Communicator

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No rest for **Naples team**
Project Poseidon

NCI
AGENCY
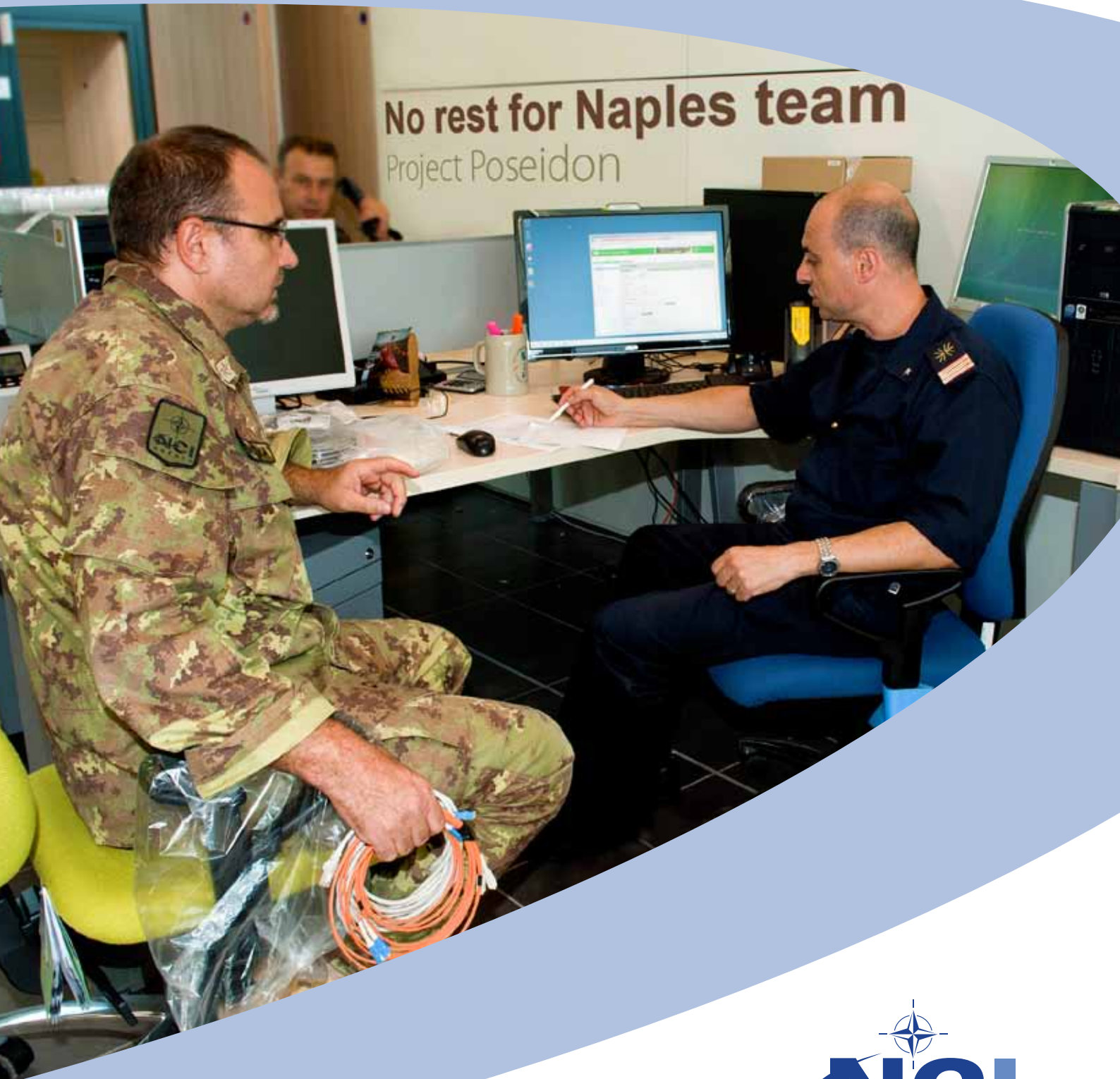
Cheers to the new Agency • New Business Processes • ISAF: Interview and Assessment Project

NCI Agency & AFCEA Europe

Creating Tomorrow's C4ISR   Partnership – Imagination - Innovation

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NCI
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NATO Communications and Information Agency

AFCEA Europe
The Association for Communications, Electronics, Intelligence & Information Systems Professionals

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GM's
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Dear Friends,

I am pleased that the cover story for this inaugural edition of our magazine is about a major project that our colleagues in Naples are delivering to our important customer, one of the two remaining NATO Joint Force Commands.

Our reputation is made (or broken) in our interface to customers. This is not unlike counter-insurgency warfare where the overall strategic effect depends as much on the actions of a squad leader and his or her interaction with village elders as the strategy laid out by the generals in headquarters. Similarly, I doubt any of us chose a hotel based on the chain's annual report, but rather the price, quality of service, and the attitude of the staff we encounter.

Frontline
focus
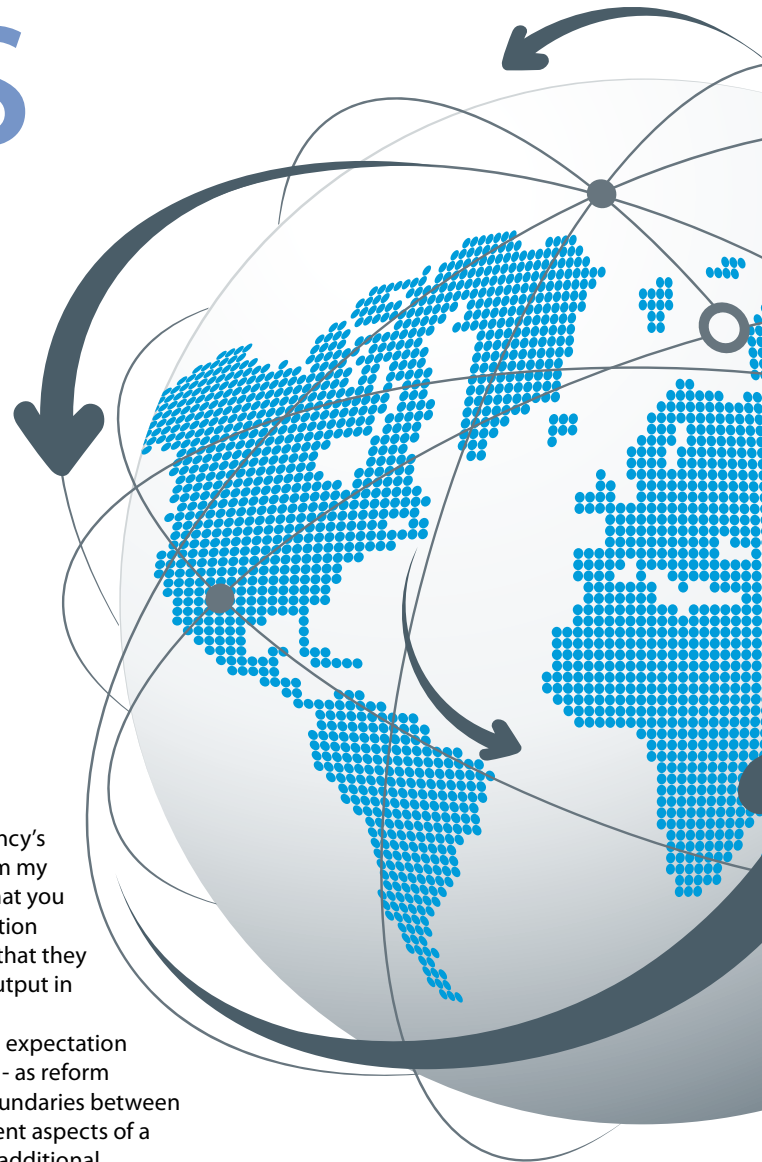
This is why I continue to attach a lot of attention to news and updates from our customer-facing locations. A General Manager's schedule fills up very quickly, but I have already been able to visit several of our locations, and visiting as many of our colleagues as possible in the coming months is one of my priorities. Nonetheless, with over 30 locations on three continents, it will take time.

I am particularly keen that we ensure that feedback and ideas from our 'front offices' is part and parcel of the design of the Agency's business process and 'engine room', in preparation for the rationalization phase in 2013.

A unique opportunity

September and October will be important months in this regard. We will launch a number of studies that will shape the future of the Agency, and also start the detailed design of our business processes. The building of the Agency is based on the 'form follows function' principle, so the design of our business is a key prerequisite for the 2013 rationalization phase.

I encourage you to read the article by the Director of Transition, Dag Wilhelmsen, as well as the article that describes the work on our business processes to date and the next steps.

Customer focus and the ability to better serve our customers will be one of my

benchmarks for the Agency's business processes. From my visits to date, it is clear that you have a very good reputation with our customers and that they hold Agency staff and output in high regard.

However, there is also an expectation from our customers that - as reform removes institutional boundaries between teams working on different aspects of a capability - they will see additional benefits in the form of better service at a lower cost.

For instance, one of the expectations is a one-stop shop for the complete life cycle of a capability; we have already implemented this approach in ISAF, where it has been met with an enthusiastic response from the operational community. The process of transition to customer funding will also require our customers to change. I have already held a meeting with senior leadership from our customers to discuss preparing for full customer funding in 2014. We will require clear ownership of the requirements and it will be up to the customers to determine the level of service required and get that requirement funded. A heads up navigation in your new car may be a very tempting proposition until the price in the catalogue makes us think twice about the advantages of a good TOMTOM.

In closing, I would like to thank you for the comments and interactions we have had to date. Change is first and foremost about mindset. I am impressed from our conversations that so many of you see the opportunity in the challenges ahead.

Thank you for that. Talk to you soon,

Koen Gijsbers
General Manager

On 17 September, the General Manager approved and provided the initial resources for a 2.5 year Transition Programme that will move the Agency from the current consolidation phase to an optimized, fully customer-funded structure.

Under the General Manager's overall authority, the programme will be led by Dag Wilhelmsen and supported by a core team, as well as project managers and teams from across the Agency. It will consist of a number of studies and transformational projects.

Great by choice – a mindset

"As we do this, our mindset should be of focusing on building a high-performance organization that delivers maximum value to our customers, versus solely focusing on cost-savings," says Dag Wilhelmsen, *"Just delivering a 20% cost-reduction is easy; the General Manager will do that, but he will also build an organization that is a great place for staff to work and one that can rise to any challenge that Alliance decision-makers throw at us."*

"One could compare this to organizing alpine expeditions; our challenge is to put together a team that will not just manage to climb Mount Everest once, but that will be fit to tackle any 8000 metre peak, any given day, time and time again."

Mr Wilhelmsen points to studies that have identified three characteristics frequently associated with organizations that perform well over long periods of time:
- Fanatic Discipline
- Empirical Creativity
- Productive Paranoia

"20 miles a day", no more, no less

Fanatic discipline is about setting a reasonable but challenging goal and that you stubbornly get on with it no matter what obstacles emerge around the next bend. On a good day (or week or month) when you achieve your goals quickly, you stop when the goal is reached and use any leftover energy to enjoy and prepare for the next day. This ensures that when adversity strikes (and it will), the team still has the strength to push forward.

Translated to the Transition Programme this means that we set goals and metrics, track them studiously and deliver week after week. We don't look too far, but work steadily with low hanging fruit early on to generate momentum, while ensuring our initiatives lead us consistently forward to the end goal.

Empirical creativity

It is frequently not the most innovative and creative organisations that succeed the most. It is the organizations that approach new innovation with careful steps aimed at performing a solid validation at a lower level before moving forward with massive volume.

Basically: think big, start small, fail fast, scale soon. Or to use a military saying, "use ranging salvoes to locate the target, before you use fire for effect".

Productive paranoia

This characteristic basically focuses on thinking (and planning) ahead: building reserves against unpredictable events (example – the need for the Alliance to rapidly launch the Libya operation); include risk of all kinds in our decision-making processes; and zooming out and then zooming in –viewing the big Alliance picture and trends that develop in our environment and responding to them effectively.

How does this apply to us? For example, when we build our new IT infrastructure, we have to make sure that we build it with caution so that it does not reduce our ability to scale rapidly (up or down). We don't start from square one, but make effective use of the best experiences and expertise we possess across our organisation.

And a strong culture (this SMaCs of success)

No organization can survive without a clear set of values and business rules. These are more important than any organigram. They keep us straight and keep us honest and provide an easy reference and guidance to staff and line managers in case of issues.

Industry best practices call for business rules that are Specific, Methodical and Consistent (hence SMaC). A challenge we must approach in the Transition Programme is to establish a robust and common set of business rules that will apply to our 2015+ organization.

Transition Programme Overview
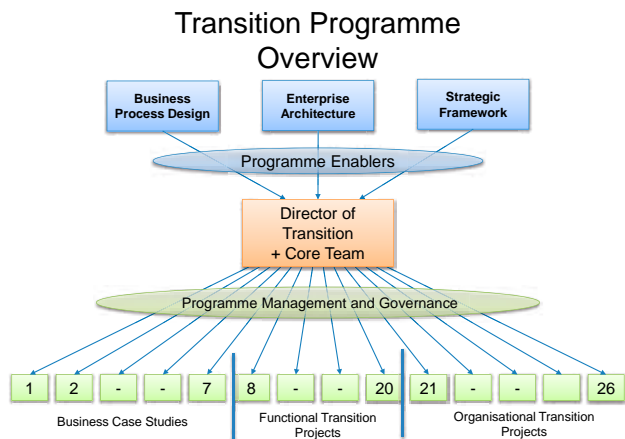
The way forward in practice, three pillars

In practical terms, the Transition Programme (see illustration) will be structured along three key elements.

The first are three fundamental activities that will underpin the entire transition:

- Business process design;
- an enterprise architecture;
- and a strategic framework.

A proper design of our business processes will ensure that our future structure is fully geared to supporting our mission and tasks and that we do not create a bureaucracy that then struggles to deliver; in other words that our form will flow from the functions we need to deliver. I encourage you to read the article in this magazine that explains this in detail.

