram (US) • PRT Bamyam (NZL) • PRT Wardak (TUR) 	<p>Regional Command North: (Approx strength 2500)</p> <ul style="list-style-type: none"> • HQ RC(N) in Mazar-e-Sharif (GE) • Forward Support Base Mazar-e-Sharif (GE) • PRT Mazar-e-Sharif (SWE) • PRT Feyzabad (GE) • PRT Konduz (GE) • PRT Pol-e-Khomri (HU) • PRT Meymana (NO)
	<p>Regional Command West: (Approx strength 2000)</p> <ul style="list-style-type: none"> • HQ RC(W) in Herat (IT) • Forward Support Base Herat (SP) • PRT Herat (IT) • PRT Farah (US) • PRT Qala-e-Naw (SP) • PRT Chaghcharan (LI) 	<p>Regional Command South: (Approx strength 11000)</p> <ul style="list-style-type: none"> • HQ RC(S) in Kandahar (NL) • Forward Support Base KAF • PRT Kandahar (CA) • PRT Lashkar-Gah (UK-DA-ES) • PRT Tarin Kowt (NL-AUS) • PRT QALAT (US-RO)



The 2006 NATO Lessons Learned Conference: A Focus of Transformation

By Chuck Ridgway, Editor, Production Branch, JALLC

Amid a heavy downpour and high expectations, the third NATO Lessons Learned (LL) Conference kicked off in Lisbon, Portugal. The aim of this conference, the third hosted by the JALLC in the last four years, was to enhance the understanding and responsibilities of all concerned in the Lessons Learned process.

Over 140 attendees from virtually every NATO organisation and numerous national ones, including 17 Ministries of Defence or National Joint Staffs and six National LL centres came to the conference, each hoping to come away with a clearer understanding of their own roles and responsibilities for supporting and participating in NATO's LL Process.

After delivering his welcome, the Director JALLC, Brigadier General Mehmet Çetin, Turkish Army, was pleased to introduce the keynote speaker, Lieutenant General Jim Soligan, SACT Deputy Chief of Staff for Transformation, the leading force in driving the NATO LL Process.

General Soligan first outlined the broad need for a responsive LL program for NATO, comparing NATO's ability to react and adapt with that of our adversaries, who are not constrained by layers of directives and the need for consensus. He then described what is necessary for a successful LL Program, stating that Lessons Learned are a critical lynchpin

in Transformation that require looking closely at what we do in order to make change. Looking at Lessons Learned, one can see that the collection level is working, but at strategic level, actually driving change is not working as well. A primary goal of the NATO LL Program is for nations to change such that they become more interoperable, with the result that the Alliance is more capable than the individual nations. This is less a question of how to get better, and more one of how to work better together. This matters, because NATO will never operate alone, always with others, and thus NATO standards become global standards.

General Soligan concluded by saying that NATO is becoming not just more joint, but increasingly working with non-Alliance and even non-military partners. We are gaining lots of operational experience, but we are also finding it more difficult than expected. Driving the needed change is a big challenge that will require more engagement from SC level to get the right message above strategic level and out to the Nations. Following General Soligan's remarks were presentations from ACO, ACT and other NATO and national headquarters and organisations describing how they manage their internal LL processes and interact with the NATO-wide process. For the first time, JALLC offered two separate seminars concurrently: one for LL

process stakeholders and one for operations stakeholders. Accordingly, on the second day, attendees broke into these two groups. The operations stakeholders were treated to updates on current issues and lessons identified in NATO Operations, including a briefing on Effects Based Operations.

Meanwhile, the process stakeholders devoted their afternoon to syndicate work, where several tools and procedures in the NATO LL process—the Analysis Requirements List, the NATO Lessons Learned Database (LLDb), and the rewriting of the current Bi SC LL Guide into a LL Directive—were discussed. The goal of these syndicates was to provide feedback on both good and bad aspects of each tool to ACT and JALLC for incorporation into future work on these tools.

Two significant new ideas came out of the conference. The first is that of adaptive versus deliberate sub-processes for implementation of lessons. The adaptive process refers to items that can be addressed quickly or within a single NATO body without external coordination. These may often be tactical issues or those with a simple fix. All NATO bodies must actively seek opportunities to “adaptively” fix such issues and report their successes via the LLDb. The deliberate process is for more complicated issues that need coordination across multiple NATO bodies and which require a cooperative effort by both SCs to



implement the recommended remedial action. The second new idea is of causal versus solution analysis, where the former is the analysis required to understand the root causes of an issue and, if possible, make a initial recommendation for improvement and the latter is the higher, strategic level study into developing from an initial recommendation a remedial action and identifying the correct action body. Solution analysis will require the involvement of the Transformation Directorate at ACT to drive approval of recommended actions that must either be coordinated across both SCs or proposed to NATO HQ for resolution and will be a critical tool in supporting the deliberate

LL process.

