

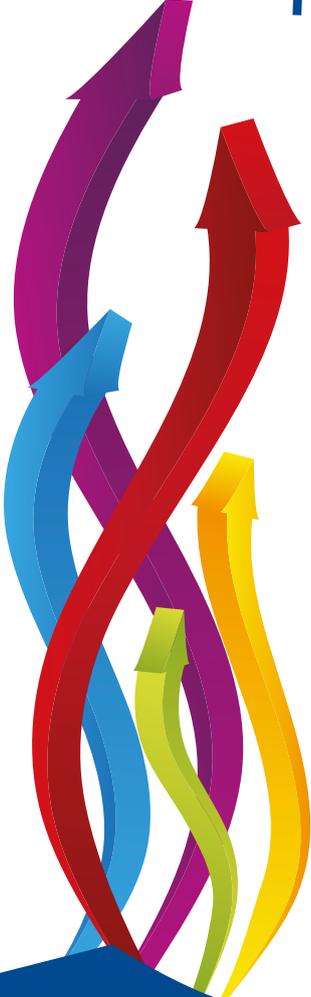
# Communicator

ISSUE 2 | JANUARY / MARCH 2013

Team Northwood readies NATO flagships for maritime operations



## 10 Golden Rules



**1 We deliver**

Success for NATO as an enterprise is our sole objective, and we are judged by the quality and efficiency of **what** we deliver to support that objective.

**2 We connect**

We deliver our services across the C4ISR spectrum from capitals to deployed forces, building C4ISR capabilities for the Alliance and its nations.

**3 We provide**

We are a service provider with services that span the whole range from infrastructure to applications, cyber defence and network control.

**4 We track**

We are fanatic about delivering our services with tight tracking of our processes in quality, time and cost.

**5 We innovate**

We optimize service delivery across the entire lifecycle, never shooting for "big bangs", but building iteratively on the current baseline applying innovation with empirical creativity.

**6 We partner**

We partner with industry to deliver best of breed services, with internal expertise to avoid losing the control we need.

**7 We define**

We define the technology and the architecture we are exploiting, always selecting proven solutions from the commercial world when available.

**8 We satisfy**

We deliver "good enough" fast, rather than excellent too late, actively trading requirements and solutions with our customers.

**9 We optimize**

While centralized technical control allows for more standardized, coherent and lower cost service delivery, our customer facing units have enough authority to allow for optimized service and agility.

**10 We invest**

We give our people the opportunity to become champions of their trade, by ensuring we keep enough resources for building and maintaining internal competence.

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# GM's outlook

## Leaving 'as is, where is' behind

Dear Colleagues,

Competing priorities means that you are getting this magazine with a delay, but I have asked the editorial team to ensure that from now on we maintain a regular, three-month rhythm.

As in the previous edition, I am happy to see that the cover story is about one of our customer-facing units, this time the Team in Northwood. And I encourage you to read the "Customer Focus" section which highlights the appreciation our team in Bydgoszcz is receiving. For those of you who have seen my goals and objectives for 2013, you will see that maintaining a customer-first spirit is my priority.

2013 will be a landmark year; we will move from 'as is, where is' to shape our future home and fundamentally refashion our business engine.

In order to succeed we will need a team effort – from the senior leadership, from managers and from staff, from our Nations on the Agency Supervisory Board.

In terms of the management team, I have made a strong commitment to accelerating decision-making. We will focus more on quick wins. This will not only speed up the pace of change, but also free up resources that we can use to push forward the transition. I appreciate very much the individuals who have stepped forward with well-argued proposals for such quick wins.

For line managers, communication in times of change is a core responsibility. This is not just about passing down information from management decisions. It is also about feeding information up. It is important that we celebrate successes and milestones, and that these successes and milestones are visible both to staff, to customers and stakeholders. The AirC2 community coming together, and Sector ISAF stories are two examples of early benefits of Agency reform.

For staff, this is the year in which I especially need your engagement. I realize that for some of you, the pace of change has appeared too slow. But this is also because we needed the time to consult and get the support of Nations. As we move forward, we will be making more decisions that will have a fundamental impact on our common future. So, it is important that if you have ideas or suggestions, or you feel like contributing to a specific project, now it's the time to do it!

