

Support to Operations Assessment in the 1 German/Netherlands Corps

Presentation to 32nd ISMOR
Royal Holloway, 2015-07-21

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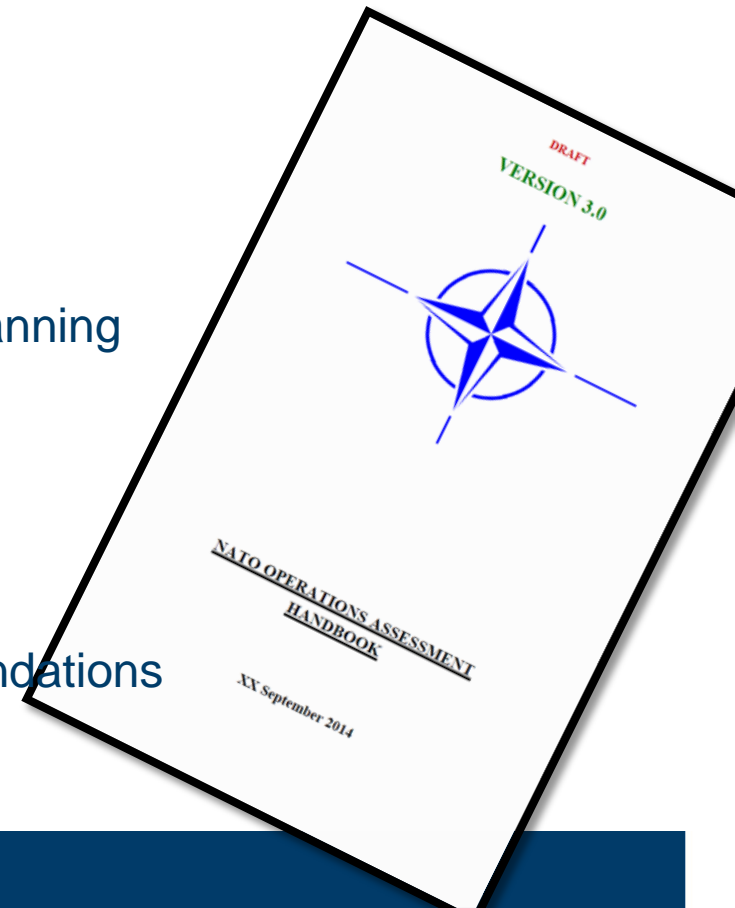
Norwegian Defence Research Establishment (FFI)



- Established 1946
- Major Defence R&D Organisation in Norway
 - Science and Technology
 - Defence planning
 - Support to operations
- Staff 720
- Annual Turnover 859 MNOK ≈70 M£ (2014)
- Civilian institution directly under the MoD

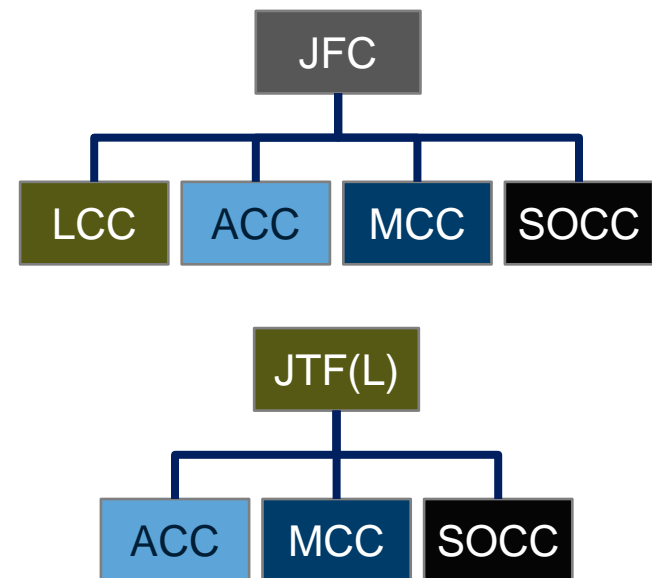
Contents

- Who, what, where?
 - 1 German/Netherlands Corps (1GNC)
 - Exercises in 2014 and 2015
 - Operations Assessment (OPSA) in 1GNC
- Observations and lessons
 - Assessment planning
 - Assessment Design and Support to Planning
 - Development of a Data Collection Plan
 - Assessment execution
 - Data Collection and Treatment
 - Analysis, Interpretation and Recommendations