The second fundamental effort, the enterprise architecture, will lay out the big picture view of NATO ICT; this in itself is already revolutionary, in that for the first time we would see the entire NATO organization as one enterprise. Previously, investment and technology decisions were made by many institutions to meet their specific needs (e.g. NATO HQ having its own infrastructure, the commands having theirs), without thinking about opportunities for economies of scale. The big picture approach is equally essential to both introducing new technologies such as consolidation, virtualization, as well as to delivering the savings that Nations expect.

The strategic framework will ensure that the Agency continues to look ahead to developing political and security trends in the Alliance so that we are prepared for the future. For example, what will NATO C4ISR projects loolk like following the drawdown from Afghanistan? Are we ready to support the Alliance's growing engagement with non-traditional partners, such as Australia, Qatar?

Core team

Moving the entire programme forward, and ensuring appropriate coordination amongst the different pieces will be the responsibility of a core team. As such this is the second key building block of the programme.

The team is composed of:
  - Mr Dag Wilhelmsen - Transition Director;
  - Mr Pierre Ascencio – charter issues and liaison to NATO HQ;
  - Capt (UK N) Joe Corrigan – leading the business process design, as well as military manpower issues;
  - Mr Walter De Smet - finance and funding;
  - Ms Nathalie Lulin – organisational culture and overall support;
  - Mr Michal Olejarnik – transition communication;
  - Mr Adrian Praag – liaison with the customer-facing locations;
  - Mr Birger Retzius – enterprise architecture;
  - Mr Paul Smith – strategic framework;
  - Mr James White – information management.

Seven studies and 20 'invest to save' projects

Finally, a number of specific projects have been launched to address very specific issues.

On the one hand, these are seven Business Casesfive studies where the results of the first four on this list which will have to be briefed to Nations before the end of the year. Their objective is to study options for greater efficiency and cost savings in:
1. NCIA Functions and Facilities
2. NATO Enterprise IT Modernisation
3. A NATO Enterprise ERP Concept
4. Software Asset Management
5. Optimised Service Delivery sub-Structure
6. Sourcing Strategy
7. National Use of NATO Capabilities and Services ("Smart Defence")

On the other side, a number of 'invest to save' projects are looking at making improvements in areas that will then allow us to work in a better, more efficient and effective manner. The first eight in the list will begin in 2012:
1. Development of NCIA Service Catalogue and Customer Register
2. CIS Asset Management and Sustainment
3. NCIA Internal Enterprise Network Environment
4. Information Knowledge Management (IKM)
5. NCIA Customer Funded Service Level Agreements Template & SLA process Project
6. Defining the Service Strategy Functions
7. Demand Management Transition
8. NATO IT Education and Training
9. A Single NETOPS/CD Op Centre
10. Cultural Amalgamation
11. Business Model for SME Service Delivery

In addition, a number of organisational projects will take place in 2012 covering Financial Management, Executive Management, Acquisition and General Services.

What's in it for us?

The Nations have given us clear targets for cost-saving. But it is up to us how we deliver them. The transition is an opportunity to deliver an organization that will be a good and rewarding place to work at, providing a state of the art IT service delivery infrastructure for NATO. We have been given an opportunity to shape our future. We should use it well.

3 Continents

Located in the south-east of The Netherlands is NCI Agency Sector Brunssum as well as the CIS Logistics Depot (CLD). Both are co-located with the customer on the compound of the Joint Force Command Brunssum. The CLD's taks is assembling, distributing, sustaining, and repairing Communication and Information Systems. To mark the launch of the new Agency, a transition ceremony was held in the Alliance Theatre at Brunssum on 2 July 2012. After the ceremony all staff gathered in front of the workplace with the new NCI Agency logo.

NCI Agency Sector Naples held a ceremony in the JFC Conference and Training Centre Facility. Staff watched the welcome video by General Manager Gijsbers.

34 Locations - **1 Team**

The first formal stand-up ceremony for the new NCI Agency took place on 1 July at our most eastern location - Kabul, Afghanistan. The ceremony was opened by Bert Tiems, the NCI Agency Senior Representative in Afghanistan, and attended by General Manager Koen Gijsbers and Interim Deputy General Manager (IDGM) Kevin Scheid (via VTC from The Hague), IDGM RAdm Di Cecco (via VTC from SHAPE), Interim Director of Operations BGEN Guy Feat, ISAF J6 General Brendler, and the Deputy ISAF COS for Resources. Following, the first NCI Agency BBQ was organized in the new NCI Agency Village at KAIA, Kabul, Afghanistan.

Eight years of NCSA Madrid (NATO Communications Services Agency) history ended on Saturday, 30 June. On 1 July, NCSA Squadron Madrid was deactivated and reflagged as the NCI Agency Squadron Madrid. NCSA Squadron Madrid gathered for its final ceremony at the Force Command Madrid Multipurpose Conference Centre (FCMD MCC), ending a week of urgent preparations for the transformation process. All NCI Agency Squadron members Madrid were in attendance and able to watch the GM's message. The event ended with a group picture at the parade ground.

NCI Agency The Hague is situated in one of the most popular coastal areas in the Netherlands. The city of The Hague is home to a wealth of international organizations ensuring Peace & Justice. Since 1955 The Hague has been providing support to NATO in the areas of research and development, procurement and interoperability. On Sunday, 1 July, a small flag raising ceremony was organized, while on 3 July a formal ceremony for all staff took place. The Hague is the provider of large portion of the general services, ballistic missile defence, and capability development.

NCI Agency constituents complete transfer of NATO's UHF DAMA Control Capability

In the lead-up to the establishment of the NCI Agency, former NC3A and NCSA completed the handover of the NATO UHF DAMA Control Capability (UDCC). This achievement followed another important milestone for the UDCC project when on 30 April the NATO UDCC entered into operational service.

Authors: Huub Simons, Ramon Segura, Fred Craib

NATO's UHF DAMA

The purpose of the UDCC project is to provide a distributed, resilient UHF Demand Assigned Multiple Access (DAMA) management and control capability primarily for use on the NATO SATCOM Post-2000 (NSP2K) UHF space segment.

UHF SATCOM is extensively used in all of NATO's deployed missions to support users at the tactical level, through low data rate all-informed voice or data networks. These networks support mission critical operations like troops-in-contact, incident response, close-air-support and other functions that

Mons above ground installation

require theatrewide coordination in real-time. The use of UHF SATCOM has significantly grown in the past, because of its easy portability and flexibility of use for on-the-pause and on-the-move communications. NATO is currently supporting over 1000 UHF users distributed over more than 50 networks across different theatres of operation.

In the past, UHF satellite users were limited to one single network per UHF channel. This resulted in inefficient use of the scarce UHF space segment capacity. With UDCC, UHF users will be served in DAMA mode, allowing up to five networks to share a single UHF channel, through time division multiplexing. This has ensured that the progressively expanding UHF TACSAT network requirements can be met with the available space segment resources, without constantly increasing the number of UHF channel leases.

The UDCC consists of two static Network Control Station (NCS) installations, one at Mons (BEL) and the other located at NATO SGT F14 (Verona, ITA). Each NCS can provide control signals for a total of eight UHF DAMA channels using four separate antennas, to look at four different satellites simultaneously. The location of the two static installations allows a wide coverage of satellites and provides full control redundancy between the two sites. For future situations where NATO may have to operate on UHF satellites much further East, at orbital locations not visible from the fixed sites, an additional deployable Out of Area Channel Controller (OOACC) has been included in the capability.

The OOACC can be deployed at short notice to extend the UDCC coverage beyond the footprint of the two static installations, when needed.

Both the fixed sites, as well as the deployed capability, are remotely controlled from two NATO Network Control Centres (NNCC); the primary in Mons (BEL) and the alternate in Brunssum (NLD). Full centralised UDCC services can then be delivered, using trained NCI Agency staff at these control centres.

The UDCC project was implemented in less than one and a half years by the prime contractor, ViaSat . During that time the project stakeholders from the former NC3A and the former NCSA worked closely with ViaSat to ensure that the new capability could be seamlessly transitioned into service, directly after operational acceptance. The recent developments concerning the acceptance and handover of the NATO UDCC are significant as they

Verona

UDCC installation Mons Operators Console

illustrate clearly how the different agencies and stakeholders (towards the establishment of the NCI Agency on 1 July) worked together as one team, with one mission, that led to a critical operational capability that will support current and future NATO missions.

The project team consisted of former NC3A staff Fred Craib (PM), Huub Simons and Ramon Segura (Lead Technical), Michel Trebaol and Tiziana Pezzi (Contracting), Andreas Hutzenlaub and Jackie Robinson (ILS), Frank Micevski Scharf (Information Assurance) and former NCSA staff, John Morrison, Simon Griffiths and Joseph Murray (UHF DAMA System Managers).

UDCC towers at SGT F14 Verona

Control Capability

Getting started with My Site

The new NCI Agency Intranet includes a personal My Site that provides personalized and customized information about you and enables you to customize the information you use or present to other people in your organization. Have you ever found that your room number is not correctly listed or your telephone number has not been updated? With My Site you can be in control of information about yourself and can add information about, for example, personal interests, subject-matter expertise, and past projects that you have worked on. You can use My Site to share information, to connect with other people, to build your professional network, and to search for specific people or subject-matter expertise throughout the organization. We all have new colleagues as part of the formation of the new NCI Agency and My Site is a key enabler to accessing information about new colleagues and their skill-sets. As My Site functionality is available throughout the federated NR networks, searching on a specific name will, for example, produce results across the complete federated space. Through integration with pictures and instant messaging functionality (Lync is used at NCI Agency) you can immediately start collaborating, even with colleagues you did not know before.

Ways to make the most of My Site

There are several ways to engage with your colleagues and keep updated on new developments. To get started using My Site and your profile, here are some easy steps you can take (see detailed instructions further down). To access your personal My Site pages, go to https://me.nr.reach/person.aspx, or click on the "My Site" link in the NCI Agency intranet banner.

View and update your profile – Some details in your personal profile are already filled out by our organization's directory service (Active Directory), but you can add more details so that your colleagues can contribute to broadening your network. You can add a profile picture, so that people can recognize you in meetings and at events. You can also share short status updates, which are shown in the status balloon that people see when they visit your profile page, and are listed in the newsfeed of those who follow you and choose this activity.

Follow colleagues – You can follow the activities of colleagues so that you can see when they tag content, make a status update, or reach an important work milestone. Your profile may already identify some colleagues – typically members of your immediate team, your manager, and those to whom you report directly. You can add colleagues, such as those in other departments you often work with, or those with similar interests. Add content to your My Site pages – You can share documents, pictures, and you can create a blog to share your ideas. Interacting based on content and colleagues.

As you connect with colleagues, you will broaden your network of people and knowledge, which will foster a collaborative environment that facilitates instant and ad hoc interactions. For example, you may have identified some areas in which you are interested and want to research, such as Agency Reform or more personal, skiing. Because you have added Agency Reform and skiing as interests in your profile, you can see when other people tag content with those keywords. This allows you to learn about new resources and identify (new) colleagues who share your interests.

Here are some ways you can interact with colleagues:

Use Tags and Notes to share information – You can tag and write notes about content that you want to remember later or share with others. People in our organization can learn more about your interests by viewing your tags, and you can use tags to identify relevant content.

Provide status information – You can share current information about yourself, such as the name of a project you're excited about or how people can best contact you. Remember, My Site is intended to facilitate other people being able to contact you for your assistance, subject-matter expertise, or to ask about your opinion on a specific topic.

Check your Newsfeed for updates – Your colleagues' activities, such as when they update their blog or celebrate their birthday, will appear in your Newsfeed for those activities you select in your profile details. By checking your Newsfeed, you can learn

about content of interest and important milestones for your colleagues. If you see items you want to respond to, you can click on a colleague's name to visit his or her profile. For example, if you see that a colleague has been appointed to a new position, you can visit his or her profile and leave a note of congratulations. **Leave notes for your colleagues** – Visit other colleagues' profiles to learn more about their projects, or to leave notes for them on their Note Board. For example, if you meet someone in a meeting with knowledge in an area of interest to you, you might want to check their profile to see if they have links or tags for additional resources, or even ask them a question.

View and update your My Site profile
Some of the details contained in your profile, such as your name, are provided by our Directory Services, so you cannot change or delete them. To correct errors in this type of information, contact the Service Desk via e-mail at ServiceDesk@ncia.nato.int.
View your profile:
1. To view your profile, go to https://me.nr.reach/person.aspx, or click on the "My Site" link in the NCIA intranet banner (pictured at the beginning of this document).
2. Click My Profile.
3. To see additional profile details, click More information.

Update your profile
Your profile can include a description of your job and role in the organization, as well as provide contact information and other details. It can help other people understand what you do and better communicate with you. The profile page contains several details, some of which are managed by our organization (e.g. your e-mail address) and some that you may be able to customize (e.g. your Business Card Name).
When you add information to your profile, such as your picture, it becomes visible to anyone who visits your profile. However, you can apply privacy categories to some details in your profile so that only certain people can see them. By using privacy categories, you can restrict access to information such as your mobile phone number to a select group of individuals.
Enter words that relate to your job description and responsibilities in the Ask Me About section. When people visit your profile, they can click on the terms and then ask you a question using the Note Board. Enter items that interest you and you would like to learn more about in the Interests section (under Newsfeed Settings). Items related to that keyword will appear in your Newsfeed. More details about editing your profile are available in this link on the Webmaster's Blog: Manage the information you share through your My Site and profile.

To edit your profile:
1. Do one of the following:
   • If you are viewing another colleague's profile or a page on your My Site, click My Profile.
   • If you are viewing a different type of page on another SharePoint site, click your name in the upper right corner, and then click My Profile.
2. Under your picture, click Edit My Profile.
3. On the details page, do one or more of the following:

• To add details about yourself, type in the box next to the detail that you want to update. In your About Me section, you can also format the text, including adding hyperlinks. Some employee details are automatically provided and some cannot be modified by the staff member.
• To add or change your picture, click Choose Picture, browse to the picture you want, and click OK.
• To delete text, select it, and then press DELETE.
4. If the box in the Show To column is active, you can restrict access to personal information so that this information is displayed to only a specific group rather than to everyone.
5. Click Save and Close.