For me, it is a personal priority that the change is balanced across people, processes and technology. That is why I am pleased that we are making progress on moving towards talent management, of which the new contract policy is a first step.

Finally, I have also asked that we step up the pace of communication, across multiple channels and have asked both the Transition team and line managers to emphasize to face to face communications. That is why in many locations you now have regular info sessions, and why the Transition team is making an effort to visit each location, at least twice a year.

What we are trying to achieve is neither easy nor simple (see the article on Transition for a full overview). But as One Team, we will succeed; we will be well positioned to deliver even better support to our customers, and reduce the cost, as we move into full customer-funding.

Happy reading!  
Koen Gijsbers



# MEDICS to the rescue

Whenever an injury occurs on the battlefield there is a need for medical support. Depending on the situation and type of injury, medical care or a medical evacuation can be required in an expedited manner. Currently, when a unit calls for this type of support in NATO operations, there is an exchange of a wide array of information including the location, the condition of the patient and the type of injury. In a multinational coalition, and with radio transmission and manual entry involved, many steps in the process can result in errors and the loss of precious time. Therefore, despite the fact that the current level of medical care is better than ever before, NATO is continuously investigating how to improve various medical care processes. For these reasons, together with Allied Command Transformation (ACT), the NCI Agency is developing the Medical Information and Coordination System (MEDICS). This IT system aims to improve the planning, execution, analysis and the lessons learned processes of medical support in NATO operations. It will improve and modernize the medical information exchange between the nations themselves and between NATO (commands) and the Nations. In order to fully understand the impact that MEDICS can have on NATO operations we take a closer look.



## Background

The MEDICS project was initiated in 2004, starting off with early requirements capturing and high level concept development. To gain a better understanding of the current medical Communications and Information systems (CIS) in theatre, MEDICS Project Manager Andreas Zuendorf travelled to Kosovo Force (KFOR) in 2006. What he observed was cause for concern; the medical community had highly fragmented CIS, or even no CIS at all, while CIS in other areas were much more sophisticated. Whereas Andreas one day joined a demonstration in which video streams from state of the art Unmanned Air Vehicles (UAVs) could be observed, on another day he joined a demonstration in which it became clear that even the reporting of the status of medical treatment facilities (MTFs) was not much more advanced than in World War II. The creation and exchange of bed-status reports, Medical Situation Reports (MEDSITREPs) and Medical Assessment Reports (MEDASSESSREPs) still required a tremendous manual effort. It included the copying of handwritten notes, calling, lots of typing, copy/paste, summarize with manual calculations, sending emails back and forth, and all took place on different networks and without good feedback mechanisms.



The MEDICS team

Some IT savvy people created their own home-grown applications to make their daily life easier, but as soon as these people rotated out, those home-grown solutions were likely to die. Also during that time comparisons were made between the medical reporting in KFOR and ISAF, and it turned out that reports that were based on the same NATO directive looked totally different in these two theatres. Local adaptations were made to serve local needs - which does not necessarily have to be bad practice - but unfortunately the loop-back mechanisms in order to influence the directive to take into account such local adaptations were not in place. Medical reporting CIS are only a small portion of the complete medical CIS suite; however, the situations for other medical CIS wasn't any better. The medical advisor of JFC Brunssum once strikingly underlined the situation by stating: "here I show you the current NATO patient tracking system, from start to end". Start and end of this patient tracking system were marked by one single email about an incident. This stands in stark contrast with clinical aspects of medical support in NATO, i.e. the actual treatment of patients, which worked, and still works, very well, both at national and multinational level.