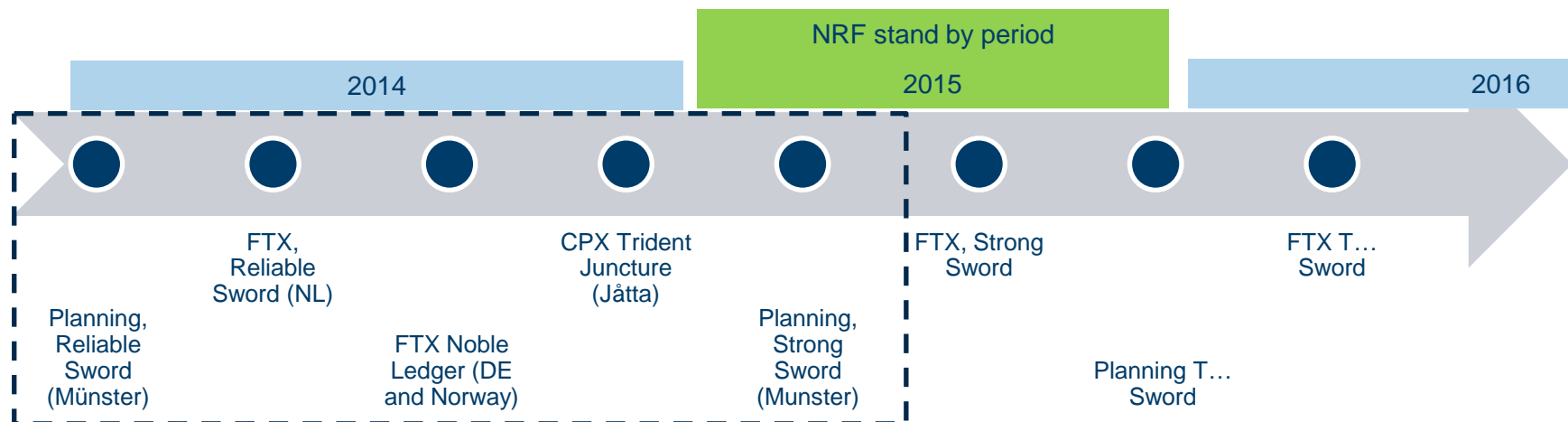
1 German/Netherlands Corps

- Permanent headquarters in Münster, Germany
 - 12 nationalities
 - NOR biggest foreign contribution
- Subunits are assigned through the ordinary NATO procedure for force generation
- Part of the NATO Force Structure, acting as
 - *Land Component Command* (LCC), or
 - *Joint Task Force* (Land heavy)
- Current LCC in the *NATO Response Force* (NRF)
 - Subordinate to *Joint Force Command* (JFC) in Naples
 - One bde assigned as interim *Very High Readiness Joint Task Force* (VJTF)
- *Operations assessment* (OPSA) an integral part of organisation and staff procedures