Follow (new) colleagues
You may receive e-mail notifications when people follow your activities, as well as suggestions for new colleagues to follow. You can choose to follow those colleagues by clicking on the link in the e-mail notification.
You can also add colleagues to follow while visiting their profiles. In many cases on a SharePoint site, you can view someone's profile by clicking his or her name. For example, if you see the name of a colleague who has tagged relevant content in your Newsfeed, you can click on that person's name.
To follow a colleague:
1. Browse or search for the profile of the person you want to follow. If the person's name appears on a SharePoint site, such as next to a document they recently modified, you can click their name to visit their profile.
2. Click Add as Colleague.
Tips: You can also use the Organization browser or Find People search box to locate colleagues. In the search box you can enter either the entire last name or only part of the name followed by an asterisk (e.g. to find Roger Hageman, enter Hageman, or Hage*, etc.).

The Outlook Signature Block is automatically populated with the

NAME
NATO *Communications and Information Agency*
Function / Department
Batiment Z, Avenue du Bourget 140, 1110 Brussels, Belgium
T: +32 2 707 1234 **F:** +32 2 707 1235
E: firstname.lastname@ncia.nato.int **W:** www.ncia.nato.int

Business Card Name, your Job Title and your Personal Title entered on your MySite. If you haven't entered any information by clicking Edit My Profile on your MySite your Outlook Signature Block will not be poluated correctly.
Please allow 2-4 hours for profile synchronization to take place before the information entered is replicated to all systems. Please also note that the Outlook Signature Block is only generated at logon time (or at VPN connection time for mobile users).

For more information please consult the "Guidance Documents" on the Intranet.

Roger Hageman

Formula 1
A truly Global Sport

Christophe Opitz, NCI Agency Brussels, is an avid Formula One fan. Having followed the Championship for years he gives us a taste of his personal experiences.

2012 is seeing the unfolding of one of the most exciting Formula 1 seasons in a long time. The mid-season break has just passed and the second part of the Championship recently started with the Grand Prix de Belgique raced at the legendary Circuit de Spa Francorchamps. Once again, the track stayed true to its famed reputation and right from the start, only 250m from the starting line, a dramatic incident pulled out two of the World Champions fighting for this year's title and two other young drivers. Fortunately, the race was resumed behind the safety car and went on with its usual series of furious racing moments, incidents and breathtaking overtaking manoeuvres.

Why not take a moment to consider experiencing the real excitement by sitting in a grand stand really close to the action? A given season includes twenty races around the globe, each of which has its own characteristics. The type of race track, the variable weather conditions, the time of day (there are a couple of night races), and the fan base are among the major differences.

Fortunately for those in Europe there are some really good options to view a race up close. Italy is known for its traditional hectic due to the enthusiasm of the Tifosi with their unconditional support for Ferrari at **Monza** and **Imola**, **Italy.** Monza is known for being one of the fastest, and is loved by the drivers since they can express all their talent at the maximum possible speeds. Not to forget the usual track invasion by thousands of cheering fans who suddenly rush to the podium to express their joy and happiness as soon as the winner returns to the paddock. Imola is unfortunately best known for the tragic accident that saw the death in 1994 of one of Formula 1's greatest drivers, Ayrton Senna.

Germany and Great Britain are also among the traditional places as racing is deeply rooted in the history of those countries. The **Nürburgring** and **Hockenheim** tracks for Germany, and **Silverstone** in the UK are to be counted among the temples of speed where the public is well knowledgeable in racing and are true cheerful supporters of their favourite drivers.

Belgium is among the Championship calendar one of the most appreciated tracks by the drivers. Indeed, Spa Francorchamps is well known as a very long track where the cars brake only 14% of each lap. The rest of the lap being done full throttle, such as when climbing up the famous Raidillon, which requires "real guts".

Monaco, on the other side of the speed spectrum, is the slowest race, but what it lacks in km/h is compensated with glamour and tradition. This race is the complete opposite of all the other ones by showing not only the slowest pace but also the least numbers of overtaking. Nevertheless, there isn't one driver who would not want to race there, not even mentioning to win in the Principauté de Monaco.

Go figure!

Of course there are other races that are worth to mention in Europe like Valencia, Spain and Budapest, Hungary.

And the rest of the World?
Further away Australia, Brazil and Japan have been guaranteed successes for a long time now. Then there are the somehow less thrilling India, Malaysia, China, Abu Dhabi and Bahrain grand-prixs. Especially in the Middle-East cooling of the engines and mechanics is a real challenge when racing in the sunny desert. The Indianapolis track has been F1's destination in the USA in the past years, and this year for the first time the race will take place at the Circuit of The Americas, in Texas, followed in 2013 by another new race in the USA in New Jersey.

The Grand Prix of Canada is a bit special. Not close to Europe but a place also revered by the drivers as the race nobody wants to miss. It is a fast track; with lots of overtaking opportunities, surrounded by an extremely supporting crowd and there is a special mood in the city during the whole "F1 Week". If there is a recipe for success, Montreal is a good exemple of it. By the way, both Belgium and Canada have been once cancelled for obscure financial reasons, and their return in the

Formula 1 calendar the following year has unmistakably been praised by the drivers, their teams and the numerous fans.

Montreal is my personal favourite and, except 2009 when it was cancelled, I never missed an edition since 1998. Of course, one has to make the trip across the big pond, but Canada's race gives you a lot for what you pay for. It's usually sunny and hot (when not under heavy rain once in a while). Besides, Montreal is a great place to be as this is also the start of the festivals season, people are friendly, racing passion is everywhere and of course the race is never ever dull and you get to see the cars fighting furious battle for 71 laps.

So how does one choose the place to get your ticket for?
It's a matter of personal likes and preferences and a difficult choice to make recommendations for. I hope the above has sparked your interest and will inspire you to visit one of the races in the near future. Certainly nothing compares to being there.

Christophe Opitz

Calendar remaining grand prix 2012:

Oct 7	Japanese Grand Prix	2:00 AM
Oct 14	Korean Grand Prix	2:00 AM
Oct 28	Indian Grand Prix	5:30 AM
Nov 4	Abu Dhabi Grand Prix	8:00 AM
Nov 18	United States Grand Prix	2:00 PM
Nov 25	Brazilian Grand Prix	11:00 AM

Ramstein, interview with
LGEN Ploeger

The NCI Agency and its Customer Focus

Stakeholders are the people who directly or indirectly are influenced by the actions of an organization. The NCI Agency, consolidating efforts previously the domain of separated Agencies, therefore deals with a wide range of stakeholders. Throughout the years studies into stakeholder relationships have generated debate on the question who is the most important stakeholder to an organization. Some say, the organization's employees are the most important stakeholders, while others might point to its customers.

Regardless of the answer to the above, the importance of the customer to the NCI Agency is likely to increase while moving to full-customer funding in the next phases of transition. Furthermore, the financially challenging times in which Smart Defence is called upon by Secretary General Rasmussen, demand that the Agency and the customer, in most cases the Nations and NATO Commands, work closely together and make smart investments.

In a streamlined effort to meet customers and colleagues, the General Manager visited Headquarters Allied Air Command Ramstein in August 2012. The NATO headquarters of the Air Force at the Ramstein Air Base was established in 1974 and up to today is the key provider of Allied air power to NATO. On the day of this visit Major Thorsten Jungholt interviewed Lieutenant General (LGen) Ploeger to solicit input on the customer's perception towards the new NCI Agency. LtGEN Ploeger is the Deputy Commander of NATO's Allied Air Command Ramstein at Ramstein Airbase, Germany since 1 July 2010.

Lieutenant General Ploeger, thank you for having us here today. First of all, could you briefly describe your Command's mission in/ for NATO?

The pleasure is ours and we value our interaction with the NCI Agency. The role of Air Command Ramstein is based upon three pillars. First of all we serve an Air Advisory role to NATO decision makers, secondly we are able to lead air operations in the future Command structure, and thirdly, we have in the new Command Structure the peace time standing tasks for air sovereignty and defence of the NATO territory with Ballistic Missile Defence (BMD).

What are your current top priorities (there may be a specific project that is particularly urgent)?

Of importance to us is to build up the ability to provide support for BMD, maintaining air sovereignty, and to be ready for air operations. Therefore it is important to have good Communication and Information Systems (CIS) infrastructure. The Information and Communication Systems are the backbone for all tasks. In the future new Command Structure, the AirC2 capability will rely on AirC2IS for the operational level taks, and Air Command and Control System (ACCS) for the tactical level tasks. Currently both levels are served by Integrated Command and Control (ICC).

How does CIS and C4SIR impact your ability to execute your mission?

For many of our operations we use several capabilities such as the Joint targeting System, Tool for Operations Planning Functional Area Service (TOPFAS), Logistical Functional Area Services

(LOGFAS), and ICC. The Air Commander needs very good CIS equipment in order to achieve his assigned mission. Operational networks (internal and external) and a good communications structure to link all air and missile defence assets are vital to execute our mission to the best possible.

Do you think you will benefit from the Agency reform in terms of having a single, end-to-end provider of capabilities?
We have high expectations of the NCI Agency and believe that the Agency will speed up the delivery of services just in time. The NCI Agency with the NATO CIS Group will reduce the complexity and workload in contrast to the former cooperation between different Agencies such as NC3A, NACMA, and the NCSA.

What are the key projects are you currently looking for Agency support on?
We are looking at:
a) modernising our operational level C2 system (AirC2IS), and
b) implementing ACCS for the operations center in order to achieve the same working environment as in the Combined Air Operations Centres (CAOC) where it is the primary C2 tool. We anticipate that for both we will call upon the support of the NCI Agency.

What has been your experience with Agency support to date (including legacy bodies) ?
Of course I can only refer to the time before the NCI Agency had been established. I am speaking of the time of the NCSA. We always received excellent and flexible support. Sometimes exceeding that was required by the Service Level Agreement (SLA), e.g. CIS equipment provision and support during exercises always worked fine. The staff is well trained and highly motivated. It is also beneficial that the NCI Agency Sector Ramstein is co-located with the Air Command.

What is an outcome that you would like to see as a result of the reform (e.g. faster delivery of capabilities, etc.) ?
I believe the new Agency will lead to reduce costs; this is a high expectation from our side. We also hope that the NCI Agency will try its best to deliver required future CIS capabilities in time and within anticipated cost figures.

In conclusion, LGEN Ploeger thanked the staff of NCSA for the good work together over the last years and stated that Air Command Ramstein welcomes all NCI Agency members with open arms to set up a close working relationship for best support and direct contact to the subject matter experts.

TJ

Assessing the Conflict in Afghanistan

Author: Ryan McAlinden

Since 2010, the NCI Agency has been sending Operational Analysts to the ISAF Mission in Afghanistan as part of the ISAF Strategic Assessment Capability (ISAC) and Operational Analyst (OA) Support to Joint Forces Command Brunssum (JFCB) projects. These analysts support the Afghan Assessment Group (AAG) located at ISAF Headquarters in Kabul. AAG is responsible for providing the ISAF Commander (General John Allen) with strategic analysis and assessment of the ongoing conflict against the Taliban and other insurgent groups. The NCI Agency supports the AAG and their mission with experienced Operational Analysts both in-theatre and via reach-back in The Hague. This support provides AAG with additional capability and capacity to the analytic process, and helps preserve continuity of the assessment process.

The Afghan Assessment Group

AAG consists of 18 in-theatre staff from seven different nations – Germany, Italy, Norway, Slovakia, Turkey, The United Kingdom and The United States. Eight of the staff are civilian analysts and the other ten are from their respective nations' military services. The group functionally sits under the Deputy Chief of Staff of Operations (DCOS OPS), Major General Sean Macfarland. AAG provides not only strategic and campaign assessments of the 52-nation ISAF mission but is also responsible for administering the largest survey of the Afghan population (ANQAR), as well as authorship and distribution of the principle major reports released by the headquarters. These reports satisfy not only NATO reporting requirements but the requirements of major troop-contributing nations.

NCI Agency's Role

A core team of NCI Agency analysts rotate into theatre every four to eight weeks to work at AAG, located in the Combined Joint Operations Center (CJOC) at ISAF Headquarters. Analysts who have or will deploy include Ryan McAlinden (CTO), Tony Wilson, Emile Ettedgui, Peeter Meos, Bruce Pennell and Nick Price (drawn from CAT 1-3 and CTO). Their primary role is to provide analytical support to the AAG, which involves the gathering and analysis of empirical data related to violence, casualties, force strength / composition, Transition, and non-security areas such as governance and development. A variety of tools and techniques are used throughout the process including Excel, SPSS, ArcGIS, network analysis and systems-based assessment.

Results are delivered in the form of reports and briefings up the chain of command that are used by senior military staff within the headquarters to inform and support decision makers regarding distribution of forces and equipment around theatre, as well the progression of the transfer of control to the Afghan National Security Forces (ANSF). In addition to analysis products, NCI Agency analysts have helped to train Afghan analysts from the Office of the National Security Council, and were one of three ISAF representatives at a UN-sponsored Civilian Casualties Press Conference held in April 2011 at the InterContinental Hotel. To make best use of funding, the NCI Agency also provides a full-time reach-back capability in The Hague, which assists the in-theatre

AFGHAN

element with longer-term analysis projects and investigative topics.

One of the main objectives of this support effort is to help the mission preserve continuity of experience and skills in an environment where turnover is extremely frequent (average tour is six months), and a vast majority of incoming personnel (civilian or military) have never worked in Afghanistan before. It is important that the effects of turnover be mitigated with some type of persistent presence, something that NCI Agency provides with the deployment of core staff that have been in-theatre for multiple tours. This institutional knowledge is something that can only be attained over time. The NCI Agency model for providing support to ISAF (including reach-back) is now used by several other groups deploying personnel including the US Center for Army Analysis (CAA) and US Marine Corps' Operations Analysis Division.

