



NORTH ATLANTIC TREATY ORGANIZATION

**SUPREME ALLIED COMMANDER
TRANSFORMATION**

SACT's REMARKS to

ALL HANDS

NORFOLK, 7 December

Général d'armée aérienne Denis MERCIER



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Ambassador,

Generals, Admirals, Ladies and Gentlemen, dear all,

Good afternoon.

I am very glad to have this new opportunity to address all the staff, especially in this very busy period for our Transformation.

I have found that the All Hands format enables the most direct interaction with each and every one of you.

It serves as a staging point for me, as the commander, to provide my guidance and put ACT on the right battle footing for the next Summit in Warsaw and beyond.

And my approach is very simple: Have one vision defined by a united Command Group of FOGOs and implemented by one team.

One vision, one leadership, one team.

Therefore, as mentioned during the first All Hands, I will present my vision for Transformation, which has been refined through many discussions with various political and military leaders and stakeholders in Nations and Brussels.



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It was also refined through frank and candid discussions I had with the FOGOs and Branch Heads, and with the contribution of numerous Staff Officers. I really appreciated your insights.

Therefore, after a short presentation of my vision, I will let the FOGOs develop their respective lines of efforts for the coming months.

We will then open the floor to you. Because we want to get your insights and perspectives. We need you to understand this vision and we need your buy in, especially in a command like ours.

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But first, let me present my vision through the responses to a series of questions which I have often been asked.

Where does Transformation fit into the Strategic Context of the Alliance?

Transformation is about providing ways for our Alliance and especially SACEUR to choose the appropriate posture today or 15 years from now. Let me continue to dig further into this issue.

It is important to note that the many threats that our Alliance faces today were already identified in the 2010 Strategic Concept. While some of the assumptions may no longer be valid, such as our relationship with Russia, its conclusions remain fully relevant.

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The recent attack in Paris, in addition to the destabilizing impact of Russian hybrid strategies, the wide arc of crisis on the Southern flank require that NATO keeps on fulfilling its three core tasks.

It has been recently restated by Secretary General Stoltenberg in his Long-term Adaptation paper.

For military entities, these tasks were articulated in four identified military strategic effects as recently agreed by the 28 Chiefs of Defence: deterrence, containment, protection and projection, all collectively enabling us to defeat the threats we face.

It will not have escaped your attention that deterrence is the burning issue within NATO. Strategic Commands and Political leadership must identify and be able to oppose the full range of threats, at 360 degrees, that could undermine the Alliance's centre of gravity, its cohesion.

And this is where Transformation has a critical role to play. A fundamental part of our responsiveness relies on the Alliance adopting the right posture, a posture which is credible at both the political and military levels; a posture which has a deterrent effect but also takes into account the other Military Strategic Effects.



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Consequently, Transformation must deliver the outcomes that underpin the key elements of this posture, now and in the future. Measuring Transformation value and progress will depend on these outcomes.

The second question is then: How to define the posture and how it relates exactly to Transformation?

With the Command Group, we agreed that NATO's posture derives from the right mix of conventional, nuclear and missile defence forces at the appropriate level of readiness, with the responsiveness required to deploy, sustain operations and redeploy rapidly. And this posture must be credible at the military and political level.

The posture's military credibility will depend on two critical drivers: the forces and their readiness / responsiveness.

For that purpose, the Readiness Action Plan, launched at Wales, is a first important effort to enable our current model of forces to respond in a timely manner to the many challenges arraying at the Alliance's periphery.

But the RAP is only a step as part of the necessary broader reflection on how our forces can remain credible while enabling a military credible posture.



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As I already mentioned to you two months ago at the previous All Hands, I believe that the Alliance needs a capacity, a solid and modern foundation enabling forces to permanently maintain the right level of readiness and responsiveness.

Following discussions with staff, we have defined this capacity across 6 interrelated focus areas, 6 priorities to be set for our future forces:

- Command and control, as NATO's major strength lies in the permanence of its ability to plan and conduct operations. Our priority should therefore be to focus on integrating all efforts in this area under an open architecture that encompasses shared situational awareness and timely decision making, intelligence, surveillance, targeting and cyber defence amongst others;
- Logistics and sustainability, to allow coherent preparation, stockpiles, deployment and projection of forces or power, wherever needed and for whatever the duration;
- Collective training and exercises, to enhance readiness, efficiency and interoperability throughout the command and forces structures;
- Partnership, to improve coordination with partners and International Organizations, enhance interoperability and develop a broader situation awareness outside the Euro-Atlantic area;



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- Manpower (**Human Capital?**), through the development of the core NATO personnel and guide/influence the development of nations killed and educated personnel to deal with this capacity at all levels;
- Capabilities, across the full spectrum of warfare as delivered through the NATO Defence planning process and by the Nations.

Indeed, these 6 focus areas will provide both the depth of our forces in terms of organization, and their ability to operate across the breadth of our capabilities, now and in the future, in any potential environment.

None of the 6 focus areas should be neglected, as they are fully interrelated, to renew our approach to thinking, planning and conducting warfare.

This is why, from the start, I have wanted ACT to focus primarily on the capacity. The FOGOs will develop our future lines of efforts in each of these areas after my introduction.

