

## Exercise Trident Jaguar 2015 Enabling NATO Force Structure Joint Task Force HQ

### Project Overview

At the Lisbon Summit in 2010, NATO Heads of State and Government agreed upon a framework for a new NATO Command Structure (NCS) designed to be leaner and more affordable. In accordance with this new framework, NATO would rely on NATO Force Structure (NFS) HQs, in addition to its traditional use of the NCS, to provide NATO's full Deployable Joint Command and Control Capabilities. The concept for how NFS HQs would be used as Joint Task Force (JTF) HQs was then set out in the Conceptual Framework for Alliance Operations (CFAO). NATO developed the TRIDENT JAGUAR (TRJR) series of exercises, designed to exercise the Graduated Readiness Forces (Land) (GRF(L)) HQs in the JTF HQ role. In May 2015, the JALLC reported on the findings from analysis of the first of the TRJR exercises (Exercise TRJR14).

During Exercise TRJR14, both NATO Rapid Deployable Corps (NRDC) Spain (NRDC-ESP)—as the first GRF(L) Corps HQ to undertake responsibilities of an NFS JTF HQ—and Naval Striking and Support Forces NATO (STRIKFORNATO)—as the first NFS JTF HQ Maritime/Expeditionary capable of delivery of joint effects on land from sea—were exercised, evaluated and certified. The factsheet summarizing that project can be found on the JALLC's website: <http://www.jallc.nato.int>.



**“The findings from this analysis show that clear guidance as to how the GRF(L) HQs need to change to be able to operate effectively and efficiently as JTF HQs remains key.”**



*NRDC-ITA exercising (left) and ARRC arriving (right) at JWC Stavanger, Norway participating in TRJR15.*

During Exercise TRJR 2015 (TRJR 15), it was NRDC Italy's (NRDC-ITA) and the Allied Rapid Reaction Corps' (ARRC) turn to be exercised and evaluated in the JTF HQ role. During the exercise they were required to plan and conduct a Crisis Response Small Joint Operation (Land Heavy) (SJO(L)) in a high intensity, complex military civilian, and asymmetric, failing state environment, involving warfighting in the early stages. The exercise was staged at the Joint Warfare Centre (JWC), Stavanger, Norway in April and May of 2015.

The JALLC was tasked to analyse processes and structures used by the HQs during Exercise TRJR15 in order to identify lessons to improve the ability of GRF(L) HQs to perform the role of an NFS Integrated Model (IM) JTF HQ. The identified lessons are intended to support JWC's continuing efforts to improve the efficiency and effectiveness of JTF HQ training and will go on to contribute to the next phase of this wider TRJR project which will be to develop and publish an NFS JTF HQ handbook.



## Overarching Conclusions



The CFAO does not provide sufficiently clear details on an IM JTF HQ in terms of its Command and Control (C2) and liaison requirement. To further clarify the IM JTF HQ concept and provide a better understanding for the GRF (L) HQs, the project team recommended the CFAO include details for certain key concepts.

The complexity of the operation exercised exceeded what is expected of an IM JTF HQ; commanding an SJO(L) of limited complexity. Guidelines regarding the different types of SJOs are necessary to ensure IM JTF HQ's are trained according to their needs.

Wider sharing of IM JTF HQ related lessons throughout the whole GRF(L) community would be beneficial to the preparation and build-up toward certification and stand-by. As such the NATO Lessons Learned Portal and the NATO Exercise, Training, Reporting, and Analysis (EXTRA) Portal should be promoted.

## Command and Control

The inclusion of a subordinated Division HQ, as exercised by the ARRC during TRJR15, merits further analysis. In addition, it became clear that the Supported/Supporting Inter-relationships (SSI) are not being used to their greatest effect. Finally, further guidance is required on how to establish liaison between Component Commands and the IM JTF HQ where the joint operational and land tactical elements are integrated.

## Structure and Manning

Having a single, flexible, and adaptable structure, suitable for all the potential roles that a GRF(L) HQ may be tasked with, should be considered a best practice as it minimizes organizational disruption when transitioning between the different roles. Further, integrating augmentees continues to be a challenge for the IM JTF HQs, particularly with regard to ensuring augmentees are familiar with HQ procedures and structure prior to their arrival on site. Providing read ahead material is a best practice, but also developing Standard Operating Procedures for augmentee integration may be helpful in this respect.

## Planning and Synchronization

Both IM JTF HQs integrated some land tactical activities simultaneously with their operational level planning and synchronization activities through the use of a single battle staff and corresponding set of Standard Operating Instructions. The synchronization matrix tool developed by the ARRC was unique and used to great effect in deconflicting all operational and tactical level activities and the use of such a tool may be considered a best practice.

## Project Team

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LTC Magyar has served with the Hungarian Defence Forces for more than 20 years and is currently on his first NATO tour as a JALLC Military Analyst. LTC Magyar has served during many multinational NATO initiatives including the Strategic Airlift Capability initiative as well on UN missions.



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