What are the challenges?
Assessment support to a four-star operational HQ poses a unique set of challenges to deploying analysts. COMISAF not only has direct oversight of all coalition forces around the country but is responsible for balancing what is often a delicate and fragile relationship with other international partners, organisations and the government of Afghanistan. NCI Agency

analysts not only provide the analytical horsepower in providing evidence-based support, but also face the challenge of providing the context and narrative for why certain trends and patterns are being observed. Though the results may not always please decision-makers, maintaining impartiality
is key to ensuring analytic credibility.

Where are the products used?
Many of the products produced by AAG make its way into media publications and high-level briefings to government officials. NCI Agency analysts have had the opportunity to brief COMISAF and other senior ISAF officials, and were responsible for identifying a significant trend of decreasing violence in the southern portions of the country that led to a shift in the focus of the campaign to the east. Other reports and summaries produced by NCI Agency have been used by ISAF officials in high-profile media outlets
such as BBC, the New York Times, the Washington Post, and on ISAF's official website. Reports detailing the security situation in Kabul and the impact of civilian casualties on the mission have been read by the President of the United States and the US Congress during the testimonials of GEN (Ret.) David Patreaus and GEN Allen. Finally a pattern of increasing civilian casualties caused by
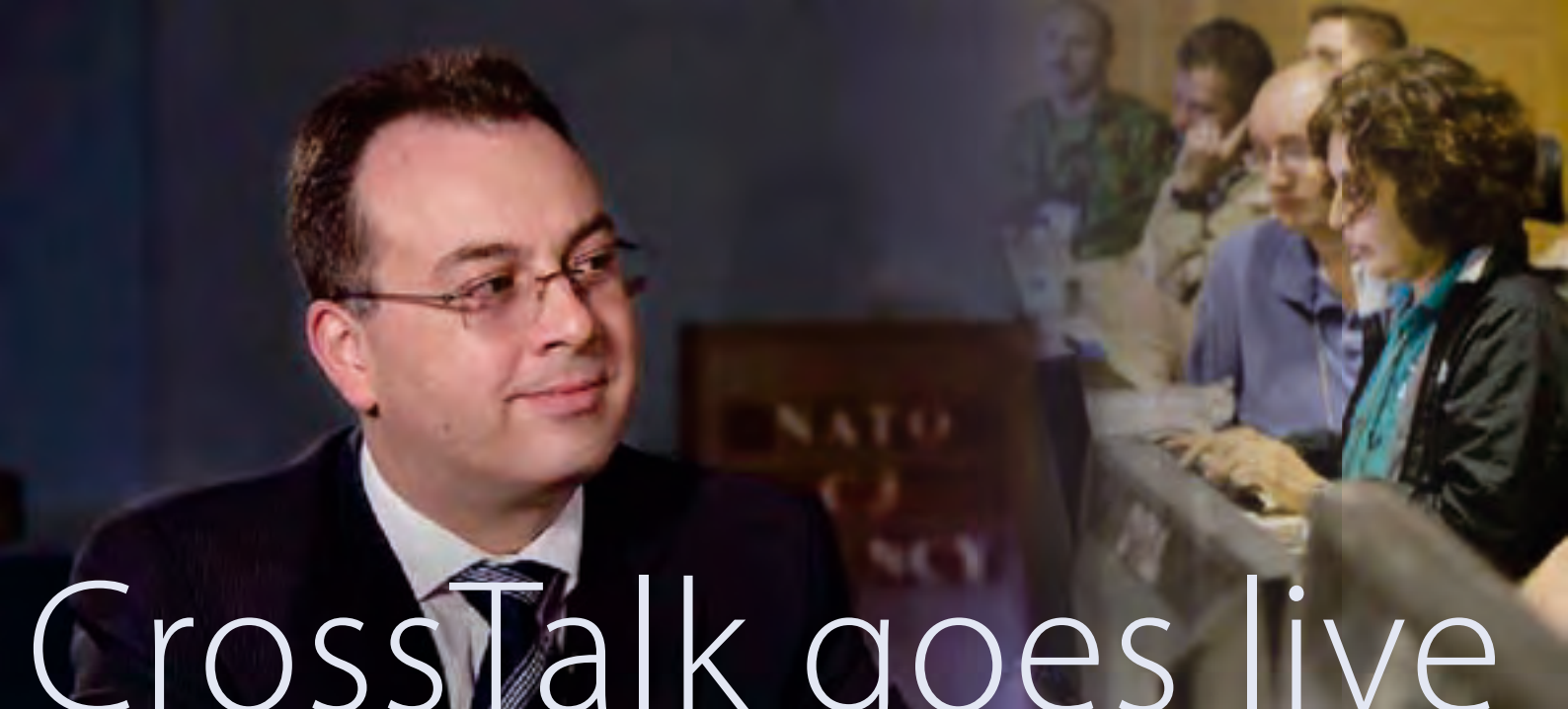
drivers of ISAF vehicles was identified by Agency analysts that led to reissuance of a tactical directive by COMISAF that has since helped prevent further casualties caused by road accidents.

What's next?
As the conflict in Afghanistan draws to a close with large troop withdrawals anticipated in late 2012 and throughout 2013, assessing the ISAF mission will become more challenging. Analysts rely on the eyes and ears of troops and their supporting elements to report incidents and events as they occur, and with a dwindling number that will require assessors to formulate a different approach to understanding what is taking place around the country. The United Nations, government and non-government organizations (US Aid, International Monetary Fund, World Bank), and trailing military elements (advisors, mentors) will play a critical role in providing inputs to future assessments. However this will be fraught with challenges due to the varied reporting procedures of these groups, and an incomplete presence in Afghanistan's provinces and districts.

As a result alternative sources for collecting, reporting and analysing data must be found. Over the past three years NCI Agency has relied heavily on outside academic experts and other open-source reporting elements to support the ISAC assessment process. As we move into 2013 and 2014 these sources and experts,
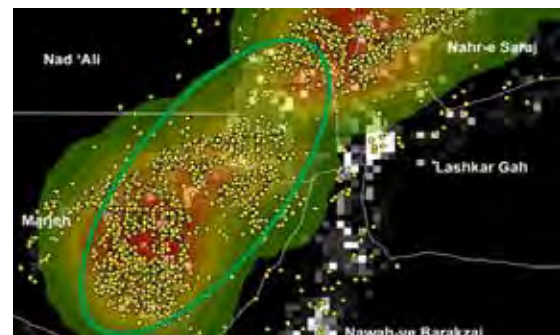
Afghanistan Helmond Province

alongside the experience of NCI Agency analysts, will be drawn upon as the mission enters its final phases. The Agency also seeks to transfer the knowledge and lessons learned to the broader NATO assessment community so when the next conflict arises the Alliance is better positioned to make decisions with timely, relevant, and credible insight.

For more information contact Ryan McAlinden (Task Leader) or Glenn Richards (PM)

ASSESSMENT GROUP

CrossTalk goes live in The Hague

Earlier this year, Lucie Cimoradska and Dr. Gernot Friedrich gathered in The Hague to discuss the Interoperability of software capabilities within NATO. The interview took place as part of a new pilot called "CrossTalk", a series on exchanging knowledge and expertise within the NCI Agency. Among the topics they discussed are the NATO C4ISR suite, Smart Defence and the new NCI Agency. The full video of this session can be found on the NCI Agency Portal, a short excerpt is provided in the article below.

Context: With shrinking defence budgets and the limitations of the "standards-only" approach to achieve interoperability experienced in NATO-led operations, NATO nations are becoming increasingly interested in using software capabilities, that have already been acquired or developed for NATO, for national defence purposes.

Gernot, could you tell us about your current activities within CTO?

At the Chief Technology Office (CTO; Capability Development) in the Agency we are engaged with the entire coherency of NCI Agency's programs. Myself in particular, I am working in the areas of enterprise architecture, interoperability, standardization, and last but not least in support to ongoing NATO missions such as ISAF.

What are practical examples of software used in theatre and how do these missions actually influence your work?

Operations are at the heart of our work; they represent what we are there for, to deliver Consultation, Command, Control, Communications, Intelligence, Surveillance and Reconnaissance (C4ISR) capability to the operators. Those missions have influenced us as an Agency and the work we are doing since the early NATO operations in the Balkans. The biggest one is ISAF, but also operations like Unified Protector, have shown that NATO C4ISR capabilities are playing a critical role in those operations. What has been delivered for example are the Integrated Command and Control systems (ICC); iGeoSit, which is now basically on every operational desktop to provide situational awareness or a common operational picture, and the widely used JOCWatch which in sum provides the electronic Commanders diary for an operation. These are three examples of NATO capabilities, and there are many more, that are now used in NATO led operations and nations have shown an increased interest of using those capabilities also for national defense purposes.

What is so specific about C4ISR software compared to other software?

I think the specifics in the C4ISR software or software based systems, compared to typical software that you know from your daily-use like Office, is that C4ISR is a spectrum that connects different communities in the conduct of their primarily military operations. The Command and Control use-case we have to support, is a very specific one. The nature of that business is that military missions are basically characterized by uncertainty and the C4ISR software has to cope with that, so we have to be flexible. This requires from a software architecture perspective, that we know what we have in that system, and that we can expand it for new requirements without breaking interoperability of the whole system.

What about the Afghanistan Mission Network?

The Afghanistan Mission Network (AMN), compared to previous operations, is a game changer. Because before in other operations, we basically had separate mission networks for nations and for NATO, and NATO only engaging at the higher command levels. With the AMN, those networks got federated and connected. The impact on us from a software perspective cannot be actually understated because this now enabled and allowed us to connect systems to support the free flow of information across the different levels of command; between nations and NATO, and also between nations themselves. So therefore the AMN is really a change in the way we have to deal with interoperability in the NATO context and C4ISR in specific.

Looking to the past and the future, how do you make sure that NATO's and nations'

software capabilities fit together in terms of interoperability?

I believe going back in the past you can split the time before the AMN and after the AMN. Before that, we had the so called standards-only-approach; NATO was very much focused on standards, and we never really connected systems, or rarely connected systems, in operations. A lot of the standardization activities were paper-based, and then based on exercises and interoperability events. Interoperability nowadays is a key enabler for the operations because we are able to connect those systems. One of the big lessons learned from the ANM is that, instead of trying to look at interoperability across the entire spectrum where you could imagine information exchange requirements, we enabled interoperability for specific areas where the users wanted to share information. Therefore, not just enabling information sharing on a technical basis, but especially when there is an operational need to share information. If you think about all areas of interoperability, the big change is where you add operational value for the warfighter. These are the areas where the benefits of interoperability pay off.

We have heard within the Agency about the C4ISR suite. Could you elaborate on this in regard to lifecycles?

There is a whole series of eight to ten different software systems that we can see repeatedly being used in operations by the different military functions. These systems include intelligence systems, operational systems, and logistic systems. There is a lot of information sharing and processing that goes across those military functions, which was an area we did not spend much effort on in the past. The operations have shown us that we have to actually look at information exchanges between these military functions as well. The C4ISR tool

suite is an approach to bring all these different tools together under one coherent management. These tools would have a common user interface, common data structures, as in mention to lifecycles, can be managed together in that when one tool progresses in its lifecycle the other tools are still interoperable with the new version of that tool. That is why there is interest in the approach of a tool suite, where we basically bundle individual applications into a suite that is being managed together.

From the development perspective, what phases are important in the development of capabilities?

I think the most important phase is the requirements analysis; if you don't know the requirements, you cannot build, develop or buy a system that is actually fit for purpose. Throughout every phase in the development we already have to engage with the future user to ensure that we actually are developing the right capability. When we have to deliver we go through another phase, which is becoming more and more important, and that is the testing. We owe it to our soldiers on the ground that we deliver mature, fully interoperable, fully tested systems. We do not want to repeat some of the examples seen in the commercial world, where the first release is often used to beta test with the user, resulting in unstable systems. We cannot allow that in the military environment.

With whom do you cooperate to deliver capabilities?

That is a wide variety, because all activities NCI Agency has been engaged in basically lead to coherence and interoperability at the end. In the research and development phases we have engagement with the respective establishment in the nations, but also universities and academia, that is

one of the reach outs. If you go into the acquisition of primarily IT infrastructure, this is where engagement with industry is essential and then we also reach out of course in the area of C4ISR systems to see what NATO, nations, defense industry, can provide us in terms of technologies that provide additional capability to the end-user.

So we basically engage with whoever we need across the entire lifecycle to deliver the best to our customers, which are the warfighters.

Lately we hear quite a lot about Smart Defence, how do you fit with your activities within this new paradigm?

I think Smart Defence is to a large degree about the reuse of capabilities. What we have seen in NATO for quite a long time, is that NATO as an organization was looking at nations to see what we could use in terms of national capabilities within the context of NATO. This has changed over the last three years and now more and more nations, with shrinking defence budgets, look at NATO to identify what they can reuse for national purpose. This is why the Agency made the proposal for a multinational C4ISR Suite because by reusing capabilities, managing it together, we have interoperability from the beginning. This is also beneficial for training purposes. Also, if we look at the cost aspects, those capabilities don't have to be developed twenty eight times, and the development and sustainment costs can be shared.

Last but not least, what are your thoughts on the new NCI Agency?

The NATO Communications and Information Agency provides us with a great opportunity to expand coherence activities across the entire lifecycle. During the development we don't know all requirements upfront, there are always emerging requirements and we need that pace in order to cope with the changing requirements of the military mission. By moving the Operational Network Management (ONM) part, former activities of NCSA and NPC Glons, together with the acquisition and development part in one organization, we can become really much more efficient in the way we deliver adoptable, flexible C4ISR capabilities for our end-users in operations. That is a great opportunity and, again by not looking at each phase of the lifecycle differently, we can also look at the cost savings we can get out of that. At the same time we have to look at the O&M impact of software changes, and by bringing that under one organizational roof we have one management responsible for the entire lifecycle and that is a great achievement.