But Transformation goes beyond the military aspects of the posture. It can also influence its political dimension. Indeed, at this level, the credibility of the posture relies on five mutually supporting elements:



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- The demonstration of the Alliance's ability to deliver strategic effects in all kinds of environments, through a robust exercise programme. Our training objectives must take this demonstration into account.
- The need for a strong and innovative Defence Industry on both sides of the Atlantic to ensure that together we can leverage any technical breakthrough and adapt the posture swiftly. ACT has to extend its reach to all Industry to create the capacity.
- The provision of the appropriate resources to be able to sustain the posture over the long-term. ACT must be a source for the flexible use of resources.
- The development of Partnerships, in particular with international organizations, to develop a seamless and comprehensive answer to tackle complex and hybrid threats. ACT has already initiated reflections on tailored roadmaps and additional synergies with Partners.
- The enhancement of our Nations' and Partners' resilience for which ACT will soon produce a Food for Thought paper.

And we should not forget STRATCOM as all of these activities must be supported by strong political will, conveyed through a coherent and comprehensive strategic communication plan.



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The last question I should answer is what will drive the transformation of the posture.

I think that the Strategic Foresight Analysis and the Framework for Future Alliance Operations have given us great perspectives on what we may expect over the next 15 years.

From our work in the SFA (trends) and FFAO (key deductions & military Implications), technology (both its rate of change and proliferation) may be the least predictable yet most likely to challenge Alliance objectives, both internally and externally.

Our model of forces will have to consider future technological and operational breakthroughs which will change our perception of the battlespace, in its physical and time dimensions.

Platforms and weapons will have extended ranges and perform their missions with increased autonomy.

Artificial intelligence and capabilities to collect, analyse and identify trends and associations in huge amounts of unstructured data (from sensors, surveillance devices and various data feeds) will be improved and be useful for the detection and prevention of crises.

New technologies will also continue to compress time in which to make decisions, against Ballistic missiles for example.



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To conclude my introduction, I think ACT is at the heart of all these trends, and is therefore the best place to design the NATO capacity.

This is why all FOGOs have been assigned one or more of these focus areas in order to ensure our cross-functional work.

I will now leave the floor to COS and then the DCOSs to define more precisely each focus area and explain what our transformation role should be.

We will then answer your questions to make sure there is a common and shared understanding on where we want to head our Transformation.

SPEAKING NOTE from COS:

So, SACT has set out his strategic vision and the approach he wishes us to take to our Transformation mission. You have heard him articulate a number of times his themes of transforming our collected military capacity in order to adapt NATO's Posture to achieve our desired strategic effects.

And you have heard him set out his six Focus Areas for transformation, each led by one of our DCOSs, but each demanding a very broad perspective and deeply cross-functional working practices across the widest possible array of stakeholders – within and without ACT.



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So, what are we doing to operationalise and implement this vision and methodology?

Well, the ACT Command Group is now mobilised to build momentum. We had a terrific confirmatory session at the FOGO Off-site, leaving us all with a clear sense of where we need to go now. Are all the detailed answers in place? Absolutely not – and one or two of the concepts for the Focus Areas need more work – such as the concept for manpower. But we are off the starting blocks and ready to get moving.

The next step is for the respective DCOSs to lead their Mission Analysis for each Focus Area. In conducting Mission Analysis, the DCOSs will need to begin to build the cross-functional teams. The timeline is to back-brief SACT on the main deductions at the beginning of March.

Key outputs from this early work should be a concept of operations and the scheme of manoeuvre for each Focus Area, a sense of core objectives, key specified tasks and deliverables against time lines, and stakeholder mapping to identify from the outset who needs to be at the core of each Focus Area.

Concurrently, we will be engaging with staff throughout the HQ to get the command message out, debated and into action at all levels. The first engagement will be a Branch Head Town Hall next week.



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SACT really wants everyone to engage and debate these concepts – not just repeat them parrot-like. So ask the questions you want to ask. These concepts need to be developed, matured and put into action.

And, from a pan-HQ perspective, they need to be coordinated and synchronised at all levels – especially within the Transformation Design and the Force Development Board.

We already know that we really have to take multi-functional working groups to another level of effectiveness in this HQ. This has long been one of our weaknesses.

The Focus Area Mission Analysis work will define a range of new working groups and a supporting HQ battle rhythm. Beyond working practices, we may potentially also find ourselves having to make more substantial adjustments to our personnel structures.

If we are to make multi-functionality work – which we must – we have to commit ourselves strongly to these working practices.

This will mean a much greater sense of shared ownership and collaboration right across the HQ. These Focus Areas are cross-functional by design. Indeed, there is almost nothing that we do in ACT that isn't cross-functional.



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So, really think hard about what SACT's vision means to you – and what part you will play in delivering hard output against the Focus Areas.

I will now hand over to DCOS Cap Dev who will set out his Focus Areas in more detail.

- **FOCUS AREA: C2 + SUSTAINABILITY AND LOGISTICS**

SPEAKING NOTES FROM DCOS CD:

Thank you Gen Jones

I'll start by talking about the command-and-control focus area

First it's important expand further what we mean by command-and-control.