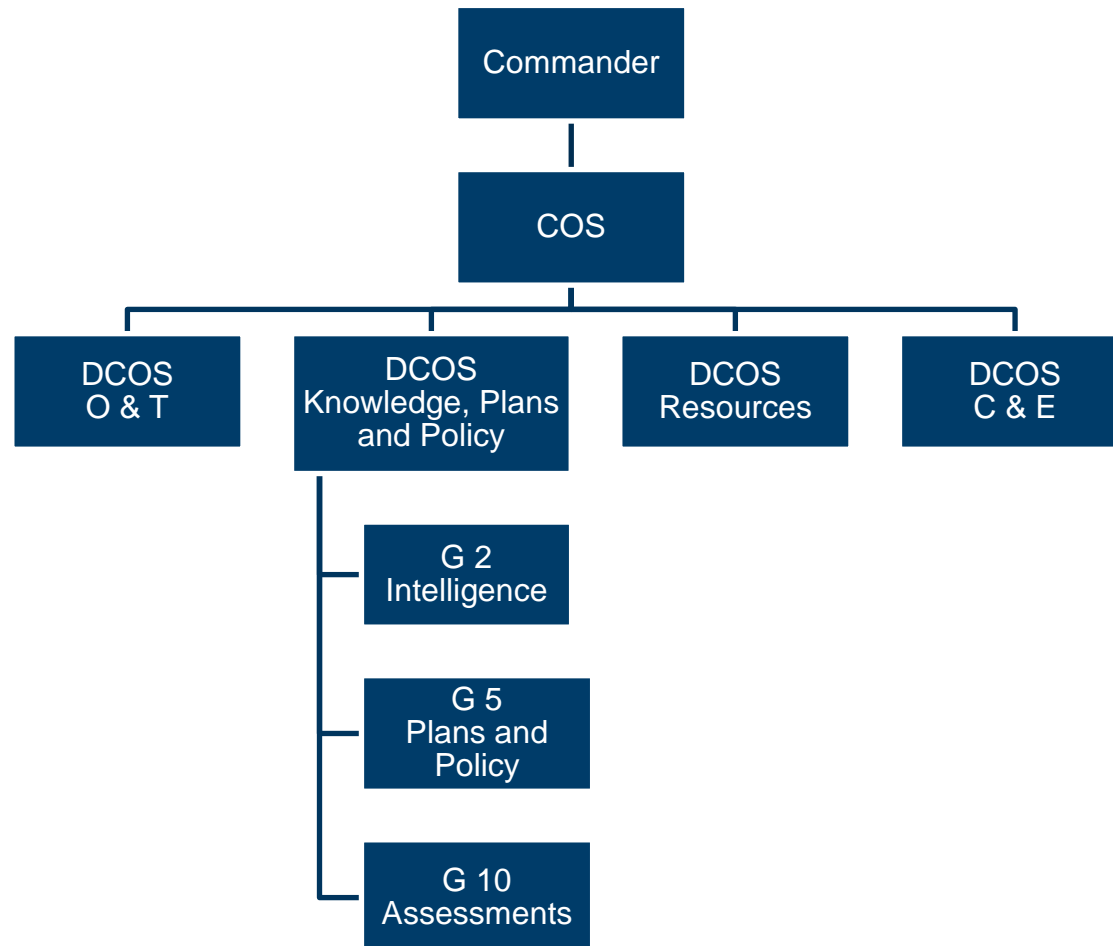


Exercises in 2014 and 2015

- Scenario: 'Skolkan' in the Baltic Sea region
 - Full spectrum of possible operations support humanitarian assistance → article 5
- Purpose
 - Certification of subordinate units
 - Certification of the HQ
 - Cooperation with JFC Naples
 - Preparation as JTF(L)