Gernot thank you for sharing your experience with us.

NCI Agency... who are we?

Corporate Identity and Branding

The most important factor in the success or failure of an organization is the perception that the stakeholders have of the organization, often called its image. We may stand for certain values and live a certain culture, but communities outside our own (and sometimes even inside) may see us different from what we believe or desire. The image that each individual stakeholder builds on our Agency is based on a complex set of experiences when being connected or communicating with individuals from our Agency, something that each and every one should have in mind every time he or she is representing the Agency or presenting on behalf of it.

In order to assure that stakeholders all have our desired image on our Agency we strive for a corporate identity. This reflects many things, such as our culture, behaviour, values, vision, presentation, look & feel, etc.

A very important instrument to achieve a corporate identity is called 'branding'; basically being a set of tools, symbols, values and rules to live by that, when properly applied by everyone, assure a coherent and consistent sense that people will have when dealing with the organization.

An important part of branding is the Visual Identity, with at the heart the nomenclature and identification system, and the way it is reflected in symbols, logotypes and marks. In the centre of gravity, of course, is the logo; the symbol that represents it all.

Logo

For the design of a logo, five principles need to be applied. It should be Simple, Memorable, Timeless, Versatile, and Appropriate.

But it is only by association with a product, a service, a business, or a cooperation that a logo takes on any real meaning. A logo

[The 'brand' is more than a logo and some symbols; it's the sum of all we say and do, and all we don't.]

derives its meaning from the usefulness and quality of that what it symbolizes. It is foolhardy to believe that a logo will do its job immediately, before an audience has been properly conditioned, but if effectively designed it does support that process.

The logo of the NCI Agency has been developed through a very rugged process over a period of about 12 months, initiated and led by the Creative Media Centre, in close corporation with the Communication Manager and Transition Working Group 6. During the various stages in the process concepts where tested under a representative focus group of staff from the merging organizations.

One discussion that significantly influenced the development of the logo and visual identity was the one on the abbreviation 'NCIA'. Already this abbreviation was used widely, but some big concerns were raised, that it might make people mistake the Agency for a NATO version of the US CIA, and being associated with an intelligence organization could put people in harm's way, especially in operational theatres. To counter this, a decision was made not to use 'NCIA', but 'NCI Agency' in the logo, and make it a guideline to refer to the Agency as 'NCI Agency' instead of 'NCIA' in every formal communication and publication.

With the five design principles as the heart, each of the elements in the NCI Agency logo was carefully designed with a vision behind.
The fonts where chosen on their bold and modern look, both words that were used many times by the focus group as being representative for the new Agency.

The arc stands for "joint" and "collaboration"; embracing communities. It is open at one side as we are open for others to share their vision and ideas, and even to join our community. At the same time it symbolises the strongest shape (circle or arc) to protect the inside against forces from the outside. The starting point for the arc has been the circle shape in the NATO compass. The lines were given more body, after which it was rotated in 3D space. The last step has been simplifying the element and opening it up at the top.

The two colours are the same shades of blue used by NATO in the NATO Visual Identity. These, and the NATO star on top, obviously are there to make a strong connection to NATO as an institution.

There are three version of the logo: full colour, greyscale and reversed (white on a dark background). The full colour version is intended for digital use and external communication in print. For internal communication in print the greyscale version should be used (or print a colour version in grayscale) in order to reduce printing cost – note that a colour print is about 10 times the price of a B&W print, so please consider the purpose for the copy before you print.

As most of our stakeholders still have to get used to the new organization and its name and logo, on certain documents and media the full name of the Agency has to be added in addition to the logo. The full name, both in English and French, is however not part of the logo itself, but part of the Visual Identity. How to apply, and more, will be described in the NCI Agency Visual Identity Guidelines Handbook to be published soon.

Visual Identity
The logo is only part of the visual identity. Next to that it encompasses various graphic, style and writing style elements, to be applied for all official media and communication, varying from stationery and business cards to exhibition materials and branded items.

The core value of the NCI Agency is that we are ONE TEAM. It is very important to make our stakeholders understand that we are, and this needs to be reflected in our Visual Identity. Therefore, an important guideline is that there should be no sub-branding of organizational elements based on for example their area of expertise, project or geographical location. Though, there will be space for branding certain products, and for example joint projects, products or efforts with other organizations. In those cases the Creative Media Centre is there for guidance.

To ensure the quality and look & feel of formal Agency publications and branded items, such as brochures, flyers, photos, graphics, PR-gifts, etc., they need to be approved by the Communication Office (content) and Creative Media Centre (look & feel) before being released. They have a team of specialists in all areas of media production to support or execute the development and creation processes, and please involve them in time to avoid re-invention of wheels or staff spending time on things that in the end will not pass the release process.
For personalized materials such as letters, reports, PowerPoint presentations, etc., templates are or will be developed and made available via the Intranet. In Outlook an email signature block is available (mandatory to use for emails to external parties) generated with the information staff have added on their individual 'MySite' page on the Intranet (currently NR only).

Applying the Visual Identity
The Visual Identity is an important tool to achieve a Corporate Identity, but only if it supports the promise, the big idea and the expectations in the stakeholders' minds. The 'brand' is more than a logo and some symbols; it's the sum of all we say and do, and all we don't. Every carefully built brand can be destroyed in seconds by one mistake. This is why it's each staff member's task to function as part of the greater good and be an ambassador for the Agency and its mission and values. A logo is just a symbol; it's now up to all of us to give it a meaning.

The Visual Identity Guidelines as of this moment can be found the Intranet under *Communication and Media - Useful Documents.*

To contact the communication and creative media team, e-mail: communication@ncia.nato.int

RvN

No rest for Naples team

NATO's Operation Unified Protector made for a very challenging 2011 for the colleagues in Naples.
This year has seen no respite with another priority project looming large – the timely delivery of state of the art IT facilities for NATO's Joint Force Command (JFC) Naples.

The Command will relocate to a new facility by the end of the year. The decision was made to use this opportunity not just to move the current IT infrastructure, but to implement the latest in terms of modern ICT infrastructure standards and technologies.
"This will give the Command two significant benefits," said Sector Commander Dario Nicolella, "First a more reliable infrastructure, and second – lower the costs of ICT – for instance through use of VoIP for telephony."
For the team in Naples, it is a challenge, but also one that comes with considerable pride – the infrastructure in the JFC will be the largest use of modern technologies, such as virtualization in NATO's static command structure.

Mission: no adverse operational impact

The timeframe is one source of pressure - ensuring that JFC Naple's 600 staff will have the facilities they need at the end of the year.
Another is the fact that the Joint Force Command's area of responsibility looks towards the Middle East, with the conflict in Syria continuing to destabilize the region.
 "The JFC Commander has made it very clear that he needs to be operating 24/7, move or no move," continues Commander Nicolella, "That is for example why the staff will be moved in a gradual manner to ensure continuity of service."
The General Manager will visit the project in October, when he is in Italy for the NCI Agency Industry Conference; he is expected then to tour the facility together with the JFC Commander and Commander Nicolella.

State of the art infrastructure

On 14 August 2009 Commander Allied HQ Joint Force Command Naples signed the "Project Leader's Directive" which set the basis for OPLAN Project Poseidon, i.e. a plan to relocate HQ JFC Naples to a new headquarters with minimal impact on military operations.
Built 25 km north of Naples - in Lago Patria (Giugliano, ITA) – the new HQ features 85,000 m2 gross floor space with over 600 km of cabling, and will host almost 2,000 between military and civilian

[One fact you probably did not know: After the move, the Sector will be running the largest virtualized infrastructure in the static command structure.]

personnel, all of whom must be operational at their new workplaces by 15 December 2012. Since that date, NCI Agency Sector Naples has been feverishly working toward this goal and is striving to deliver all Communication and Information Systems (CIS) services in the new location with no or minimum downtime. All new CIS systems in Lago Patria have been built under a contract led by Host Nation Italy, including a brand new datacenter; however, it is the NCI Agency who has the responsibility to integrate and configure all systems, and seamlessly migrate CIS services from the old to the new facility. Hence, Sector Naples cooperated with Host Nation and NCI Agency HQ since the early design phases of the project, to ensure that it would meet the latest NATO CIS architectures for both near and long term future.
Designed to be ready for providing Infrastructure as a Service (IaaS) as a shared resource in NATO, the new facility has a state-of-the-art datacenter based on VCE Vblock platform, including CISCO servers and switching technology, EMC2 storage systems and VMware virtualization technology.
The computational resources are then glued to all critical components to automate service provisioning, building servers on demand and be ready to deliver services throughout NATO if required. Further, additional technologies have been added to the mix to efficiently and effectively meet the operational challenges of the near future; a dedicated NS Voice and Video (V2) IP platform for Voice over Secure IP (VoSIP) and video-teleconferencing down to the desktop, non-secure IP telephony, and an access point to commercial Virtual LAN Private Services (VPLS) to extend services to remote locations. Shortly after the stabilization of the new infrastructure, pilot implementations of thin and zero-client desktop are already being planned.
But the military operational requirements have been and continue to be exceptionally challenging to Project Poseidon's timeline. In 2011 Operation Unified Protector (OUP) unexpectedly diverted critical resources for almost a year from an already tight CIS project schedule, to build and sustain a 250-strong CJTF in JFC Naples. Moreover, in the second half of 2012 NCIA Sector Naples has committed increasing amounts of manpower to the support of the Crisis Response Planning (CRP) and Battle Staff Training (BST) that lead to the

Sector Naples

certification of JFCNP for NRF13. Adapting CIS services to the new JFCNP's Peace Establishment, the closure of HQ MC Naples, and the relocation of STRIKFORNATO to Lisbon, coupled with the transition of NCSA to the NCI Agency complete the picture of what will be remembered as a very challenging and yet rewarding year.

"But the men and women in NCI Agency Naples believe there is nothing better than a challenge like this one to make the birth year of NCI Agency remembered by all who made it happen," said Secotr Commander Nicolella.
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Commander
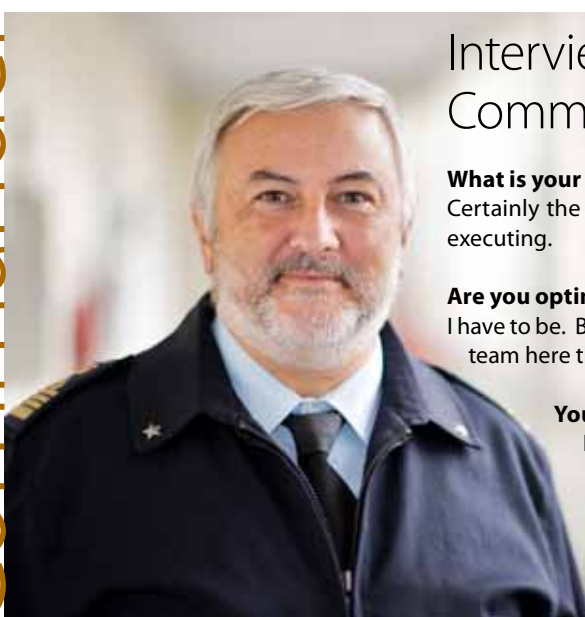
Interview with the Sector Commander, Dario Nicolella

What is your key priority for the year?
Certainly the move to the new facilities. But is also a project that we are proud to be executing.

Are you optimistic?
I have to be. But yes, I am confident that we will. It is all about people and we have a great team here that is dedicated to make it happen.

You were one of several Agency teams providing critical support to the Libya operation? Are we ready for another such operation?
Again, we have to be. But it is true that we identified a number of lessons learned, for example, that it would be good if those CIS support elements that provide day-to-day support for a command to also move with that command when the command deploys to lead an operation. It is all about the personal relationship you build with the user community.

Project Poseidon

NATO Information Assurance Symposium

NIAS 2012

It's all about the Information

NATO won't succeed in safeguarding its information and securing the CIS environment unless we broaden our focus from the infrastructure that contains information to the security of the information itself.

by John Tatman and Gus Mommers

Over the past several years there have been rapid changes in the NATO environment. The growing requirement to work within ever expanding coalitions has caused a fundamental review in how we need to protect our enterprise.
An evolution in the nature, methods, and motivation behind the perpetration of security breaches is leading to a review on how we protect NATO's information and data. This requires a fundamental shift from the traditional approach of protecting the infrastructure on which the data resides.

NIAS 2012 focus
NATO Information Assurance Symposium 2012 (NIAS 2012) focused on understanding ways that information in the NATO enterprise can be leaked and a framework for how to mitigate these risks and protect the whole range of NATO's information and data.

With the evolution of the NATO Computer Incident Response Capability Full Operational Capability (NCIRC FOC), NATO has done a good job of defining a secure infrastructure. While there are challenges in implementing and maintaining it, this

will provide us an excellent framework that we can build upon.

However, we should not rely solely on the concept of a secure infrastructure and a strong perimeter. The danger is in trying to maintain the secure perimeter in a world where that perimeter is increasingly fluid, often unknown and can change very quickly.

Modern communications within NATO increasingly rely upon mobility and flexibility. The introduction of numerous portable devices and multiple access methods create stresses to the secure perimeter never before experienced.

Today's perimeter is extremely difficult to define and even more so to secure and maintain. Constant change is more the norm than the exception for NATO and our business environment.

Add to this the ever-changing mix of coalition partners, industry partners and suppliers and the fact that at any given time NATO can have all of these relationships with other organizations, leaves us with the inescapable conclusion that it is the information that needs protection, not just the infrastructure that

houses and transports the information throughout its lifecycle.

Answers
Before we can develop an answer to the "how," we need to have a better definition of the "what" and the "where". Information leakage has been happening for centuries (or even millenia?) and is not a new issue. What is different today is the range and scale of the threat and the increasingly sophisticated capabilities of our adversaries.

Before an appropriate set of controls can be defined and deployed, we need to understand the value of what needs to be protected and where and how the information is located.

The information needs to be better characterized in terms of its value to the organization and the impact of its disclosure. We also need to be able to define a data lifecycle to determine when and how to appropriately retire and dispose of data that is no longer needed by NATO.

