

ISAF PRE-DEPLOYMENT TRAINING FOR POLICE OPERATIONAL MENTORING AND LIAISON TEAMS

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PROJECT OVERVIEW

Police Operational Mentoring Liaison Teams (POMLT) are teams of up to 20 military and civilian police who deploy to Afghanistan to work with Afghan National Police (ANP) in the field, helping to build their skills as a professional police force. NATO initiated POMLT specific pre-deployment training in 2010 at two training centres, the US-run Joint Multinational Readiness Center (JMRC) in Hohenfels, Germany, and the French *Centre National d'Entraînement des Forces de Gendarmerie* (CNEFG) in St Astier, France.

JALLC was tasked to analyse ways to improve NATO-led POMLT Pre-deployment Training (PDT) for POMLTs deploying to ISAF. The task was requested by Joint Force Command (JFC) Brunssum. The agreed Analysis Objectives were:

- Determine to what extent the POMLT training is delivered in a standardized manner and in accordance with Best Practices, Tactics, Techniques and Procedures and emerging ANP Doctrine:
- Recommend how the training at JMRC and the CNEFG can better provide an acceptable package, including the effective use of supporting resources, to the POMLT personnel to conduct properly their mission when deployed.
- Identify any unnecessary duplication of content between the three phases of POMLT PDT.



JALLC analyst Mr Staale Hansen (r.) in talks with BG Bertrand Chavallier (l), Head of the French Gendarmerie Training Department *Centre National d'Entraînement des Forces de Gendarmerie*.

MAIN FINDINGS AND RECOMMENDATIONS



A Spanish POMLT officer is coached in mentoring ANP during a training session simulating a traffic accident at CNEFG, St Astier, France.

Participation

The principal finding of this analysis is that lack of participation in NATO-led POMLT Training continues to be, as it has been with all other NATO-provided Pre-Deployment Training, the main issue limiting the overall value of the training. As with other training events, POMLT training provides excellent preparation for personnel deploying to ISAF, but far too few of those deploying participate in the NATO-led training and many attend no equivalent training in their home nations. NATO should make every effort to encourage Nations to send their personnel to NATO-led Pre-Deployment Training since it provides the best available preparation for specific functions in theatre, whether it be as a member of a POMLT or as a staff officer in HQ ISAF. Where this is not possible for individual nations, NATO should export the essential portions of its training into national pre-deployment training programmes to ensure that personnel arriving in theatre have the minimum required training.

POMLT Training Package

Both POMLT training facilities are providing high value and professional training. The training is supported by Subject Matter Experts with recent in-theatre experience as POMLT members and also by ANP officers and troopers. The value of the presence of these coaches to the training cannot be overestimated but requires careful coordination and





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MAIN FINDINGS AND RECOMMENDATIONS (CONT'D)

advance planning to ensure that this valuable resource is used effectively. As the ANP develops as a professional police force, training should include more emphasis on long-term force management issues such as Logistics and Human Resources Management and the supporting systems already in use by the ANP.

Training Standardization and Duplication

The training syllabi at JMRC and CFENG are not identical but participants of both courses achieve similar levels of competence. The main challenge to standardizing training is aligning NATO-led training with similar national training and with ISAF provided in-theatre training and ensuring resources are best spent to avoid duplication and provide individual elements of the training at the right phase in the training pipeline. Analysis here suggests that coordination with national planning cycles, the use of national observers, and mobile training teams can offer improvement in this area.

PROJECT EXECUTION

The project was executed from November 2010 to May 2011. The team observed NATO Pre-Deployment Training Events at JMRC and at CNEFG, as well as at French national Phase 1 training in Rochefort, France. The team deployed to ISAF, where they visited NATO Training Mission – Afghanistan, ISAF Joint Command HQ, Regional Command North, and French and Turkish POMLTs deployed in Afghanistan.

JALLC analysts participated in the training event planning conferences, providing feedback from previous training events, and participated in the training events as a part of the Training Analysis Team. This is normally followed by a deployment to ISAF for interviews some weeks after the TA has taken up their posts in-theatre. Although in-theatre discussions with members of the TA of the specific TEs were not possible because the few teams that had done the pilot POMLT PDT had not yet developed or were not accessible to the JALLC Team during the short deployment phase, interviews were conducted with POMLTs that had not participated in NATO Training and with HQ divisions and branches in Kabul that are in close contact with the POMLTs in their daily work.

PROJECT TEAM

LTC MATIAS SKOGSEID, NORWEGIAN ARMY

Lieutenant Colonel Matias Skogseid has served in the Norwegian armed forces since 1978. After a short period as Artillery NCO and Military Police NCO, he attended the Air Force Officer School and, after commissioning, served in a variety of administrative, logistics and CIMIC positions, mainly as Head of Branch. LTC Skogseid has attended the Air Force Staff College and Norwegian Armed Forces Staff College and he served at HQ North and the Norwegian National Joint HQ in Stavanger from 1998 until he was posted as a military analyst to JALLC in 2010. He was deployed to AFSOUTH (KFOR, 1999) and to HQ ISAF (2003-04).

MR STAALE HANSEN, ANALYST

Mr Hansen has worked as a contractor in the JALLC since October 2005. He is a retired Infantry Lt Col from the Norwegian Army. He has a varied national military background from service in His Majesty the King's Guard, The Northern Brigade, the Telemark Battalion, the Armed Forces INT Centre and in Ops Division on the Norwegian Chief of Defence Staff. From 2000-03 he served as ACOS J9 in Allied Command Europe, Mobile Force (Land) in Heidelberg, Germany and from 2003-05 as Military Analyst, Joint Plans in JALLC. His international experience includes service as Deputy Rifle Company Commander 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. Since his initial assignment to JALLC, 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.



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