## Challenges

Whereas the technology itself to increase the efficiency and accuracy of medical support processes is available for quite some time now, and whereas the medical civilian world has already widely developed and implemented CIS, the medical CIS in NATO remains to be underdeveloped. As with the development of most CIS capabilities, the developers of the NATO MEDICS system have to deal with various challenges. Some of these challenges are very specific to the project as medical information is about people, their injuries and diseases; as such it is personally sensitive. Historically, medical support used to be a purely national responsibility and only since the beginning of the current millennium medical support officially became a shared responsibility between the nations. Additionally, legislation is strict and hardly harmonised between the nations. Also, medical personnel are tasked to care for patient's lives; that is what they do, and what counts - not the IT behind it. Also when there is no capability deployed, which often is still the case, the users seem to have difficulties to know what to ask for. Furthermore, most nations seem to be reluctant to exchange medical information; while for example the financial world makes account information available worldwide, the medical world (civilian as well as the military) does not enable people to access their health record, even at national level.

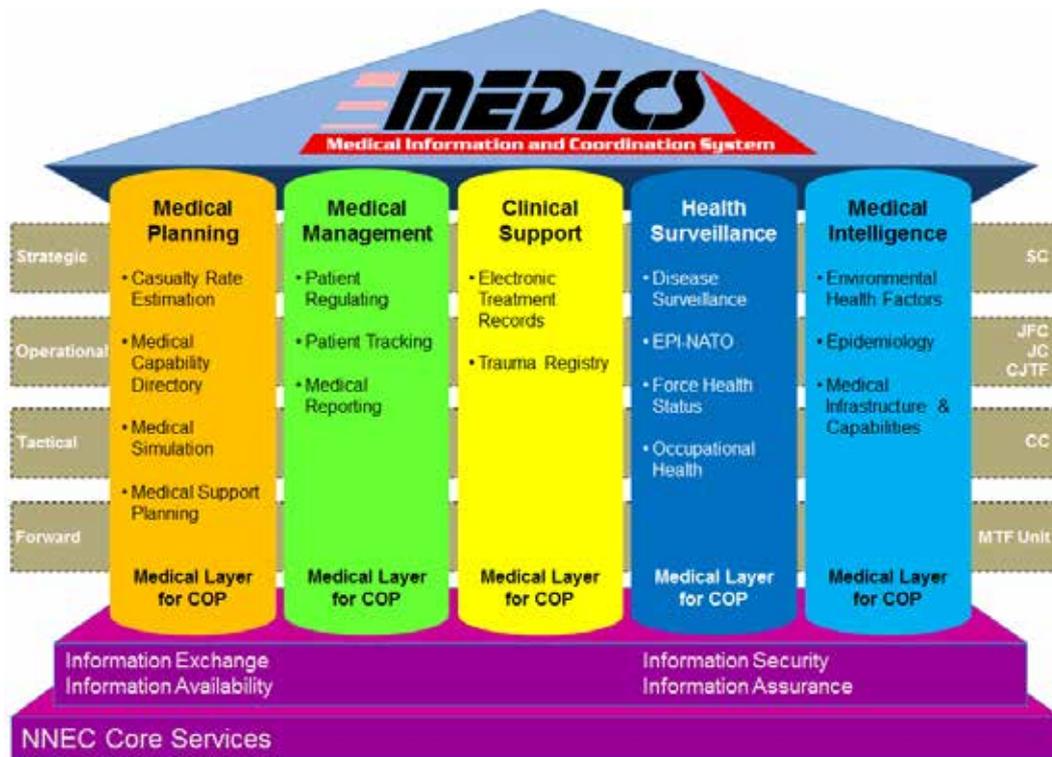
### Meeting the user requirements through prototyping and exercises

Whereas the challenges require time to overcome, the team has since the start of the development centred its efforts around the operational community in order to ensure that their requirements will be met. The team participated in Coalition Warrior Interoperability Exercise (CWIX), NATO working groups and EPs, and throughout kept close contact with the NATO command structure (ACT, ACO and the JFC's).

In 2010 and 2011, the MEDICS team participated in the US EUCOM organized exercise MEDCEUR, in which both NATO and Partnership-for-Peace (PfP) nations took part. The MEDICS team trained the operators in advance of the exercise, and the MEDICS capability went 'live' in an exercise for the first time. Events like this have provided very valuable input, as it helps the development team to shape MEDICS prototypes to fit real-world operational needs. This involves not only the look and feel of the applications, the functionality, but importantly also enabling MEDICS capabilities to share data with other NATO CIS, including JOCWatch, JCOP and JChat.