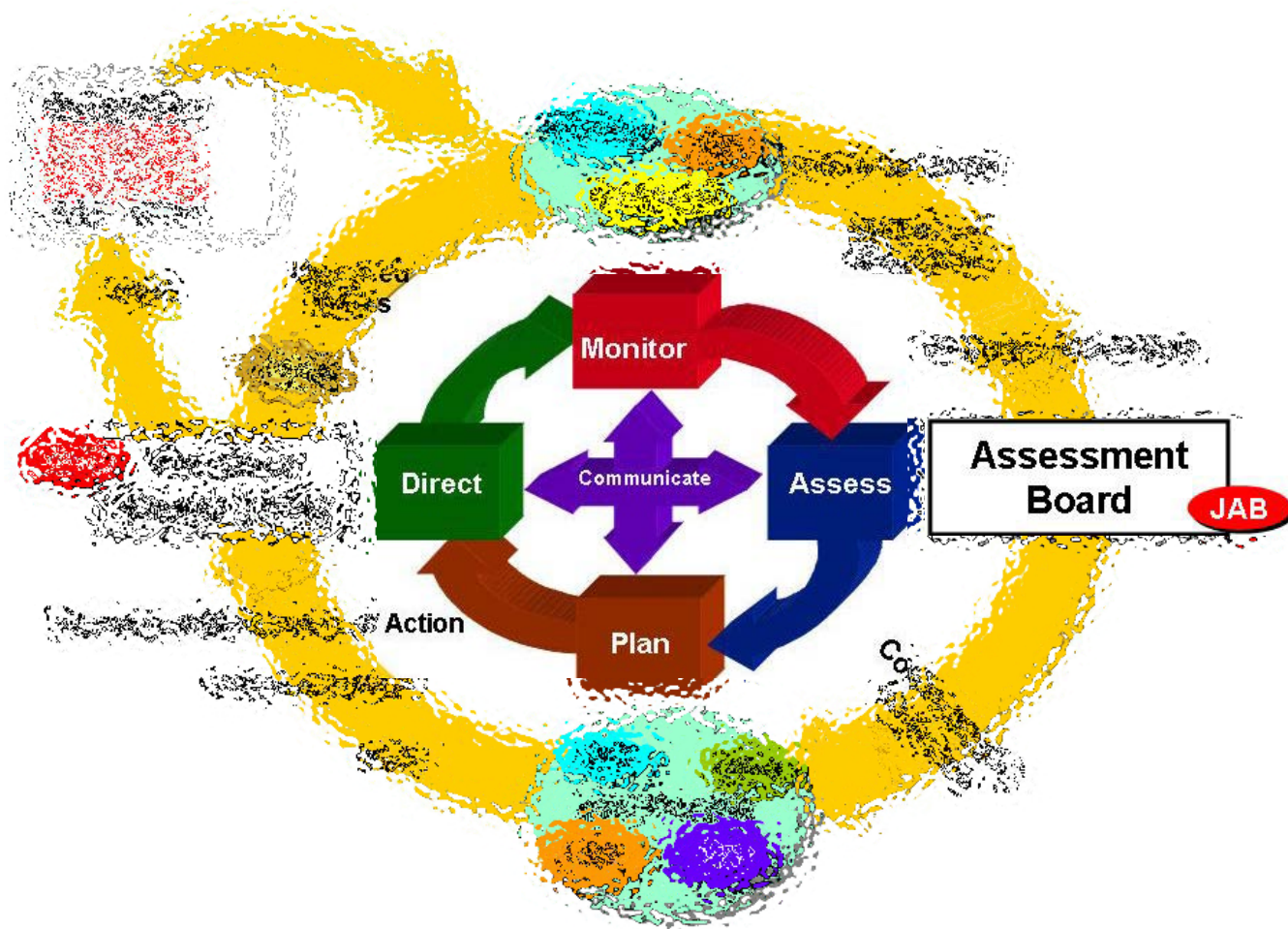
G 10 Assessments in the 1GNC staff



G 10 Assessments

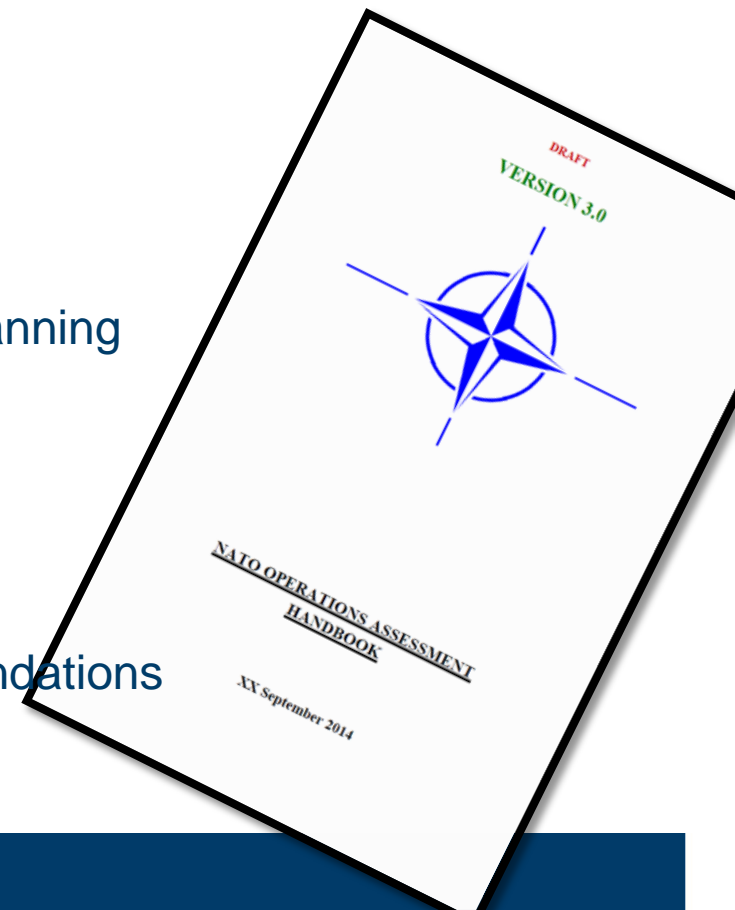
- OPSA
- Lessons learned
- Close integration with planning staff
- Handful of permanent staff
 - Standard rotation
 - Varying backgrounds
 - Short on manpower in ops
- Augmentees from NLD and NOR
 - Relevant background
 - TNO / reservists
 - FFI, civilians
 - Mainly exercises
 - Deployment?
 - Continuity
 - Mutual benefit

