

NATO SUPPORT TO TRANSFORMATION OF ALLIES' POLITICAL AND MILITARY STRUCTURES

Report Published on 29 November 2012

PROJECT OVERVIEW

Over the past few years of NATO enlargement, new member Nations have identified the challenge of having a separate Ministry of Defence (MoD) and General Staff (GS). Some Nations expressed interest in receiving data on how these bodies could be merged or restructured to create more efficiency and suggested a collective approach for further analysis. At the 2011 Chiefs of Transformation Conference (COTC), it was agreed that NATO would provide support to the Nations in this respect as a matter of priority for Allied Command Transformation.

The JALLC was tasked with the following Analysis Requirement: collect information and analyze Nations' views or experience in merging (or not) their respective MoD and GS.

The agreed Analysis Objectives were to obtain a picture of the current structure of the Allies' MoD/General Staff and to summarize lessons and best practices that can be shared by the Allies.



COTC Workshop 2
Prague, September 2012

MAIN FINDINGS AND RECOMMENDATIONS



The Pentagon houses the Office of the Secretary of Defence, the Joint Staff, the service secretaries and the service chiefs of staff in a single architectural eyesore. It is an example of a merged geographic location with functionally separate MoD and GS.

During the analysis phase, the current relationships between the Allies' respective MoDs and GSs were analysed, producing the following results:

12 Allies reported that they have carried out a deliberate transformation process since 1991 to restructure and/or merge their MoD and GS. The two most significant factors influencing this change were a desire to improve the overall effectiveness of the defence structure as well as cost and resources considerations.

12 Allies also indicated an intention to change their structures: 11 intend to further integrate their MoD and GS, whereas one Ally confirmed it intends to decrease the level of integration between its MoD and GS.

Five Allies stated that they had gathered information regarding formal best practices and lessons learned regarding their experiences of restructuring their MoD and GS. Three of these five Allies confirmed they were prepared to share that information. The remaining two Allies indicated that they may be prepared to share their information. Two more Nations were prepared to share information they had gathered regarding their national MoD and GS structures.

But JALLC has offered to make available to any interested Nation, via the LL Portal, any lessons provided by other Nations on their experiences of merging/restructuring their MoD and GS.





NATO
OTAN



PROJECT EXECUTION

JALLC's programme of work for the second semester of 2012 required this study to be presented to the Chiefs of Transformation Conference. In July 2012, after the identification of national points of contact, a request for information (RFI) was sent on 28 July 2012 to the 28 NATO member Nations to capture the current relationships between the Allies' respective MoDs and GSs.

The RFI sought information needed to examine both the functional and geographical aspects of a merger. For example, where civilian and military human resources management is handled by an MoD/GS joint staff team, it could be described as a *functionally* unified staffing element. In contrast, *geographically* merged staffing elements are located in the same office area or building regardless of whether they are functionally unified or separate.

A total of 22 Nations completed the RFI and returned it to the JALLC. During the Chief of Transformation Workshop in Prague in September 2012, the input from the first 11 Nations was presented. After the analysis of the information provided by the participating Nations, the results were used as a benchmark to answer the Analysis Objective.

TOP TIP

For the first time JALLC used *Adobe Acrobat* to develop and distribute the RFI—used for capturing the relationships between Allies' respective MoDs and GSs—and collate the responses received. Previous JALLC studies have used other tools with mixed success for collecting survey data e.g. *QuestionPro* and *MS Office* applications *Word* and *Excel*; however, for this project it was decided that because the study was so dependent on data being received from each Ally, a more professional approach would be to issue the RFI as a pdf file to be completed by recipients using *Adobe Reader*. The completion and return rates for the RFI represent one of the success stories of this study, vindicating the use of *Adobe Acrobat* to collect focussed survey data.



The German MoD and GS are functionally largely merged but staff supporting both the Minister and the CHOD are divided between two geographic locations.

The German MoD's headquarters have been located in Bonn (left) since the founding of the Federal Republic. Since 1993, after reunification and the relocation of the German Federal Government to Berlin, the Bendler Block (right) has been the other seat of the German Ministry of Defence.



MAJOR RÉMY GUILLIN, FRENCH ARMY

Major Rémy Guillin has served 21 years in the French Army, notably as an EOD expert of the Engineer Regiment and other units. He has been deployed twice to Former Yugoslavia, once to French Polynesia, once to New Caledonia and once to Ethiopia. Within JALLC, he worked on various projects, including "NATO Support to Transformation of Allies' Political and Military Structures" as a JALLC analyst and project manager. He is also in charge of developing an analysis tool for deployable or deployed HQs.

PROJECT TEAM



JALLC

JOINT ANALYSIS AND LESSONS LEARNED CENTRE
AVENIDA TENENTE MARTINS – MONSANTO
1500-589 LISBON
PORTUGAL

PHONE: +351 21 771 7007/8/9
FAX: +351 21 771 7098

NATO'S LEAD AGENT FOR JOINT ANALYSIS

All JALLC Reports, the LL Portal, and NATO LLDb Items may be found in their entirety under the *Products* section on the NS WAN:

<http://www.jallc.nato.int>

Non-classified reports and LLDb Items, Project FactSheets, the Joint Analysis Handbook and Lessons Learned Handbook can be found on JALLC's Internet site at the same [address](#).

A proud member of Allied Command Transformation