NATO's core capability is command and control. It enables the NATO command structure to connect and execute its three core tasks (collective defence, crisis response and cooperative security) and continuous operations such as air policing and our operations in Afghanistan.

At the strategic level our politicians understand command and control being about Strategic Awareness (in other words situational awareness or/and understanding) of the security environment and the ability to communicate in order to enable timely decision-making (with an aim of decision superiority) at the political level and senior military level.



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It is currently central to many of the discussions within NATO HQ today.

At the operational and tactical level we are now talking about the specifics that make up this capability.

So to describe this complex area I would like you to open your mind up to the idea that there are many capabilities that make up the capacity for command-and-control or more importantly situational awareness and timely decision-making.

Over the years, the C2 acronym has evolved in NATO and many of our Nations have expanded the term to C3, C4I, C4ISTAR, and others.

For us here in ACT we use the broadest of definitions to describe C2 as the full spectrum of consultations, sensing, situational awareness, planning, decision making, effecting and assessment processes.

Specifically, this focus area is comprised of your classical command-and-control capabilities such as computers and networks, decision-support tools which must be fed by ISR capabilities (in other words we don't do ISR for ISR sake).

C2 requires a robust communications backbone via multiple paths, which could be capabilities such as SATCOM, regular voice, datalinks, microwave and laser to name a few.



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Of course, critical to C2 is having a resilient capability that can fight through an adversary attack. All of this capability is underpinned by a cyber capability.

As we focus on this we need to look across the DOTMLPFI framework and ensure we have all the parts of DOTMLPFI in place to truly have a capacity. We are to act or facilitate action to fulfill or improve our capacity by delivering outputs (Doctrine, training, material solutions, interoperable solutions, etc).

As the commander said this is a cross functional activity so were not just talking about material things but also cross functionally work with JFT to incorporate C2 into the training and exercises for not only fielded capabilities but also development of capabilities, validation of doctrine, interoperability assessments.

The team in Mons will be part of this cross functional team to ensure C2 capabilities are captured in NDPP. SPP will provides the context by which we develop concepts for the future.

So in the short and mid-term, we improves the readiness, responsiveness and interoperability of the Alliance command and control capacity through the use of exercises such as Trident Juncture/Jaguar, Allied Reach, Cyber Coalition exercises to name a few along with collective



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training activities to educate, train, and exercise the NATO command-and-control capability.

Furthermore, we develop the requirements and capability packages in coordination with ACO and NCIA for the core (common funded) command and control capabilities such as FMN, Cyber Defense, JISR, ACCS, Core enterprise services, Air/Land/Maritime C2, SATCOM, Enterprise Architecture, Core Enterprise Services (CES), NATO Communication services to name a few.

Additionally, to enable the NCS to command and control the NFS requires standardization and interoperability Verification work (both material and nonmaterial interoperability).

This ongoing work is important and we must continue to focus on our outputs across the DOTMLFPI framework.

In the long term to improve the future command-and-control capacity of the alliance we must consider present actions, capabilities, and investments while guiding the direction of travel towards the future based on attributes requiring faster, more resilient capabilities that can be distributed.

These attributes point to a need to handle huge amounts of data, use cloud like technologies to link legacy systems and future C4ISR systems, in a systems approach in order to enable interoperability.



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It will need to leverage advances in communication methods and evolving capabilities such as artificial intelligence. By using a systems approach to NATO command and control ACT can guide this critical capability into the future.

Furthermore, using tools such as FFAO, the great work done by team Mons on NDPP along with concept development, experimentation and Industry engagement to identify potential innovative solutions that will improve and transform command and control in the long term.

As the COS mentioned our task over the next several months is to get the cross functional team together, on a regular basis, and do a mission analysis of the C2 focus area to ensure we have completely captured all aspects of this focus area across DOTMLPFI framework. We already have a good start with the work done by ACT in support of the C3 Board in NATO HQ.

We will use the C2 focus area in the upcoming Force Development Board as a model for future Force Development Boards which will assess all the focus areas using a DOTMLPFI framework.

I have already met with the team and directed the mission analysis and development of a future concept and they are meeting cross functionally starting today and every Mon and Thur form here on. The mission analysis will feed the future concept work we will do this next year.



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Our task is to identify the key tasks, Strategic Goals and Objectives, deliverables (Outputs), timelines, stakeholders, and engagement plans with external audiences. The leadership is committed to supporting each other (SPP, JFT, JJJs, Mons Team), to holistically get this work done – this applies to all focus areas. The day to day champion of the C2 focus area is RADM Ugurlu.

- ***FOCUS AREA: SUSTAINMENT - LOGISTIC***

SPEAKING NOTES FROM DCOS CD:

Now let me cover Sustainability and Logistics

Sustainability and Logistics are critical to NATO's ability to be ready and responsive to the challenges the alliance faces. Much of this focus area has traditionally been a national responsibility and our role associated with the interaction (integration, interoperability and interfaces) with the NCS and the NFS.

The relative combat power of NATO is comprised of the coherent preparation of the force (such as stockpiles, prepositioning, RSOM staging facilities), the deployment capabilities and command and control functions to oversee this activity, the sustainment of the force for whatever the duration and finally the redeployment of the force.

