

CONDUCTING AND RESOURCING COMBINED TRAINING EVENTS AND EXERCISES

Report Published on 06 November 2012

PROJECT OVERVIEW

Combined training events are planned and conducted to achieve goals that individual training events cannot, allowing participants to benefit from shared or pooled resources contributed by the entities executing the training. NATO recognizes that cooperation with the United States' military, the largest force provider to the ISAF mission, provides mutual benefits for both parties in training future ISAF HQ staff members and similar collaborations could be applied for other missions.

The JALLC conducted an analysis into the complexities of a combined training event executed by the NATO Command Structure and another entity outside that structure, such as a NATO Nation's training body. The analysis was performed by examining the planning and execution of the NATO-US multi-tier ISAF Training Event 12-1 / Unified Endeavor 12-2 (TE 12-1 and UE 12-2) at the Joint Multinational Simulation Center in Grafenwoehr, Germany, which took place from 18 March to 06 April 2012. The project had the following Analysis Objectives:

- Identify key factors and resources required to achieve high levels of integration in combined training events and exercises.
- Examine priorities for best using the available resources identified as key to successful conduct of combined training events and exercises.



Daily Situational Awareness Brief during ISAF TE 12-1/UE 12-2

Photo courtesy of JWC and Eurocorps PAO

MAIN FINDINGS AND RECOMMENDATIONS



Major General Berger, FRA A, Commander JWC and Co-Director of ISAF TE 12-1 addresses EXCON staff at STARTEX

Photo courtesy of JWC and Eurocorps PAO

The key to planning a combined training event is a single, unified process between the entities involved. Each contributing entity will have its own approach to training and will need to understand and consider the other's practices with regard to training during the planning and the execution of any combined training event. Familiarity with each other's training philosophies helps to facilitate compromises between the contributors and assists the combined planning and execution process of the training event.

With a greater number of entities involved in planning and executing a combined training event, it becomes more important to have clearly defined and documented roles and responsibilities. All major training documentation must be clearly conveyed in jointly endorsed documentation and made available to all involved as early as possible.

Replicating the full functionality of the real HQs requires the proper number of participants, key leaders, and properly manned response cells. Manning gaps need to be filled by available means in order to allow meaningful interactions between parallel functions in different HQs during the training event.

Subject matter experts, acting as trainers, are scarce resources. The balance between skilled and experienced specialists and professional trainers needs to be taken into consideration to adapt to any resource shortfalls.





NATO
OTAN



PROJECT EXECUTION



TE 12-1/UE 12-2 Execution
Photo courtesy of JWC and Eurocorps PAO

The analysis was based on research of NATO policy, doctrinal and strategic documentation, US military training documents, as well as all the available planning documents from TE 12-1 and UE 12-2. Additionally, observations and interviews were conducted with planners during the Final Planning Conference / Master Scenario Event List 2 (FPC/ MSEL 2) and during event execution at the several sites in Europe and the United States.

The project team got an overall picture of how combined training exercises were conducted, which helped them identify the root causes of any problems in the process and develop relevant recommendations. Our findings were presented to the Joint Warfare Centre in Stavanger in Norway in April 2012 to facilitate the preparation of the JWC's team for the Initial Planning Conference of the next combined ISAF training event.

PROJECT TEAM

LIEUTENANT COLONEL ZSOLT HORNYÁK, HUNGARIAN ARMY

LTC Hornyák has been a JALLC analyst since July 2010 and has worked on a number of analysis projects as well as deploying to Afghanistan as JALLC's Permanent Representative to ISAF. He is trained in Signals Intelligence and has filled various posts at various intelligence units. Prior to his posting to the JALLC, he worked for the Defence Staff of the Hungarian Defence Forces as a Staff Officer. LTC Hornyák served with the UN mission in Angola in 1994 and the Joint Force Command Headquarters Brunssum from 2004 to 2007.

MAJOR LOUIS-EDOUARD GEAY, FRENCH ARMY, ANALYST FROM COURS SUPÉRIEUR D'ÉTAT-MAJOR

Major Geay was assigned to the JALLC for a six month period before his admission to the French War College. His duties included studying the practical implementation of the NATO LL process through his contribution to a JALLC project. Before his allocation to the JALLC, he filled several posts at combat engineering units of the French Naval Infantry. He worked for the Joint Logistic HQ from 2009 till 2011, when he was enrolled in the French High Staff College. He has been deployed to several missions, including Bosnia and Herzegovina, Mayotte, French Guyana, Ivory Coast, and Kosovo.

MR STAALE HANSEN, CIVILIAN ANALYST

Mr Hansen has worked as a civilian analyst in the JALLC since October 2005. He is a retired infantry officer from the Norwegian Army. He has a varied national military background including service in His Majesty the King's Guard, The Northern Brigade, the Telemark Battalion, the Armed Forces International Centre and in Ops Division of the Norwegian Chief of Defence Staff. From 2000 to 2003 he served as Assistant Chief of Staff J9 in Allied Command Europe, Mobile Force (Land) in Heidelberg, Germany and from 2003 to 2005 as Military Analyst, Joint Plans in JALLC. His international experience includes service in Lebanon in 1982, Termination Force Mogadishu 1994, Chief G4 Sector NE in UNPROFOR in Tuzla, Bosnia in 1995, and JMCC Deputy Director in IFOR in Zagreb, Croatia in 1996. Mr Hansen has followed ISAF Pre-Deployment Training events since the beginning of NATO's involvement and has deployed to various places in Afghanistan twelve times.

NATO LLDB ITEMS

- Item 1524 - Familiarity with the counterparts' Training Approaches in case of a Combined Event*
- Item 1525 - Training Documentation of Combined Training Events and Exercises*
- Item 1526 - Undermanned Training HQ Cells filled by NATO staff officers*



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](http://www.jallc.nato.int).

A proud member of Allied Command Transformation