Controls
Without a viable identity and access control infrastructure, many of the tools specifically designed for monitoring and

NIAS 20 IA CD 12

SYMPOSIUM & EXPO 11-13 September 2012

Consultation, Command and Control Agency (NC3A), the NATO ACCS Management Agency (NACMA), the NATO Communications and Information System Services Agency (NCSA), the ALTBMD Programme and elements of NATO HQ. The establishment of the Agency is part of a broader NATO reform that will revolutionise NATO's IT and C4ISR provision.

Line up
This year we had a truly amazing line up of leaders from both NATO and Industry delivering keynotes.
NIAS 2012 kicked off with an interview session between the NCI Agency General Manager MGen (rtd) Koen Gijsbers and NATO's deputy assistant for emerging security challenges, Dr Jamie Shea.
This gave an insight into the new Agency and how it will provide NATO's IT and C4ISR including Information assurance and Cyber Defence in the future.
In addition to keynote speakers we had many varied technical workshops covering all aspects of Information Assurance (IA) and Cyber Defence. So whether you are an IA manager or a Cyber warrior there was something of interest to you all.

protecting information and data will have only limited success at best; at worst they could possibly be seen as a failure.

NATO has many moving parts in the emerging identity and access control infrastructures. Some parts are still missing or not working up to their full potential. Certainly the synchronization of these disparate solutions is a huge challenge. Once there is a solid identity infrastructure in place with a granular set of user attributes, additional solutions can be deployed for the protection of data and information. In order to meet the stated objective within NATO's Cyber Defence Action Plan to implement strong authentication onto all NATO CIS, many of these difficult issues will need to be addressed and solved. NIAS 2012 has started the process......

NIAS
Over the years NIAS has been instrumental in bringing together Industry and NATO into a remarkable partnership that has

enabled long lasting understanding and excellent cooperation.
We have seen how over the years problems have been solved, Industry has provided innovative solutions to NATO and NATO has provided insight to what is sometimes a difficult environment to Industry.

Networking
Of course a major benefit of the event has been the ability to network with like-minded IA Managers, Engineers and Technicians from across NATO, NATO Nations and our partner Nations.
NIAS is a great opportunity to catch up with old friends, make new friends and develop contacts that can only improve our information sharing and collective problem solving.

[We hope you enjoyed this years event and that you have returned back home somewhat wiser, better connected and with a clearer picture of who to turn to when advice or help is needed.]

NCI Agency
This year was especially exciting as we are now part of the new NATO Communications and Information (NCI) Agency which was established on 1 July as a result of the merger of the NATO

NIAS Organisation
NIAS, organized and managed by a small team within the NATO IA Technical Centre, has been running for more than seven years and we have managed to build year on year to what is now by far the premium IA event in NATO.
NIAS2012 exceeded the 1000 delegate and 80 exhibitor mark, next year we expect the same if not more, which makes this event one of the largest events in the whole NATO calendar.

One Team
This year our team has been supported by the NCI Agency's Creative Media Centre sharing ideas, corporate knowledge and valuable resources to bring an even better experience to our many NIAS delegates. All Main plenary and workshop sessions will be available soon on the Agency's website www.ncia.nato.int or www.ia.nato.int

Form follows function

In July, the General Manager and senior Agency management approved the 'level 0' (highest level) outline of the Agency's future business processes (see illustration). This was the culmination of weeks of hard work by a team of individuals from across the NCI Agency's constituent elements. In September and October the design of the Agency's business processes will move to the next level of detail (level 1 and 2 processes) and involve business process owners. "Agency reform is a unique opportunity to streamline the way we work," NCI Agency General Manager Koen Gijsbers said, "We start by mapping the processes we need to deliver maximum value to our customers for their money. Only then will we design the structure to support those processes. Doing anything else would be putting the cart before the horse."

Green field approach

The design of the business processes was the responsibility of the former Transition Working Group 1, led by Joe Corrigan and Malcolm Green, now the Business Processes Management (BPM) team supporting Dag Wilhelmsen, the Director of Transition.

The starting point for the design is the Agency's mission outlined in our Charter. After all, the raison d'être for our business process is to deliver on our tasks as efficiently and as effectively as possible. In addition, in March, the General Manager brought all the senior leaders of the NCI Agency constituent elements together for a brainstorming session that outlined a first, high-level business model for our Agency. The model was presented to (and approved by) Nations in Deliverable 1 (available in the Agency's Record Centre). Finally, the team also got clear direction from the General Manager to apply the following principles:

- **Green field approach** – the team was to work from a blank sheet of paper, rather than try and pack the existing processes into a new Agency structure, taking into consideration Lessons Learned. In other words we are not trying to recreate the old bodies in a new setting, but rather establish the most effective and efficient Agency possible. Of course the principle "if it is not broken do not fix it" applies;
- **Industry and international best practices** – ITIL, PRINCE2 and other Industry methodologies will provide the overall framework for the business processes. Another key source of knowledge is the experience of Nations who have organisations similar to the Agency. For instance, members of the core transition team visited organisations similar to the NCI Agency in The Netherlands, the United Kingdom and Germany to hear about their experiences;
- **Accountability** – holding business process owners accountable for their areas of responsibility will be a pillar to a 'culture of accountability' in the Agency;
- **'Unbreakable' processes** – our processes should avoid 'single points of failure' and bottlenecks that would not accommodate for example individual absences; this is particularly important in light of the gravity of our responsibilities, for instance the 24/7 protection of NATO's networks, as well as urgent support to operations;
- **Minimized bureaucracy** – one of the General Manager's priorities is to reduce to a minimum the bureaucratic

burden and breakpoints to enable staff to execute both their work and the support functions necessary to carry out that work, while keeping the necessary control, audit and record of our actions. This is one of the driving factors the BPM team is relying on;
- **Cyber defence measures** will be explicitly built-in to the processes;
- Implementation and capitalization on **IKM** as a key effectiveness enabler;
- **Built-in coherence** – ensuring that our capabilities and efforts are non-duplicative and fit into the wider picture is another key premise.

In terms of the big transition picture, the development of our business processes is one of three key pillars of the overall transition effort (see article with Dag Wilhelmsen, Director of Transition). The other two are: the Agency Strategic Framework and the Enterprise Architecture.

Rigorous methodology, use cases

The actual methodology for the design of the business processes also follows Industry standards and best practices. For example, to design and validate the business processes a number of use cases have been established. Use cases are showing when and which processes are triggered to execute in order to deal with a specific scenario, e.g. provision of a specific product or service.

Some of the examples of the use cases that were used included: a straight-forward request for an item from the NCIA Service Portfolio and Catalogue; a request for a heavily customized or new capability or a CRO Urgent Request (CUR) for support to an operational deployment and handling of a cyber-defence incident.

Game changers

The team introduced the concept of 'game changers'. These are fundamental changes to the way we provide services that would allow us to improve the quality of our service to customers, lower the cost of our services and/or perform more efficiently. Deciding on which Game Changers to pursue and implement should be driven by: the level of effect that the Game Changer has in eliminating a number of root causes of problems in the former organizations, the level of effort to implement and sustain the game changer and the risk of not being able to implement.

Moving to level 1 and 2

"The level 0 map is a starting point, " said CAPT (N) Joe Corrigan, "Now that that has been signed off at the highest level, we are looking at the next levels 1 and 2, engaging directly with business process owners to map out the detail of those processes and to see if the level 0 map holds up to that scrutiny."

Level 1 business processes have now been submitted to Agency management for review and approval. The more detailed levels of the business processes will be designed by the business process owners, supported by the BPM team.

Way Ahead for BPM in NCIA

The business process design determines required process enablers such as systems, policies and staff skills. Business process design will be validated from an end-to-end process perspective to ensure that the overall processes meet the Successful Customer Outcomes (SCO) , NCI Agency Critical Success Factors (CSF) and Key Performance Objectives which will lead to Key Performance Indicators (KPI). Once business process design has been approved the project moves on to the establishment of the required process enablers. This is the step where organization and roles and responsibilities are determined in order to best support a streamlined execution of the business processes. Finally, the project implements the business processes by getting the enablers in place, staff trained and performs a managed transition and cut-over from the current processes to the new processes. After implementation the processes will be subject to continual process improvement.

The business process design and implementation will form the baseline for any future change to NCI Agency business processes. The NCI Agency business processes will undergo Change Control to manage the configuration in the NCI Agency Enterprise Architecture and any performance issues will be addressed, analysed and resolved in this context.

The NCIA business processes will be implemented in a phased approach. Each phase will cover a set of business processes based on a prioritization on benefits from implementation, dependencies to other processes, operational urgency, implementation risk, implementation effort etc. The last phase will be completed by the end of the optimization phase, scheduled for the end of 2014.

If you have questions on the design process, feel free to e-mail: info.transition@ncia.nato.int. The team will be providing news and updates.

MO

On Tour in Afghanistan

From May through July 2012, Bert Tiems served as the Agency's Senior Representative in Afghanistan. As the successor of NC3A Senior Representatives Brian Christiansen and Pascal Trouvé, he was faced with the duty to not only represent NC3A, but also had to take up additional responsibilities upon the establishment of the NCI Agency. On 1 July 2012, the very first formal stand-up ceremony was organized at the Agency's most eastern location Kabul in Afghanistan. On this historic day a special VTC link was established between the NCI Agency Team in Afghanistan, ISAF leadership, the General Manager, and Agency leadership in Europe. There Bert opened the session and unveiled the NCI Agency flag.

This first ceremony signalled the NCI Agency's strong connection to forces, underlined the new complexities, and called upon collaboration among NCI Agency colleagues around the world. With Bert's unique experience gained during this time in theatre, he was interviewed upon his return in The Hague in August 2012.

Bert, welcome back and thank you for taknig the time for us in the first week after your return. As the first Senior Representative to the NCI Agency, how did you experience the transition to and stand-up of the NCI Agency?

My tour as Senior Representative in Afghanistan was very special because it coincided with the forming of the new Agency. Because of that I could experience both the situation before and after the transition. As the first Senior Representative of the NCI Agency I was responsible to lead the transition of the NC3A and NCSA ISAF footprints into one NCI Agency Team. This was very successful and in my experience ISAF was the first location where the former NC3A and NCSA elements really manifested itself as one NCI Agency team to both internal Agency staff and to the ISAF customers.

How did the establishment of the NCI Agency augment your responsibilities?

There was quite a big difference between the roles and responsibilities of the former NC3A and NCSA Senior Representatives to ISAF. The NC3A Senior Representative was more focussed on capability development for ISAF and as such served more as an unbiased intermediate between the NC3A projects developing these capabilities and the ISAF user community. Through my contacts at the ISAF Strategic Levels I was in the position to have an early sight of the potential impact of changes to the ISAF Mission to the mid and long term ISAF C4ISR requirements and through that to the Agency's projects. The NCSA Senior Representative however, was much more concerned with the in-service aspects and as such part of the daily operational battle-rhythm including the responsibility over close to 400 staff and contractors in the ISAF theatre delivering the capabilities to ISAF. From 1 July I was fulfilling both roles as the first Senior Representative of the NCI Agency and I definitely experienced the challenges of the battle-rhythm, frequently referred to by General Manager Gijsbers.

What impact does the Senior Representative make to the Agency and its customers?

The Senior Representative plays a key-role in matching the NCI Agency C4ISR activities with the ISAF requirements. Therefore the Senior Representative establishes a clear interface between ISAF and the Agency by reporting directly to the Director of Operations, in my case BGEN Guy Feat. On the program side it is crucial to serve as an unbiased intermediate between the Agency and ISAF -for instance when having to quickly identify changing requirements due to changes to the mission that could potentially impact planned or running projects.

Of course, the realities in the ISAF theatre and in the NCI Agency back office are not the same. This sometimes could be noticed in a difference in priorities; in theatre things just needed to work, but from the Agency perspective this and many other aspects had to be considered as well, such as programmatic and technical coherence, final NCI Agency authorization and so on. It is an important task for the Senior Representative to act as multi way communication agent in these matters to establish increased understanding between all parties involved.

The NCI Agency has set itself the goal of Connecting Forces, what do you believe have been the most significant steps towards achieving this goal over the past months?

I think the ISAF theatre to date has demonstrated that the NCI Agency can indeed increase efficiency and effectiveness through its unity of effort and unity of command (one team, one interface) while maintaining its services to the customer (ISAF in this case). It was very important to emphasize that the establishment of the new Agency would not disrupt current operations. I had the honour to brief COMISAF on the new NCI Agency stand up and this particular point was very well received by him. He also expressed great interest in the responsibilities of the NCI Agency and its Command Relations ships in the military chain.

The NCI Agency now has the responsibility over the full C4ISR life-cycle, from cradle to grave, and has to make sure that the ISAF C4ISR capability evolves in line with the ISAF ever-changing requirements. As such the NCI Agency is in a unique position to also support, and actually facilitate, the Connecting Forces concepts. The NCI Agency as a whole has built up a wealth of ISAF C4ISR expertise during the many years it has supported the ISAF operations. Applying this expertise will be critical for NATO to actually capitalize on the Connecting Forces improvements made in ISAF. Over the years the Coalition Interoperability has improved tremendously both on the political, procedural and technical aspects, culminating in the Afghan Mission Network (ANM) . It is critical for the NCI Agency to ensure that these improvements are also made available to the peacetime environment and of course to future NATO Missions.

What can you share with us about the community life in and out of the NATO compounds, how much different was living there for you?