This focus area is therefore the life support system of NATO forces.



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The area is wide and encompasses logistics, medical support, engineering, force protection, CIED, HN-support and other support disciplines. This will be further refined during the mission analysis which we will begin immediately.

Aiming for a cooperative and efficient approach to sustainment and logistics into the future will require: flexibility among the Alliance, embracing change necessitated by improved technology, will require resilience to threats targeting our distribution chains or require abilities to operate in an A2AD environment, and will require improvements to other operational support capabilities.

The Alliance ambitions to improve coordination, increase tempo and effectiveness, and lower national spending, are addressed by the Operational Logistic Chain Management (OLCM) Concept. As of 2015, the concept has only been partly implemented.

We are making progress in training and CIS support with logistics functional services or LOG FS and the Joint Logistic Support Group construct which has improved coordination at the tactical level but is still organizationally being challenged by Nations. As discussed at the FOGO offsite the ability to sustain the force with resilient capabilities that are ready and responsive to meet the alliances needs is one of the most critical yet hardest areas to prepare. Therefore...



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Our specific actions in the short to mid-term are linked to the readiness action plan associated logistics that support the VJTF and eNRF capabilities, the RAP CP work on prepositioning and RSOM, medical capabilities, stockpile planning, logistical systems interoperability within logistics functional services or LOG FS, and the NDPP work by Mons on maritime and airfield facilities, bulk fuel along with ongoing minimum capability requirements development.

Furthermore, the NAC approved NATO Logistics Vision and Objectives document tasks ACT to develop an Operations Logistic Chain Management or OLCM capability.

We will have to work aggressively to nurture the potential of the OLCM concept for the benefit of operational effectiveness, resilience and not least to reduce the operational costs for nations. Our aim is for the OLCM concept to be operationalised by 2021. In operationalising the concept, exercises will play a vital role.

This transformational program is not just new software, but a fundamental change in the way of planning and executing logistics, through the whole DOTMLPFI spectrum.

So our task at hand is to complete a mission analysis review by March.



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From this, we can then begin development of the future comprehensive concept, leveraging our OLCM work, and taking into account the attributes outlined in the FFAO and NDPP technology trends documents. This concept will then guide our long term work that accounts for resilience, contested environments where lines of communication are not secure, modular approaches, faster moment and visibility requirements, and commonality to produce a smaller logistics tail for reduced costs. The day to day champion of the Sustainment focus area is Commodore Groenningsaeter.

- **FOCUS AREA: COLLECTIVE TRAINING AND EXERCISES**

SPEAKING NOTES FROM DCOS JFT:

Good morning to all.

I would like to thank SACT for the opportunity to address you at this ALL HANDS in my role as DCOS Joint Force Trainer and my new role as Champion for the Focus Are of COLLECTIVE TRAINING AND EXERCISES.

In a short sentence and as mentioned by SACT, this is all about “enhancing the readiness, efficiency and interoperability throughout the Command and Forces structures.



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But I would say that this what we have already been doing since the responsibility for Education, Training and Exercises was transferred from SACEUR to SACT in 2013.

In this timeframe we have evolved from 1 strategic level exercise in 2013 to 5 major exercises this year. Why these change and increase? There are several drivers that have taken us to where we are today and leading us to where we are heading:

One is CFI, coming from the Chicago Summit in 2012 and aiming at Cooperation and Interoperability, reaping on the interoperability and partner integration achieved during the Operations in Afghanistan. This lead to an increase in the number and scope of exercises to include also TRJE15 as HVE with a LIVEX.

Another one is of course the RAP, aimed in this case at readiness and responsiveness. The Ambitious Exercise Programme we have proposed for the enhanced NRF has forced important changes in the exercise program for the incoming years, and we have already tested some RAP concepts like VJTF this year.

Other important drivers are of course the Exercise Objectives, evolving with the times, the threat, political inputs, capabilities and concepts to be tested.



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We have also added complexity trying to balance Art5 exercises without forgetting the core task of Crisis Response Operations, including specialized inputs on Hybrid, Cyber, BMD, logistics, etc.

There is an increased appetite for LIVEX, with TRJE15 as an example of a BIG live exercise and a HUGE success in participation, Stratcom effects and in the perception of ACT and our Forces in our Capitals.

Participation in these exercises is also expanding and increasing. The training and evaluation of HQ. Staffs and Force in bigger and more complex exercises may make our lives really complicated, but at the same time creates reacher, better, more complex exercises that match better what could be expected from us in future operations.

The importance given to Exercises in NATO and our Nations is also increasing. Exercises are evolving from being simply a tool to train and evaluate our HQ and Forces (but not a simple tool, believe me) to become an operational tool as demonstrated by their use as Assurance Measure after Russia's annexation of Crimea and the need to reassure our Allies on NATO's commitment.

But it is also becoming a Deterrence Tool to demonstrate Alliance's cohesion and preparation to our potential adversaries.

So, with so many things in motion, so many changes already taken place, like the RAP,



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What could be the aim for this Focus Area? Are we in the right path?

My initial answer would be YES, BUT.....

