

OPERATION ALTHEA ANALYSIS OF EUFOR C2 ARCHITECTURE

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PROJECT OVERVIEW

Operation ALTHEA is part of the EU Common Security and Defence Policy support to Bosnia and Herzegovina. DSACEUR is the Operation Commander and, under the Berlin Plus arrangement, he requested, via HQ SACT, the JALLC's assistance to provide analysis support to Operation ALTHEA. The analysis requirement was to "Examine the Operation ALTHEA in-theatre Command and Control (C2) architecture in order to inform the Operation Commander's decision-making process and ensure effective alignment of in-theatre C2 structures to deliver the revised tasks." The project had three Analysis Objectives:



A Hungarian APC crew assigned to EUFOR

commander's decision-making process and ensure effective alignment of in-theatre C2 structures to deliver the revised tasks." The project had three Analysis Objectives:

- Map EUFOR's in-theatre C2 architecture and span of command (including possible deployment of reserve forces)
- Benchmark EUFOR's in-theatre C2 architecture
- From the benchmarking results, identify the anomalies and their possible causes

This project marks a milestone for the JALLC because it is the first instance that the JALLC has provided direct support to an EU military operation.

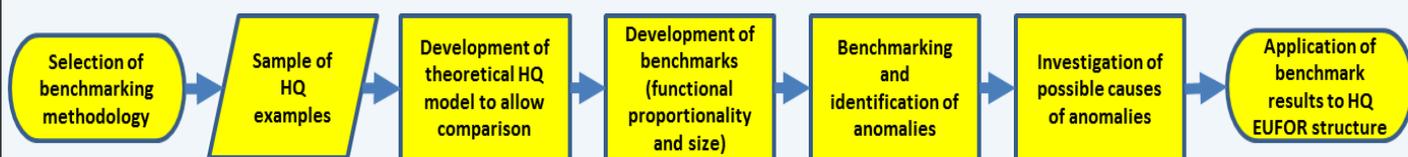
MAIN FINDINGS

The JALLC employed a benchmarking methodology that allowed us to compare the EUFOR C2 structure with that of a sample set of mission and national HQs identified from a range of military formations including NATO, UN, other EU and national constructs. The benchmarking methodology involved comparing:

- The size of the EUFOR's C2 liability (the total troop strength over which C2 may be exercised) with the C2 liability of the other missions in the sample set to determine what size operation EUFOR can be considered to be;
- The proportion of personnel delivering C2 functionality (the HQ staff) with the total size of each missions in the sample;
- The benchmark for the numbers of C2 personnel from the equivalent military formations to that of EUFOR, with the numbers actually assigned to EUFOR HQ.

The results of the benchmarking were applied to the structure of EUFOR in order to identify anomalies. All identified anomalies were then subjected to statistical analysis and, for those that were flagged as being statistically significant, the JALLC offered possible causes and carried out trend analysis.

To support the analysis, the JALLC designed a theoretical HQ model to capture the C2 core staff, which could then



Methodology Flowchart





NATO
OTAN



MAIN FINDINGS (CONT'D)

be applied across the sample set. Additionally, the JALLC developed the concept of "C2 Liability" to reflect the maximum potential strength of forces under a given command.

Benchmarking showed that EUFOR most appropriately represents a brigade-sized formation. Benchmarked against the size of other brigades from the sample set, the number of posts assigned to HQ EUFOR C2 core staff was found to be slightly different from the benchmark result. In terms of proportionality, however, the benchmarking results revealed an imbalance in the C2 core staff with some statistically significant anomalies.

These results will be used by the Operation Commander to inform his decision-making on the future size and structure of the HQ EUFOR.



The JALLC Ops Branch Head (2nd from right) and Project Manager (far right) attend a meeting with Commander EUFOR (centre) and his staff at Camp Butmir, Sarajevo

PROJECT EXECUTION

The JALLC was tasked late in November 2011 with the requirement to provide a report by the end of February 2012. Given the compressed timeline, the JALLC adopted an abbreviated version of the standard JALLC Project Approach. Initial engagement with the customer took place in December 2011 to agree on the analysis requirement, objectives and proposed approach. Benchmarking was determined to be the most appropriate method and the focus of data collection centred on gathering sufficiently detailed information on example HQ constructs from a number of sources including NATO, UN, EU and Operation ALTHEA troop contributing nations.

The project team provided interim results to the EUSG Staff Group in January 2012 and a full report was presented to the EUSG at the JALLC on 28 February 2012, to coincide with a manpower and organization Review of EUFOR.

LT. COMMANDER DAVID NOON, BRITISH ROYAL NAVY

LCDR Noon has been an analyst officer at the JALLC since 2009 and has been a team member on two previous projects: "ISAF C2" and "Military Support to Stabilisation and Reconstruction Efforts". Additionally, within the JALLC he has served as a staff officer in the Lessons Learned Analysis Branch. His previous appointments span the logistics disciplines and include: JFC Naples, HMS ILLUSTRIOUS, HMS SEAHAWK, Boscombe Down and HMS LONDON. He has also deployed on operational tours in Afghanistan and Iraq.

LT. COLONEL ÖMER EMRE KASAL, TURKISH ARMY

LTC Kasal was posted to the JALLC as a military analyst in 2010 and has previously been a team member on the JALLC study, "Shortfalls in Crisis Response Operations Urgent Requirements Process". He has served in the Turkish Army as an artillery officer since 1993, including serving as battery commander. He holds a Master's degree in "Acquisition and Contract Management" from the US Naval Postgraduate School. He was also the project officer of the Fire Support Automation Programme for the Turkish Land Forces. In 2006 he deployed to KFOR.

MR ROBERT MEEHAN, CIVILIAN ANALYST

Mr Meehan has been at the JALLC since 2006, where he has been involved in numerous projects and deployments in support of ISAF and KFOR. From 1994–2004 he was a cavalry officer in the British Army and he has been a brigade planning officer, battle group warfare officer, UN observer, and brigade surveillance officer, and deployed on operations to the Balkans, Iraq/Kuwait and Northern Ireland.

PROJECT TEAM

PROJECT FACTSHEET



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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 the JALLC's Internet site at the same [address](http://www.jallc.nato.int).

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