My daily schedule at the HQ followed a rather controlled pattern. Typically I got up around 07:00 to attend the COMISAF morning update. After that I would have breakfast followed by a series of meetings. I always tried to do my exercise around 11:00 for an hour

or so to be at lunch at 12:30. The afternoon would then be filled with another series of meetings and time to work in the office. Dinner would be at around 18:00. Typically I would work another hour or so in the evening and after that had some time for contact with family and friends or just relax. Overall the accommodations were quite comfortable and the new hardened accommodations in KAIA and ISAF HQ are also much safer. The National support elements (NSEs) of the respective Nations really do make an effort to organize social activities. I regularly went to the Dutch NSE to play cards for instance. As to the security situation, I personally never felt threatened inside of the compound or outside on one of my many road transports between KAIA and ISAF HQ. Of course that is influenced by the low number of incidents in Kabul while I was there. But looking out of the window while driving between KAIA and ISAF HQ I could observe the active street life in Kabul which to me looked very similar to that in other eastern cities.

Would you have any comments in closing?

My tour in Afghanistan definitely was a unique experience. Of course it was not easy to be away from home for so long for myself and my family. But my wife and children were very supportive and through the modern social media we were able to stay in touch. What I found out was that being part of the Mission for a longer period really makes you part of the team on the ground both from NCI Agency and ISAF. I had never experienced that fully in the many short tours I have made to ISAF in the past years. I was also in the fortunate position to fill the role of Senior Representative in the transition phase from the old Agencies to the NCI Agency and I made many new friends for the rest of my life. I feel that my ISAF tour has enriched me both professionally and socially. It was a great life experience that I will never forget.

GrM

On Friday 7 September, Agency staff and family gathered in The Hague for the annual International Family Party organized by the Civilian Staff Association The Hague.

Celebrating international diversity

For the ocassion, the lawn in front of the Agency turned into a scenery of bouncy castles and an international food fair. Staff and family from Italy, France, Germany, Greece, Hungary, the Netherlands, Poland, Spain, Turkey, the United Kingdom and the US presented traditional dishes and their countries' famed delicacies.

The entertainment during the event catered to both the young and the "old". Bouncy castles, skelters, a sminker, a balloon artists, a karaoke system, sumo costumes, livened up the sunny afternoon. Some staff members were dressed in traditional clothing in respect to the party's international theme.

Michael Street, Vice-Chair CSA-The Hague, thanked all guests for being there: "The party today has been a collaborative effort, much less expensive than previous editions, and is something we really should take forward next year."

General Manager Koen Gijsbers, who saw opportunity to join the event, said in his address:
"It is great to be here today. We have such an international community in the middle of The Hague, I really would like to thank you and your families for being here. Family is part of our lives, as a civilian and soldier, I know we cannot do without you. We are one family and we contribute to a very important goal, and that is to support our forces. This is something we do not only do in this building, but also impacts the lives of our families at home."

Ride for the Fallen

The General Manager paid special attention to the bikers of Ride for the Fallen who were present in The Hague on Friday, on their journey to Bosnia. He encouraged staff to donate to the associated charity Help for Heroes. "It is an excellent initiative for injured soldiers that need the support. We ensure that our forces stay well in theatre, but also for those we do not, it is important that we are there for them. It is wonderful to see the effort and energy today, this we can only do when we act as a team."

The riders taking part in the Ride for the Fallen reached their goal and arrived on 11 September 2012 in Gorazde, Bosnia.
This journey has taken them on a gruelling 12hrs per day, six day ride. They were met by the local motorbike club in Gorazde and received a very warm welcome. On 12 September, Paul Thomas and the riders took part in the remembrance ceremony to remember the fallen, as you can imagine this was very tough for Paul but he remained strong and courageous.

Send us your stories
Are you at one of the other 33 NCI Agency locations celebrating or commemorating on a special day, then please send your stories and pictures to
communication@ncia.nato.int and we will publish them on the Intranet and in future issues of this magazine!

NEDP Review

by Nicholas Lambert, Operations Research/Systems Analysis, Chief Technology Officer, NCI Agency (The Hague NLD). Currently: Afghanistan Mission Network (AMN) Secretariat Technical Management Office, CIS Directorate, SHAPE (Mons BEL).

Between September 2011 and June 2012 I was a member of the third cohort of the NATO Wide Executive Development Programme (NEDP). We commenced the course in September with a residential module at the ESCP Europe Business School in London and finished on 22 June 2012 at NATO HQ in Brussels following presentation of our projects.

The course was a rollercoaster experience, but has been positive and has mostly met my expectations. I applied for the NEDP for different reasons to other people on my course. Before applying I looked back at my career and realised to my chagrin that, although I have conducted many studies and led many small teams of analysts in conducting quantitative and objective analyses (sometimes of organisational and management structures and processes), I realised that I had received no management training since 1992. My last training had been a long course in "middle management" (yes, it was really called that) from the UK Civil Service. Therefore in London where most of my colleagues were declaring that they had joined the course to "know and understand NATO better", I cited this fact and my desire for further professional development. I was also sure that having been in and around NATO at all levels of command since 1994 as both a UK and NATO employee I knew enough about NATO to get by and could perhaps contribute some of this to the course.

The management portion of the course is structured as a series of residential modules and distance learning modules that build from "knowing yourself", through to Organisational behaviour, Human Resources and Financial Management and Change Management. Of these, the first "Knowing yourself" was the most useful to me. Within the course there are two online personal assessments that help you understand your personality type and management/leadership styles. These are most revealing and, according to my wife, extremely accurate, revealing traits that I did not know I was exhibiting (I am sure my team mates and those who have worked with me on my projects know these well!). In addition there were individual coaching sessions which I had never experienced before that allow the tutor and yourself to explore your responses to any aspect of your life or career. In parallel to the main modules, the ESCP Europe Business School took the course members through a Problem Solving Decision Making (PSDM) method that was used to structure, analyse and address the subject of the group projects. The teaching of this was spread over the full length of the course, the latter part of

which was used in Brussels where we put into practice the methods and tips in the final presentation to deliver an effective message to help make our ideas "stick". The method taught is very similar to other problem structuring methods that I know, but in this case was used as much as a vehicle to get the members of the project teams to collectively work together. In my opinion there should have been more emphasis on the management techniques. What was taught was excellent; however this was sometimes overshadowed by the other facets of the NEDP, namely the NATO portion and the project.

The NATO portion of the course is mixed in value if you already know NATO well, however there are some gems and surprises. The modules on this open with what are probably the most interesting modules for the students, Global Security Challenges and International Relations. This enabled us to go to a location that most NATO civilian staff will never see, namely the NATO Defence College (NDC) in Rome where the NEDP course was tacked onto an existing course at the NDC and received a series of lectures from experts and leaders of international institutions (the topics of which were then debated). For those of us who are operational analysts who have supported the NATO Defence Planning processes, the International Relations module was very familiar, however to most of the students this is usually their first foray into having to think and write about NATO's role in the international community – in the context of very real scenarios. The tutoring of this distance module was excellent, with essays and involved online chat discussions and webcasts (all in our own time at home, of course). The other modules thereafter introduced the students to NATO organisations and processes and were conducted at the NATO School in Oberammergau, HQ SACT in Norfolk in Virginia and in NATO HQ. These were less inspiring and were delivered by regular NATO briefers and staff officers. Here the course members were on home territory and in some cases gave the lecturers a hard time with insider views and questions leading to robust debate. However, despite the familiar territory, even veterans of NATO learned about a few new organisations and acronyms. As an added bonus at NATO HQ on 20 June, we were also witnesses to the NAC in session discussing Agency Reform and the charter of the NCI Agency.

Alongside the formal programme studies, the NEDP participants also are tasked to work on group assignments that pose complex real NATO issues to bring the elements of the programme together. The projects were provided to the NEDP project team in

September 2011 at the first residential module and used throughout the course, using the phases of the PSDM method as the teaching vehicle. The project is executed on top of the student's full-time NATO jobs. To ensure a fresh view on the subject, the students chosen for this task were deliberately selected to have little or no background or experience in the area. This alone made the project challenging as the entire team had a steep learning curve. As an additional challenge, the individuals selected for the project (again apparently selected to have similar clashing forceful personalities) had to form into a team, giving each the opportunity to lead. This in itself was a challenge, leading to all of us to bite our tongues at times and allow others to take their turn. My team was composed of individuals from the following (pre NCI Agency merger) agencies; NAMSA, NCSA (NCIRC), NOR, NACMA, NOS and NC3A, leading to us all learning more about each other's agencies and the type of work conducted in each body.

The topic of my project was sponsored by JFC Brunssum and revolved around the challenge to integrate civilian expertise into the structure of Allied Joint Force Command (JFC) Brunssum and to work better with civilian organisations to ensure that it can successfully contribute to a comprehensive response before, during and after crisis. This took us to the heart of NATO's current debate on what is called the Comprehensive Approach. Our initial research revealed that there was much written on this topic but little real action taken. However during the course we discovered that in parallel, others were at work on related tasks, at other levels of command (SHAPE) to bring into fruition the a 24/7 Comprehensive Crisis and Operations Management Centre (CCOMC). This led to a need to occasionally revise the problem definition of our project with our sponsor. Although frustrating this was a valuable lesson. We must ensure that in order to deliver useful products we (NCI Agency) must continually monitor the requirements that underpin projects and adjust our deliverables with the sponsor accordingly.

The project concluded with a formal written report, executed as usual on top of our normal jobs - and a final presentation on 21 June 2012 to a wide audience including Ambassador Eaton (founder of the NEDP) and a wide variety of people from across NATO (including the sponsor) with an interest in the subject. Of all the tasks on the course, the report writing was painful and led many of us to question the training value of the project. However, given that we were charged to present to such an august group of people, it did force us to document, fully research and consolidate our findings and even produce an initial cost estimate on our proposals. Our report was very well received by both JFCs and experts at SHAPE and many of the points are now being followed up by the Civil-Military Interaction (CMI) functional area and may even see some traction in implementing the Comprehensive Approach.

In conclusion, I hope that the above has given some indication of the nature of the NEDP course. I found it valuable both as an individual from the aspect of the management training (I could have done with more of this) and through the simple act of having to work with people from other NATO bodies. Surprisingly I also learned of new facets of NATO that I would normally never come across. Although I gained much from the course, the issue still stands as to what the NCI Agency will do with the growing group of NEDP graduates it now has within its staff, if it is to fully exploit the training we have been given.

Meet your colleagues:
NCI Agency location Glons
The

The NATO Programming Centre (NPC), located in Glons, Belgium, has since its 40 years of existence been an important cornerstone in the domain of Air Command and Control (AirC2). Co-located with the Belgian Air Force Control and Reporting Centre (CRC), the NPC was founded in 1972 as a part of SHAPE with the task to provide software maintenance for the AirC2 capabilities of NATO. These tasks have expanded over the years and now include system and advisory support for AirC2 systems as well as training for technical personnel on these systems.

In 2008, the NPC was transferred from SHAPE to the NATO Communications and Information Systems Services Agency (NCSA), where it moved into the role of a centre of competence for AirC2. Effective 1 July 2012, the NPC is part of the NATO Communications and Information (NCI) Agency. Its role, to provide efficient and effective system and advisory support to ensure maximum operational capability of the AirC2, has not changed since belonging to the NCI Agency. As for all Agency constituents, continuation of delivery of services remains a key priority.

Safety focus and ISO certifcation

The NPC maintains an ISO 9001 compliant Quality Management System (QMS) since 2003. The QMS was implemented with the aim to streamline processes, work more efficiently by benefitting from Industry best practices and at the same time guaranty a high quality of products and services. The experience gained with the development and operation of safety critical systems made by industry and also Eurocontrol has led the NATO to recognize the need to perform safety assessment for Air C2 systems. NPC has adopted IEEE Standard 61508 for the development of their safety-related products.

"The ISO 9001 certification safeguards the quality of our safety-critical products to a maximum extend. In a purely scientific environment, this ISO certification would have less relevance; however any type of quality management will be very important to the NCI Agency for Service

Michael Bauer
Head of Mission Assurance Office

Supply and Delivery", says Mr Bauer, Head of the Mission Assurance Office.

Air C2 Capabilities

Within NATO, the AirC2 capabilities provided by Glons are in use by almost all member nations, and in current or recent operational theatres such as in Libya and Afghanistan.

The legacy NATO real-time AirC2 capability, NATO Air Defence Ground Environment (NADGE), has for many years been the standard Air Defence capability until the cost of maintenance became unaffordable. From that moment it was decided that the Multi Airborne Early Warning Ground Integration Segment (AEGIS) Site Emulator (MASE) would be developed as an interim capability, offering more flexibility, state-of-the-art features, at a lower cost. Now for almost over a decade, MASE has been recognized as the standard NATO solution for real-time AirC2 in Control and Reporting Centres (CRCs); today more than 60 installations in 20 NATO countries use MASE to execute AirC2 on national territory.

Also in use NATO-wide is the Integrated Command and Control (ICC) Software for Air Operations. This capability has been developed in a combined effort by NCI Agency Capability Development The Hague and the NPC. ICC is an integrated Command, Control, Communications and Intelligence/Information (C3I2) environment that provides information

management and decision support to NATO air operation activities during peacetime, exercise, as well as during crisis. Especially in areas like ICC, significant benefits are expected from the creation of the new Agency. Now, at least virtually, all constituents required for through-life support of an operational CIS capability, belong to the same organisation.

A unique NATO capability, probably not known to many but pivotal in NATO's Partnership for Peace programme, is the Air Situation Data Exchange (ASDE) system. This system allows the controlled exchange of air picture data between NATO forces and non-NATO forces by filtering the NATO air picture in such a manner that it is releasable to partner nations. Equally ASDE allows augmenting the NATO air picture in a secure manner with information coming from the partner nations. The ASDE system, originally developed via a cooperation model between the NC3A and the NPC, is since 2007 fully supported and has further evolved. Today it is also used in support of significant governmental events such as the recent European soccer championship in Poland and the Ukraine.

In future, the state-of-the-art Air Command and Control System (ACCS) will be the first fully integrated system in NATO, enabling planning, automatic tasking, battle space management and task execution for all types of air operations. And again, the Agency consolidation is expected to lead

NATO Programming Centre

to more efficiency in this regard. The system will be composed of a balanced mix of static and deployable entities. The ACCS programme is being implemented under the supervision of the NCI Agency AirC2 Programme and will provide an initial operational capability within the next few years. NPC has started to actively support all fielded elements of the ACCS system already in 2010 and will gradually take over the full responsibility for integrated system support.