I would say that we are doing what we have to do and doing it the right way. And I am convinced that the Full Implementation of the Ambitious Exercise Programme, which will extend until 2018, will take us there. So probably we cannot do more, BUT WE CAN DO BETTER.

We can do better here at home, in HQ SACT. This first evolution HAS TO BE cross-functional and involves all the HQ to integrate elements of what we do in our respective domains.

When in JFT we plan our strategic exercises as Officer Scheduling the Exercise, we create (as many among you already know) our Exercise Planning Groups or EPGs, and we request your participation to integrate your specialized inputs in our Exercise Objectives, Training Objectives and Exercise Specifications, in areas that we simply do not reach because we do not have the expertise.

We, all of us, need to overcome the reluctance I sometimes observe when it comes to collaborate with other directorates. Make our exercises YOUR exercises, get involved, participate, propose additional objectives, make our exercises better and use them for your work.



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Use the exercise findings and lessons identified yours, bring the realities experienced by soldiers, operators and staff into your capability projects, concept, future solutions,..whatever. Embrace them and use them for your benefit.

This will make our exercises better and also your work better.

I am really doubtful whether we are doing it to the extent we should. I would like to propose this as one of our main lines to approach in the scoping of our future mission.

But we shouldn't look only inwards, part of our focus should also look outside to NATO and especially to our colleagues in SHAPE and the NCS and NFS. Our capability to influence what they do is limited, but I would like to dig deeper on our contribution to the different specialized exercises that are run under SHAPE's responsibility.

I am talking about NBD, BMD, Cyber, Logistics and others. We have a huge experience and insights in these areas, but maybe at a different level. Are we investing this expertise to make those exercises richer, better? Are they aware of our work? Are we proposing specialized training objectives, testing our concepts, capabilities, are we observing or participating?? Maybe yes.

Are we using them to learn and improve our work??



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I would like to know more about this and I would like to make sure that we do it better, that we do all what we can. This is the second effort that I would like to propose for analysis.

But I have spoken enough and I will now pass the floor to the next Champion and wait for your inputs in the Q and A period.

Thank you

- **FOCUS AREA: Partnerships**

SPEAKING NOTES FROM DCOS SPP (Strategy & Engagement):

Globalization is a given and we as NATO cannot fully execute our Core Tasks without the support and cooperation of host nation partners and organizations such as EU, NGOs, Industry etc. Partners and allies are brought together in a strategic environment that requires the sustainment of existing partnerships, as well as the development of new relationships to navigate challenges based on shared risk and reward.

- The findings of both the Strategic Foresight Analysis (SFA) and Framework for Future Alliance Operations (FFAO) demonstrate shared complexity security challenges for NATO and partners.



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- As allies and partners contend with shared challenges, like Hybrid Warfare, close cooperation with entities that span a range of disciplines and geographies is essential.
- Partnerships are part of a globally interconnected system that includes: IO/NGOs, public and private sectors, social media, non-state actors, etc.
- Partnership is an integral part of all SACT's Focus Areas.
- Partners, especially the strategic partnership with the European Union, are critical to the success of the Alliance; in the future there will be no operations without partners.
- Partnership is a vehicle for projecting stability with a reduced operational footprint, as well as means of achieving greater situational awareness—especially in areas beyond NATO's traditional expertise.
- Interoperability is a backbone of successful partnerships.



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- The Alliance will develop future capabilities in cooperation with partners, with an eye toward being interoperable from Day 1 of an operation.

NATO's efforts to improve the prioritisation of partnerships and synchronisation of related activities manifests in the development of Individually Tailored Roadmaps (ITRs). ITRs reflect new thinking, based on the outcomes of the Antalya Tasking to make partnerships more strategic, tailored, coherent, and effective. ACT leads the development of ITRs, and is supported by ACO.

- ACT 100-4 outlines how we as a staff should work collaboratively to synchronize our efforts in Partnership. SPP, CAPDEV, MPD, JFT, STRE, etc. all have critical roles in Partnership and must align to ensure our efforts are enduring. As a Command, we will be convening our first Strategic Partnership Working Group this January. Branch heads are already collaborating to make this WG as productive as possible.
- ITRs are an opportunity to coordinate the development of holistic, interoperable, and adaptable forces that can support the NCS, NFS and future missions.



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- ACT will define a clear business case related to each potential partner, build a common understanding about what NATO and each partner wants to achieve together, and determine ways to routinize and de-centralise interaction to the fullest extent possible.
- The output of ITRs will be an improved ability for partners and the Alliance to connect with each other. The intended effect is capable and interoperable partners that can be integrated into the NATO Command and Force Structures from Day 1 of an operation.
- The Strategic Military Partners Conference (SMPC) is another means of promoting cooperation. It is a two-day, Chief of Defence-level event to discuss military-specific issues of transformation common to allies and partners.
- SMPC is a fixture on NATO's calendar; it is a focal point for allies and partners to discuss long-term issues related to the transformation of military Partnership.

SPEAKING NOTES FROM DCOS MP (Coordination and Implementation):

General Mercier, colleagues, ACT staff.

While DCOS SPP is focused on partnerships engagement and strategy, I am focused on practical implementation of military cooperation.