Ultimately, the conference can be judged a success. Although many new questions were raised, many others were answered and the diverse audience left with a stronger understanding of where NATO Lessons Learned is going. The next step is publication of a **new Bi SC LL Directive** that is being worked on by representatives from SACT, SHAPE, JWC and JALLC and is expected in the early part of next year.

In November, a combined ACT/JALLC Lessons Learned booth was present at the Riga Summit, delivering the LL message to the highest levels of NATO and the Nations.

Next year JALLC hopes to host two separate LL conferences, separating out the operational issues from those dealing with the process. This will make the conferences more inclusive and better than ever. General Çetin closed the conference by requesting each NATO body present to review their internal lessons and identify three items for submission to the LLD. We conclude this article with the same request.

More information on the 2006 LL Conference, including PowerPoint versions of all presentations, can be found on the JALLC's unclassified and NS WAN homepages at: jallc.nato.int.



Above: Lt Cdr Vigneau and Cdr Voss, Right: CDR (SG) Langeland, Capt Katy Haylock, Scott McMillan (Res.), Maj Antonio Gonzales.



NATO conducted Combined Joint Task Force (CJTF) Exercise Steadfast JAW 06 (SFJW 06) between 9 and 22 November 2006. SFJW 06 took place at several locations, including Ulsnes, Norway; Ramstein, Germany; Istanbul, Turkey and Northwood, United Kingdom. SFJW 06 was designed to certify the Allied Land Component Command Headquarters Heidelberg (CC-Land Heidelberg), Allied Maritime Component Command Headquarters Northwood (CC-Mar Northwood) and Allied Air Component Command Headquarters Ramstein (CC-Air Ramstein) to assume responsibility of the NATO Response Force (NRF) during the period from January to June 2007. Exercise participants also included Partnership for Peace (PfP) and Mediterranean Dialogue nations. Also, special units, such as the NATO Consultation, Command and Control Agency (NC3A) and Multinational Chemical, Biological, Radiological and Nuclear (CBRN) Defence Battalion took part in the exercise. The United States provided the Special Operations Component Command (SOCC) response cell and Poland provided Psychological Operations Component Command (POCC) response cell in Ulsnes. The exercise helped to improve these headquarters' CJTF capabilities to plan, prepare and establish command and control arrangements for the conduct of operations in a remote joint operations area under United Nations mandate. The exercise had four phases: Individual and Collective Training, Crisis Response Planning, Execution (CPX/CAX) and Assessment.

In addition to planning and coordinating the "Steadfast" series of exercises in 2006 (Steadfast Jackpot in May and Steadfast Jaguar in June), the JWC constructed the SFJW 06 exercise scenario based on a fictitious Mada Island in the Atlantic Ocean. SFJW 06 portrayed a Non-Article 5 (crisis management, stabilisation operations) scenario under Chapter VII of the United Nations Charter. The Exercise Director for SFJW 06 was Air Marshal Peter B. Walker, Director Joint Warfare Centre. The Joint Warfare Centre in Stavanger, Norway, plays a key role preparing headquarters to operate and succeed in NATO missions and provides a world class exercise and training environment. The aim is to provide challenging and realistic training opportunities and team building for all participating units.



OCTOBERFEST '06

Text by Lt Col Dieter Stoll, GE F
Database Support Chief, SMC4

Pictures by MSG Juergen Eise, JWC PIO and Dieter Stoll

As it was in 2005, the 426th Sqn Community Center prepared extensively to impress all thirsty and hungry visitors and give the feeling as if we were all inside one of the many beertents in Munich, the "Wiesn", which took place for the 173rd time over 1000km away from Jåttå. The show began with the the traditional "First Barrel Opening" ceremony by Col Schneider at 2:30pm followed by the famous and most awaited words "O'ZAPFT IS", meaning, the uninterrupted flow of beer has started officially. We had

original G□

some "H□

preparing the food whilst "Zapf Team Chief" Gerd and his "all singing, all dancing" group ensured the continous beer flow.

But, no show without proper entertainment. Music Artist Dieter Boehning, known as "Didi Minden" from Germany and his specially



p
 and hea
 toast, f
 crowd enjo
 X-Bike f
 about 10
 already looking forward to the next years' Oktoberfest and to hear the words "O'zapft is".

Allhands



Kim Meyer's (left) promotion to the rank of Senior Master Sergeant (SMgt) was effective on 1 October 2006. This is the second highest enlisted rank in the U.S. Air Force. Col Harrigan, Chief, Joint Exercise Division of the JWC was the Officer

who promoted SMgt Meyers. The picture shows her with Col Harrigan and her children, BreAnne and Brent. JWC says farewell to Col Simon Hutchinson, Chief Support Division (left, middle) and Mrs Lise Tordal, CDD Admin Assistant (below).



**JWC
 STAFF DINNER 2006**



A lot of fun and learning! JWC's annual Family Day at the end of September is all part of celebrating Fall and enjoying food, family and friends.



Norway