Infrastructure

As the NPC is located at a remote facility it has had to be a self-supporting unit

and as a result relied largely on its own IT systems, facilities and support services. It operates and maintains an IT infrastructure that comprises over 550 workstations and 60 servers at various levels of classifications. These systems allow the NPC located staff not only to perform their day to day business, but also provide NATO with a high fidelity reference test bed for its AirC2 systems. "Continuous evolution of this infrastructure in a cost effective and efficient manner whilst ensuring the ability to maintain representative test and support platforms

for all of our operational systems is a challenge that I expect to benefit significantly from being part of the new NCI Agency," says Mr Michael Stoltz, CTO and Head of the Technology Planning and Analysis Branch of the NPC.

Community

A very socially active community regularly organizes social events and excursions for NPC members and their families, a trend seen often in locations with strong military presence.

This year will be especially remarkable as the NPC celebrates its 40th anniversary. With a reception and performance of the "Big Band der Bundeswehr" planned for 29 November 2012.

2012 Duke's award to NPC team
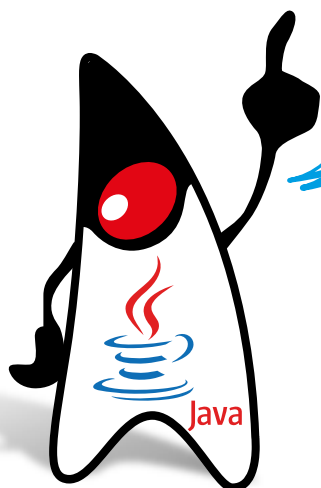
Team at NCI Agency location Glons wins prestigious 2012 Duke's Choice Award

The specialized system support provided by the NATO Programming Centre (NPC) to Air C2 systems has not solely been respected within the NATO community; in July 2012, Oracle informed a team at the NPC that it is among the winners of the 2012 Duke's Choice Awards.

For the tenth year in succession, the most prestigious awards for Java development (programming) were granted to the best and most innovative projects, with a software development team at the NPC winning the world-wide public Community Award. The primary judging criterion, innovation, was certainly demonstrated in NPC's winning submission that used the Java programming language for the new Human Machine Interface (HMI) of the Multi-AEGIS Site Emulator (MASE) and the CRC System Interface (CSI) systems.

Prize package

- Duke's Choice Award trophy
- Announcement in September Java Magazine (currently 112K subscribers)
- Announcement in press release just prior to JavaOne
- A JavaOne conference pass for the members of the team participating in JavaOne
- On stage award presentation at JavaOne
- Participation in Birds of a Feather (BOF) and Java Spotlight Podcast at JavaOne
- Inclusion in JavaOne promotional video

Background

For many years, MASE has been the standard NATO solution to support the execution of air operations in a real-time environment. The capability, developed and maintained by the NPC, is in use by many Nations for Command and Control in Air Defence to assist units using MASE in gaining and maintaining air superiority. The capability is implemented in a client-server architecture, which allows both military and civilian radars to be connected, and the data from these sources are processed to provide a real-time Recognized Air Picture (RAP). The air picture is a synthetic representation of all aircraft flying in a given area. Flight plan data from civilian or military Air Traffic Control (ATC) centres are received, correlated with the air picture, and displayed to the operational user to support identification of aircraft. In addition,

the Battlespace Management function assists the operational users in threat assessment and allocation of weapon resources.

MICE

Mr Wolfgang Winter, Product Manager RT, Operations Division states: "The development of MASE was started in 1996 because legacy systems used for AirC2 were becoming too complex and expensive. However, over the past years the MASE Graphical User Interface, derived from the original air defence consoles designed in the seventies, has started to be perceived as too complex and cumbersome by the new generation of operators."

For this reason, it was decided in 2009 to renew the console and to develop a new application, MICE (MASE Integrated Console Environment). This platform, which led the team to winning the

The Award is the crown on the three years of hard work by team consisting of both military staff and civilians, at present time with the following team members (from left to right):

Georgios Papaioannou (NCIA NPC), Wolfgang Winter (NCIA NPC), Bjarne Ridderberg (consultant), Ilker Karakas (NSPA), Patrick Schneider (NCIA NPC), Jan-Peter Schütt (NCIA NPC), Ioannis Kostaras (NCIA NPC), Humphrey Clerx (NSPA), Jaroslav Libert (NSPA). Angelo D'Agnano (NCIA NPC), Cristina Muntean (NCIA NPC) and Adrian Oancea (NCIA NPC) are also members of the team but not shown on this picture.

Award, is at the heart of a newly developed integrated MASE and CSI console.

The new application has been written completely in Java and uses the latest trends and concepts in the area of the HMI.

It is now no longer necessary for the operator to use 'harsh old-fashioned' manual entries to use many of the functionalities of the system. A right-click of the mouse will suffice for most frequently faced tasks. The system's learning curve for operators has therefore been drastically reduced, and training within different NATO nations with different languages has become much more universal, reducing precious time and monetary resources.

In addition, the architecture and design of MICE is more flexible. The application is based on open-standards, meaning in future, other capabilities in the Air C2 domain could re-use the foundations provided by the MICE platform. This will prevent duplication of efforts and will allow speeding up the time and ease with which new applications can be developed. Also this architecture will convene establishing compatibility of new systems with their predecessors.

Software architect Ioannis Kostaras states: "The use of Java for a real-time system to allow no delays or freezes was and is a challenge. MICE is a soft real-time system in which every millisecond counts; the use case in a safety critical environment is also at the core of this very unique product within the Java Community. In addition, the effective use of NetBeans RCP (created by the founders of Java) for many elements of the GUI count on the support by many in the Java community."

Team effort

However, winning the Duke's Award was not just a matter of course. When in 2010 the team contacted Mr Geertjan Wielenga, the Oracle Product Manager for NetBeans, they received the assistance of consultant Mr Jaroslav Tulach, one of the original Netbeans creators, and current architect for the product. This led to an invitation to Angelo D'Agnano, the MICE architect, to write a blog post on one of the most popular Java blogs "dzone". According to Angelo: "this article sparked a lot of interest of the Java community being one of the most read articles on the website in 2011."

As a result of the article, the team received the proposal to apply for the Java innovation awards in 2011, but because MICE had not been released at that time it was decided to wait. After the first operational release, in May 2012, the green light was given. MICE was not granted the award directly by the jury of Oracle, but it did qualify for the Community award. The latter would be assigned through an internet community voting procedure. The team launched a campaign and generated a lot of publicity on Facebook, LinkedIn, and by asking AirC2 users to vote. Incidentally the team conducted a users' workshop just few weeks before the poll took place, therefore the user community contacts were ready and up to date. Despite these efforts, actually winning the Award did come as a surprise as expressed by the team: "We held a close eye at the voting poll on the internet, up to the very end we were only very close to the number one."

Another important factor for their success has been the "Scrum" management methodology that was put into practice by the MICE team with the help of a consultant. With daily progress meetings, interim 30 day goals, and progress visualisations, nothing was left to chance. Michael Bauer and Wolfgang Winter indicate that quality and control was paramount. "We adopted specific procedures for the design, coding and testing; all aspects of the development process adhere to standards that will support the appropriate Safety Integrity Level (SIL) 1 claim for the operational use."

Furthermore, the team put a lot of effort in soliciting feedback from the AirC2 community. "We have interviewed the users of most of the air defence/air traffic control systems in Europe, we gathered all the strong and weak points of these systems and learned from others' ideas and mistakes", says Angelo D'Agnano. Both new and current users had to be able to use the new application. This involved making some compromises, though the team masters the ability include functionality of legacy products.

In September two team members will be in San Francisco to receive this distinct Award on stage during the Java One Conference. Meanwhile, the other team members will continue the work at NPC; after all they receive the same lifetime honour - being in the September 2012 issue of the Java Magazine.

GrM

NCI Agency Crossword No. 1

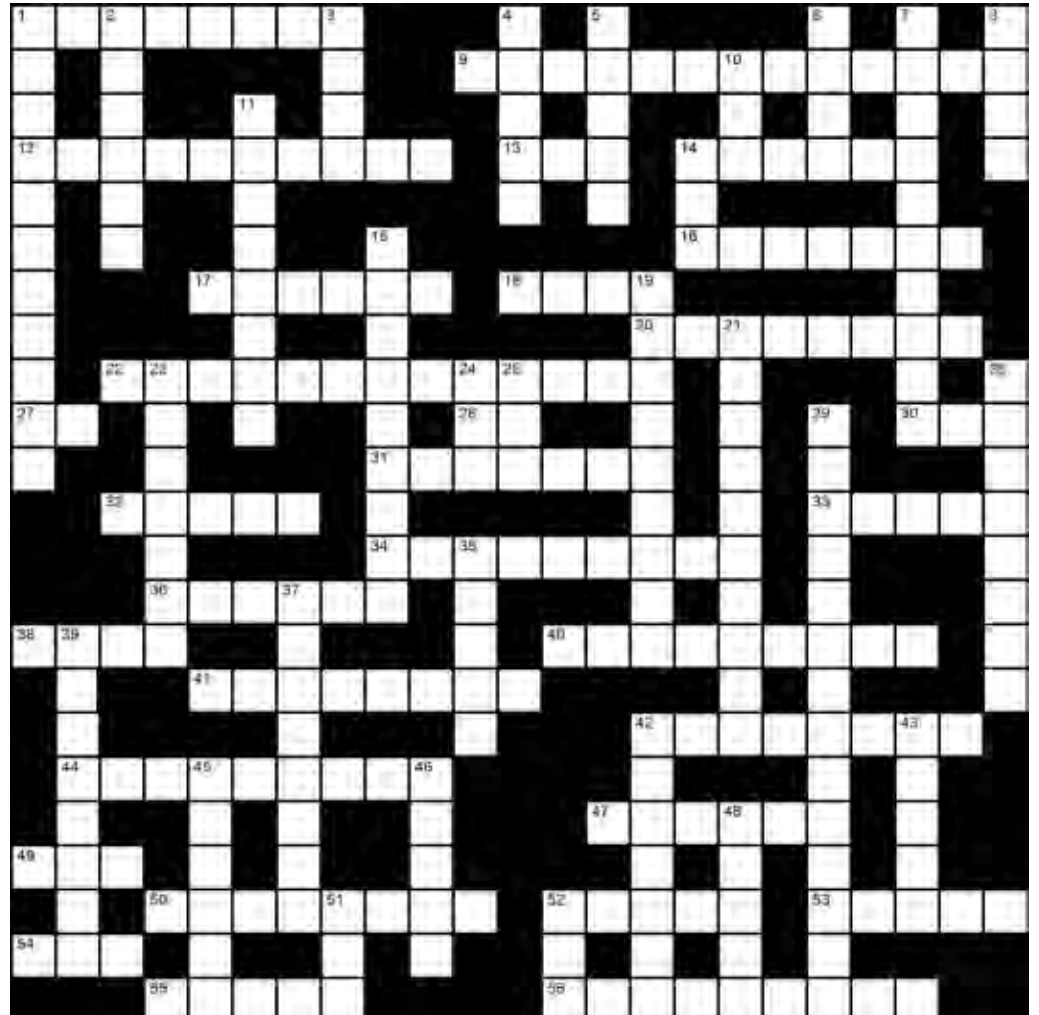There are five anagrams and bold clues follow the same theme, finding the theme will help you solve those clues.

Across

1 Here you can check-in to Hotel Kalifornia (but avoid the pool!) (8)
9 Spa town in disarray has to beg Zebra brand products (3,10)
12 Rearrange Turkish salon again (10)
13 Vintage video game console (3)
14 Where football gets real! (6)
16 County in England (7)
17 Come here for SATCOM and motocross (6)
18 Good place to get into shape (4)
20 Several former heads of state have reluctantly spent time here (3,5)
22 Port, famous for massive 16th century fort designed by Michelangelo (13)
27 In other words (2)
28 Oh - there's an alternative (2)
30 Initially, most US students would like a high one (3)
31 Where Achilles was born and Hippocrates died (7)
32 Twinned with objectives (5)
33 Famous for straw hats less famous for software (5)
34 Home of Skynet (not the one from Terminator!) (9)
36 Vasco da Gama left here in 1497 (6)
38 This ranger doesn't work well in a group (4)
40 Cardinal points to small forest in England (9)
41 You'll find Hendrik Camp here (8)
42 Mixed-up Scandinavian places friend up ladder (8)
44 Hardest to spell? (9)
47 This is a tiny volcanic island (6)
49 Beer (3)
50 Did you learn your lesson? Come here to make sure (8)
52 Hindu deity (5)
53 In Cadiz Miranda eats Turkish delight (5)
54 Film speed indicator (3)
55 Water serpent (5)
56 Most northerly (9)

25 Greek letter or life force (3)
26 Airbase made from industrial metal perhaps? (8)
29 Main CAOC for OUP (6,8)
35 There's three or four star accommodation available here! (5)
37 Famous for waffle! (8)
39 Strange misfits like uneven spheres (8)
42 Not having any success (7)
43 Location of the former CAOC2 (5)
45 Adjective overused by Austin Powers (6)
46 PLN as specified by ISO 4217 (5)
48 Angry (5)
51 Part of the ANSF (3)
52 Litigious girl (3)

Answers will be provided in the next issue.

Down

1 Large unit of energy (11)
2 Should have the best pizza and best ice-cream (6)
3 Greek titan or Roman mother (4)
4 Certainly not flora (5)
5 Very fat (5)
6 Follicle (4)
7 University town on the Nektar river (10)
8 Picnic enemies (4)
10 India's smallest state (3)
11 Where the littoral truth is sought! (2,6)
14 Take your place in readiness for action (3)
15 Dizzy from Somerset cider I love Tony (9)
19 Confused viking from here turns out to be vegan tsar! (9)
21 Westphalian doesn't carry Nike anymore (10)
23 Annual award for trivial science (2,5)
24 Vehicle (3)