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Military Cooperation has been a key element of NATO strategy since the end of the Cold War, and Cooperative Security was added as a core task in 2010.

Over the last two decades, the Alliance has formalized bilateral relations with 41 partner countries.

At the Wales Summit, NATO reaffirmed its commitment to the three traditional frameworks—PfP, MD, and ICI—and Partners across the Globe.

But it added two new functional frameworks, the Partnership Interoperability Initiative and Defence Capacity Building.

The aim of P-I-I is to help sustain the gains made during twenty years of operations with our partners through dialogue and practical cooperation.

D-C-B is a new proactive tool to project stability without deploying large numbers of troops.

NATO has agreed D-C-B packages for four partner countries and at the Warsaw Summit is likely to expand on this initiative to other partners and, potentially, non-partners.

At the level of the Strategic Commands, we support military cooperation with our broad toolbox that includes education and training, exercises, standards, doctrine, military advice, and capability development.



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As we approach the Warsaw Summit, recognizing that resources are limited and partner ambitions varied, the Alliance is looking to refine its partnerships toolbox and streamline its military cooperation procedures.

As an outcome of their meeting in Antalya, Turkey, the Foreign Ministers tasked the NAC to consider a “comprehensive long-term approach to partnership engagement.”

This in turn resulted in a task to the Partnership and Cooperative Security Committee to prepare a first-ever Partnerships Periodic Strategic Review, led by the NAC.

To be completed early in 2016, the review will inform proposals to be considered at the Warsaw Summit for a refined, comprehensive, longer-term approach to partnerships.

The underlying principles of the review are that partnerships should contribute to international security and to that of the Alliance.

And that NATO partnerships should be more strategic, more coherent, and more effective.

At the political level, it is expected the review will lead to a streamlining of the numerous political instruments and a redefining of Alliance priorities for military cooperation.



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At the military level, it will mean working to better leverage our existing toolbox to best achieve the political goals agreed between the Alliance and its partners.

The MC task to develop a concept for individually tailored roadmaps or I-T-Rs, which is an outcome of the Partnerships Interoperability Initiative, will likely be the main Bi-SC task linked to the periodic review and the Warsaw Summit.

In developing the I-T-R concept, which is being led by DCOS JFT, we are being asked to develop a more tailor-made and coherent approach to partnerships.

Questions we need to consider are:

How can we better assess partner requirements?

How can we better leverage our partnerships toolbox to support those requirements?

And how can we better measure our efforts and apply lessons learned?

The toolbox itself is unlikely to change.

Looking forward, our main challenge will be resources.

We are structured and funded to assess and meet Alliance requirements, but Partner requirements fall outside of this traditional mandate.



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The Alliance's growing ambition for military cooperation will require a careful reassessment of how to maximize limited resources and how to integrate partner requirements.

As was stated at the Wales Summit: "Partnerships are, and will continue to be, essential to the way NATO works."

Looking forward, our challenge is to better integrate partners and partnerships into all aspects of our work.

Thank you.

- *FOCUS AREA: Human capital / Manpower*

SPEAKING NOTES FROM DCOS JFT:

Given the strategic developments over the last few years, there has necessarily been a significant focus on Exercise program/Collective Training, my previous Focus Area.

However, we must also remember that training is a continuum which begins with the individuals, developing the underpinning Knowledge and Skills that allow them to successfully fulfil their role in the collective environment of NATO NCS, NFS, exercises and ultimately in operations. This brings the focus to the Human Capital of the people with which our Nations contribute to NATO.



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If I were asked how to define in a nutshell the Goal of the Focus Area, this would not be examining and improving structures and posts in the current NCS or NFS Peace Establishment, Crisis Establishment or Job Descriptions, as could be wrongly assumed looking at the “Manpower” title.

In the long term it should instead consider current trends in Education and Individual Training (in NATO, our Nations, Universities, think tanks), identify needs for the future and finally propose ways to shape and orientate NATO’s approach to what is or will be required from our Human Capital as a decisive factor to make a real difference. This is not something that will be achieved overnight – it must become a long-term strategic goal with concrete, verifiable milestones that, given time and the necessary political will and support, can achieve the goal we are setting ourselves.

We will need to analyse what we need today and how we develop people over time to be ready for future operations. It is another step in further underpinning the goal of enhancing interoperability in a way that ensures that we are able to have the right people at the right time in the right place.



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In a mid-term focus, another aim could be to enhance the management of the training of military and civilian personnel serving in the NATO Command Structure and NATO Force Structure, to ensure that our people possess the knowledge and skills demanded by the changing security environment and future operations.

This approach could include developing a supporting mechanism which embeds key aspects of NATO training requirements within all our National Training systems.

At this level and looking at our current role in Education and Individual Training, we should ask ourselves: Are we doing the right thing? Are we doing things right? Are we transformational as it is needed?

In JFT we are examining the NATO E&T Requirements, identified by the Operational side (SHAPE) for the different Disciplines under the Global Programming approach to Training. They define what is required from Educated and Trained personnel to fulfil their roles. And we try to meet those requirements with what our NATO and National E&T Institutions have in their portfolios. Our intent is to rationalize and improve the E&T landscape to deliver what NATO with its collective responsibilities is really required to do.

