

## NFS JTF HQ Handbook

### 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 and thereby meet the Alliance's declared level of ambition. Doing so would require NFS HQs to be used as Joint Task Force (JTF) HQs for commanding Smaller Joint Operations (Land Heavy).



In order to exercise and certify the Graduated Readiness Forces (Land) (GRF(L)) HQs in the JTF HQ role, NATO developed the TRIDENT JAGUAR (TRJR) series of exercises, which have, to date, occurred in 2014, 2015, and 2016. During Exercise TRJR14, NATO Rapid Deployable Corps (NRDC) Spain and Naval Striking and Support Forces NATO were exercised and evaluated. TRJR15 exercised NRDC-Italy and the Allied Rapid Reaction Corps, and TRJR16 exercised NRDC-Turkey. The Joint Analysis and Lessons Learned Centre (JALLC) reported on the findings from analysis of both TRJR14 and TRJR15, identifying lessons to (1) improve the ability of GRF(L) HQs to perform the role of an NFS Integrated Model JTF HQ; (2) support the Joint Warfare Centre (JWC) in improving the delivery of JTF HQ training; and (3) provide valuable insights for continued development of the NFS JTF HQ concept.

### The NFS JTF HQ Handbook

After producing two analysis reports on TRJR14 and TRJR15, the JALLC's was tasked to support the production of the NFS JTF HQ Handbook using observations from TRJR16. As such, the Handbook is the result of a three-year cooperative effort between the JALLC, the JWC, and the NATO Command and Control (C2) Centre of Excellence (C2COE). This work was carried out under the auspices of the Capability Integration and Coordination Cell, a designated group of Subject Matter Experts (SME) brought together to deliver this Handbook. The Handbook would not have been possible without the involvement of each of the commands, organizations, and individuals from both the NCS and the NFS who supported and contributed to its production.

**“The Handbook guides the reader through the major processes, ideas, and lessons regarding the implementation of the NFS JTF HQ concept.”**



## The NFS JTF HQ Handbook



The JTF HQ Handbook was signed on 29 November at the NATO Lessons Learned Conference 2016 by (from left to right) Captain René van Pamelan-Hollenberg, Director NATO Command and C2COE, Brigadier General Mário Barreto, Commander of the JALLC, and Lieutenant Colonel Jacek Ropejko, Branch Chief, Quality Assurance (Lessons Learned) of the Joint Warfare Centre (JWC). Lieutenant Colonel Ropejko was representing Major General Andrzej Reudowicz, Commander of the JWC. The Signing Ceremony marked the official launch of the Handbook.

Commanders, staff officers, and analysts identified good practices and areas for further study and reflection in concert with the NATO transformational and operational communities' efforts to develop the NFS JTF HQ concept. The Handbook combines observations and good practices from the TRJR exercises in 2014, 2015, and 2016 with insights and analysis from SMEs at the JWC, JALLC, C2COE, NCS, and NFS HQs.

The Handbook guides the reader through the major processes, ideas, and lessons regarding the implementation of the NFS JTF HQ concept, and discusses how the GRF(L) HQs may transform from their Corps HQ role into an NFS JTF HQ role and assume operational level command over subordinate commands and forces. The Handbook also discusses numerous ways in which a GRF(L) HQ may work within an Integrated Model framework by implementing a variety of different C2 models for delivering operational and tactical level capabilities simultaneously.



It is intended that the NFS JTF HQ Handbook remains a living document, updated to reflect new NFS JTF HQ experiences in TRJR exercises and ongoing doctrinal development. This Handbook, and future updates thereof, will be available on the NATO Lessons Learned Portal, NATO EXTRA Portal and JWC SharePoint Portal.



*Training Audiences of the TRJR series of exercises*

## Project Team

### JALLC

LTC Robert Magyar  
HUN A, Project Manager

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 the development and implementation of many multi-national and NATO initiatives including as well as on UN missions.

COL Joaquim Ramalho  
PRT A Military Analyst

Ms Katie Mauldin  
USA NIC, Analyst / SORA]

Mr Marvin Thordsen  
USA CIV, Analyst

Ms Jodie Lazell  
GBR NIC, Editor

Ms Emma Dixon  
GBR CIV, Deputy Editor

### JWC

LTC Barret Burns, USA A,  
Chief training Team Branch,

### NATO C2 COE

LDCR Tonnis J. Poppema,  
NLD-N, Staff Officer, Analysis  
and Concept Branch

If you are interested in this or any other JALLC Analysis product, please contact the JALLC.



Phone: +351 21 771 7007/8/9  
Fax: +351 21 771 7098  
E-mail: [jallc@jallc.nato.int](mailto:jallc@jallc.nato.int)  
[www.jallc.nato.int](http://www.jallc.nato.int)

Avenida Tenente Martins – Monsanto  
1500-589 Lisbon  
Portugal