OPSA is central in Com's formal decision cycle



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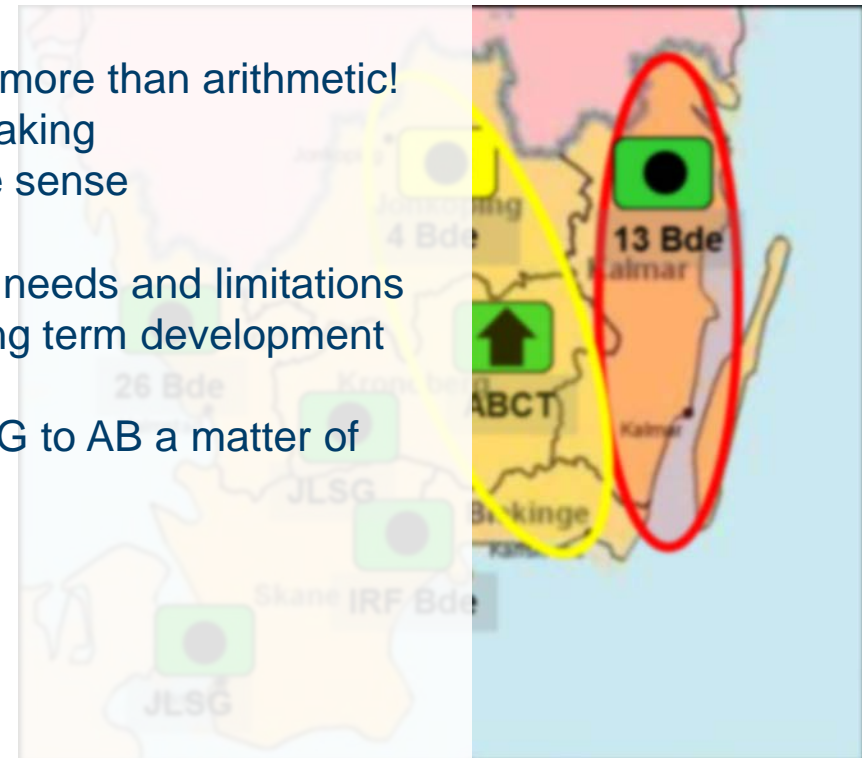
Assessment planning

- Augmentees a valuable addition to the permanent staff
- Valuable opportunity for augmentees to practice OPSA
- The OPSA staff is deeply engaged in planning
- Early communication with data providers is essential
- Interface to civilian actors restricted
- Defining useful, accessible measures is difficult
- Pre-defining specific goals is even more so
- Limited scope of effects and measures
 - the ones we affect
 - the ones that affect us
- Force on force battle practically out of scope
- TOPFAS not in use
 - Ad-hoc data collection and management by spreadsheet and ppt
 - ÷ More work, less consistency
 - + More flexibility
- Artificialities & workarounds due to exercise needs and limitations



Assessment execution

- Liaising and reporting
 - Up to Joint level: needs further development
 - Across from HQ branches: little involved in planning and the following collection
 - From brigades: Reporting capacity, understanding and interest is limited
- Invest time in staff education: purpose, process, approach and methods
- Making sense: assessing and concluding is more than arithmetic!
- Methodological rigor vs practical decision making
- Correlating activities with effects makes little sense
- Artificialities & workarounds due to exercise needs and limitations
- Timeline and battle rhythm obscures mid-long term development
- Selection of key recommendations from AWG to AB a matter of debate
- Do OPSA conclusions impact ops?
- Reachback to (TNO &) FFI not exercised
- Expand into other OA tasks than OPSA?



Summary

- Operations assessment is established in the formal organisation and procedures
- Staff routine still lacking
- Arrangement with analysts from NL and NO is a working remedy
- Exercises have been valuable to refine skills and process
- Hampered by artificialities and constraints
- The OPSA community needs to emphasize context and interpretation more!