But I ask myself questions like:

Is this enough?



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Does this really contribute to the necessary Transformation? How much?
Or maybe we are only the providers of a tool?

If we stop doing what we are doing now and change our focus, is it still needed? Who could do it?

We must enhance and build on what Nations give NATO, not replicate it. Nations have a responsibility to provide trained personnel, we have a responsibility to identify the things that can only be delivered by NATO for NATO.

We must identify the specific knowledge and skills (educational requirements) needed to function with optimal effectiveness in the NCS and NFS.

Our initial considerations to this two potential approaches will be internal and cross-functional by nature, but once those initial findings are consolidated inside our HQ, it will require a buy-in from SHAPE, IMS, IS and finally the Nations. Because Nations are our ultimate target, because the people they provide NATO with and how that people are educated and trained is what we want and need to influence if we really want to be transformational. This is difficult if we want to avoid friction with other stakeholders, which should be approached with extreme caution.



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I hope that we, together, will be able to provide some answers to my initial questions and considerations, and to respond to many other questions that will pop-up; and to propose ways to make the required changes a reality.

But, personally, I do not see how this efforts can be developed without fully dedicated people. Cross-functional interaction and contributions are OK, but there is a clear need of a nucleus of staff officers devoted to integrate those inputs into a coherent product with deliverables, milestones and resources. Are we in the position to re-allocate people to do this? It will not be easy. Do we have to change some of our priorities? This might be one of our initial findings and proposals.

But this is a journey that we are just starting. At this initial stage I only wanted to offer some initial considerations to create a HQ level awareness on where we are going; and of course also to challenge the audience and stimulate your creative thinking. Because you, our people, our Human Capital, are key to take this forward.

So I will stop here. Thank you for your attention

- ***FOCUS AREA: CAPABILITIES***

SPEAKING NOTES FROM DCOS CD:

The capability focus area underpins all focus areas.



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By gathering inputs from all our focus areas across the aspects of DOTMLPF-I, NDPP plays a huge role in bringing coherence to our efforts to deliver informed and credible requirements and priorities. Designing future alliance capabilities is an important component of transformation and requires foresight and a deep understanding of the threats and trends as articulated in the FFAO, SFA and NDPP. NDPP use a capability based approach informed by the evolving threat to develop a portfolio of NATO required capabilities.

In the short term ACT, guided by political guidance, will determine through the NDPP process minimum capability requirements and shortfalls compared to Nations' current inventory. We will utilize concept development, experimentation, and cooperation with industry to address defense planning shortfalls. We will develop requirements, facilitate and provide oversight to the delivery of current capability packages for common funded programs. Furthermore, we will used events like CWIX, cyber coalition and exercises to drive interoperability, standards and integration and assess resilience of the force; especially in a contested security environments including A2AD.

Integrating future trends defined in the FFAO, we will also develop through the NDPP targets covering long term aspects in accordance with a shared perspective of the long term direction of travel of nations. Future work will include as an example, cyber security, improved



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responsiveness, lower cost, modularity, and requirements to meet the demands of the evolving security environment with special emphasis on collective defense.

Judging and striking the right balance between near term and longer term objectives will be an area where we continue to provide valuable input to the strategic debate. Additionally, we will continue to facilitate through Smart Defense and the Framework Nations Concept to assist nations on multi-national solutions to fill priority capability shortfalls. The Smart Defense Special Envoys (SACT and ASG/DI) are re-focusing efforts to become the synchronization focal point across the multitude of multi-national capabilities actors to ensure coherence and alignment with alliance priorities and to ensure standards, interoperability and integration are central to these efforts.

as you can see there are interrelationships between the focus areas requiring us to collaborate amongst ourselves cross functionally.

Questions / Answers

Thank you for these questions. I hope it helped everyone to get a clearer view of our vision for Transformation.



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To come back to my introduction, I had three expectations today.

Explain how we have refined our vision, make the DCOSs interact with all the staff and get the staff to work as one team. In other words, one vision, one leadership, one team.

Let's move on to this notion of team. It's one thing to get the staff to understand the vision internally. It is another to get this vision known, understood and implemented outside ACT.

This is where I need all of you and each of you to work as a team on advertising and implementing the vision.

First, as already said by Phil, in being proactive and defining with your Branch Heads where you currently fit in this strategic approach to the transformation of the Alliance's posture. Take part in the appropriate working groups.

I will then ask you to communicate with external stakeholders and explain to them your contributions to this broad, coherent and consistent design of NATO's capacity.

Indeed, the second important aspect of our team work is to leverage all our main transformation events to implement this vision incrementally but successfully.



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To optimise our impact, we must understand our target audience and in particular be cognisant of the decision making drumbeat of the Alliance (Def Mins/For Mins cycle, MC Conference, MCCS).

This ultimately sets the course for NATO and the opportunities for us to get our ideas and works across.

Whilst form should always follow function, timing of engagements is also critical to delivering the greatest effect.

[SACT leaves the floor to DCOS SPP]

Strategic Engagement

- Above all, the diamond events will remain the backbone of ACT's strategic engagement calendar. Strategic engagement is an important mechanism for promoting this Command's transformational agenda and delivering against our Commander's strategic aims, objectives and guides our ongoing program of work. It takes many forms, cannot be considered in isolation and must be coherent within the context of our focus areas and broader strategic narrative.
- ACT will have the lead in a NAC Away day in March of 2016 on improving the responsiveness of the NCS and NFS.



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- Allied Reach in April 2016 will capitalize on the findings of FFAO.
 - Against four instability situations described in this document, we will look for ways to enhance our capabilities, our strategic awareness, our security networking and our strategic communications. It will be a great opportunity to stress the necessity of building the capacity in all 6 focus areas.
- All other diamond events will take place after the Summit and will work on its outcomes.
 - The Strategic Military Partnership Conference will take place in the fall of 2016, enabling us to advertise our first results in designing individually tailored roadmaps for Partners and to find ways for additional synergies with other International Organizations.
 - The NATO Transformation seminar, possibly in early 2017 should be our main event to assess the results of the Warsaw Summit and look at the shortfalls to build NATO's capacity.
 - Throughout the coming year we will engage Industry as well, all Industry, in a format that has still to be defined. We will



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leverage innovative ideas for the focus areas, with command and control taking forefront in our industry engagement.

- For now, our first main event will start tomorrow with the Chiefs of Transformation Conference. CAPDEV and CEI have done an excellent job putting the program together. Let's all make this conference a not-to-be missed event for Nations, a conference in which they can understand the purpose of transformation and the crucial need for NATO's capacity.

*

Last but not least I want to say two last things about our team.

Firstly, it is my pleasure to welcome a new and essential member of our team. Air Marshal Stacey, you will take over the position of ACT Chief of Staff from General Jones on 11 December. We are delighted to have you here at ACT, and rest assured, we will take full benefit from your operational experience to maintain a Transformation focused on the delivery of tangible outcomes for our Nations and SACEUR. As such your recent experience as DCOM JFC Brunssum will be invaluable for our staff.

Secondly, there is the double feeling of having to say farewell to a most valued member of our team, General Phil Jones.



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Phil, I am aware that you have requested that we do not mark your departure with any kind of special ceremony; a humility characteristic for great commanders.

Unfortunately even great commanders at times have to suffer a little bit.

Without a doubt, Phil, you deserve a special moment **from and with your staff, ...**

not only for what you have accomplished so superbly for ACT and Transformation, but especially for your service to your country.

We salute and honour you for your 34 years of service, as well as your 26 months spent here at ACT driving this multinational staff.

From the time I spent with you, I can wholeheartedly state that all the men and women in this Headquarters have nothing but the highest respect and fondness for you as you display all the attributes of an exceptional commander:

- A real soldier with extensive command and operational experience in Joint Warfare, as gained in deployments in Ireland, Georgia and Afghanistan;
- A true professional with a deep sense of mission and loyalty;
- A charismatic leader who cares about his subordinates;



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- An inspirational role model who - by his personal demeanour and energy - allowed them to make the most of their skills and themselves;
- An authentic human being with a fantastic sense of people and their relationships; and as such actively linking ACT with all its internal and external stakeholders.

On top of that, me personally, I particularly appreciated your innovative mind-set when it came to implement my vision and get the staff's buy-in.

Phil, you have enriched ACT with your exceptional knowledge and personality. You have pushed ACT to shift transformation in a balanced process- and effects-based approach. You helped shape the Transformational Design, encompassing the full scope as well as the coherence and consistency of our strands of work.

The SECGEN himself praised this during his visit in September and we will capitalize on the Design to build NATO's future capacity.

ACT, if not NATO, is in your debt and that of your dear wife Denise, who accompanied you during this rich and rewarding career, including long periods alone when you were abroad in unfriendly environments. We owe her your exceptional availability and enduring good mood. Our gratitude is therefore entirely hers too.



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Having said that, today your accomplishments are not only being recognized by your staff, but by the Alliance as a whole.

On behalf of our Secretary General, it is my great pleasure to honour you with the NATO Service Medal in recognition of your outstanding service.

[Time to pin the medal/pictures]

The SECGEN has chosen to stress the depth of your achievements as Chief of Staff with specific words in this memorandum that I'm pleased to pass to you.

[Time to give the memorandum/pictures]

Dear ACT colleagues, it is now time to close this All Hands.

Robert Kennedy uses to say that *the future will be shaped in the arena of human activity, by those willing to commit their minds and their bodies to the task.*

I'm confident in our team's ability to build NATO's capacity. So, full speed ahead to the future.

Full speed while mitigating risks. As we reach the end of the year, I want to stress the traditional but very relevant message of safety to all of you.

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As it is the last All Hands before Christmas, Agnes and I also want to send you, and all your families, our heartfelt season's greetings.

I hope you will find time to recharge your batteries with your families and friends during this break.

Finally, we should also pause and give a special thought to the families of all the Alliance's service men and women who will be spending these holidays in harm's way.

Thank you once again, work hard for the next two weeks and then enjoy a safe break. I look forward to seeing you all again in January for what promises to be a fascinating year for our vision.