### Five pillars – the test beds

The collaboration with the operational (medical) community during exercises have directly fed the requirements for the final MEDICS applications. To build a comprehensive capability that supports the information exchange between nations, NATO and NATO Commands, is a long route. The team established five "pillars", which form the foundation for the MEDICS project: Medical Planning, Medical Management, Clinical Support, Health Surveillance and Medical Intelligence. For most pillars, the MEDICS team developed prototypes that have helped identifying user requirements, for example a patient tracking prototype to enable the precise and continuous monitoring of the location and the intended destination of patients, and a patient regulating prototype (named "MEDWatch") to plan and record medical



missions (MEDEVACs), including 9-liners, MIST reports, patient moving requests and casualty details. Also a medical planning prototype to support medical planners in planning the medical contribution to operations has been developed. *"All of the prototypes have contributed to shape the requirements and allow industry to develop systems that are fit for purpose"* says Daniel Noppen, MEDICS project team member and Senior Scientist at the Agency.

### Game changer for Medical Operations

Andreas Zuendorf: *"What makes our work so compelling is that we are shaping the future of medical support in NATO. The lack of legacy systems means no historical burden and the opportunity to aim for the best solution."* From this grass-roots approach, the team expects the benefits to nations and the Alliance will be numerous. For the nations, sharing of resources and having a more efficient utilization of assets is of great importance, and MEDICS can realize this through more automated planning processes and an advanced patient regulating system. From a coalition perspective the team anticipates that increased situational awareness (through e.g. input to the JCOP) during medical missions creates higher safety for all units involved and allows for quicker response times.

Furthermore, better reporting systems lead to better insight into for example the number of available beds and specialists in a medical treatment facility. The MEDICS architecture, which rests on database architecture, allows to exchange and track data between systems and provide accurate and insightful statistics. MEDICS also enables the recording and aggregation of trauma and disease data, allowing experts to analyse this data and recognize patterns accordingly.

### A critical mission

Whereas the team has made great progress throughout the years, the development of MEDICS is still in full swing. Currently, the team focuses on the topics casualty rate estimation, medical simulation, electronic treatment records and medical intelligence. Following the research and development and experimental phases, MEDICS will incrementally be industrialized through the Logistics Functional Services (LOG FS) Capability Package (CP) sponsored by the NATO Security Investment Programme (NSIP).

The team's first CP deliverable will involve patient regulating, patient tracking, medical reporting, trauma registry, disease surveillance, and EPI-NATO. These capabilities are expected to reach the Full Operational Capability stage in 2015. The team is confident that the MEDICS capabilities will lift the level of medical care to an unprecedented level, and ultimately - save lives!

- GrM

Overall, MEDICS shall allow for more efficient and effective medical support planning and execution. The potential to save lives is certainly at the very core of this effort to improve NATO's medical care. MEDICS is to be a system that can be deployed in a variety of operations and circumstances and is not strictly intended for operational theatres. To highlight some aspects of the project, the MEDICS team has released a video titled "NATO's challenges in providing medical care in operational theatres" which discusses the MEDWatch prototype in more detail and includes various operational examples. In this video, COL Rowland from Allied Command Transformation expresses: *"I think MEDWatch is potentially going to be the most important element within MEDICS."* Visit the NCI Agency channel on YouTube to watch this video.


**See More**  
<http://www.youtube.com/user/nciagency>

# 2013

## Moving from Consolidation to Rationalization

# 2012

In terms of transition, 2013 will be a very significant year. 2012 was about preparing the change, securing support from Nations, including agreeing on the level of ambition for the effort. This year, change will become much more visible: it will accelerate, reach deeper into the organization, and we will have a target structure design by the end of this year.

What does this mean for staff? By the end of the year you will have increased clarity on the future organization and your role in it. In this future organization, you will no longer recognize the former bodies, but see a new full life-cycle based, service-oriented organization.

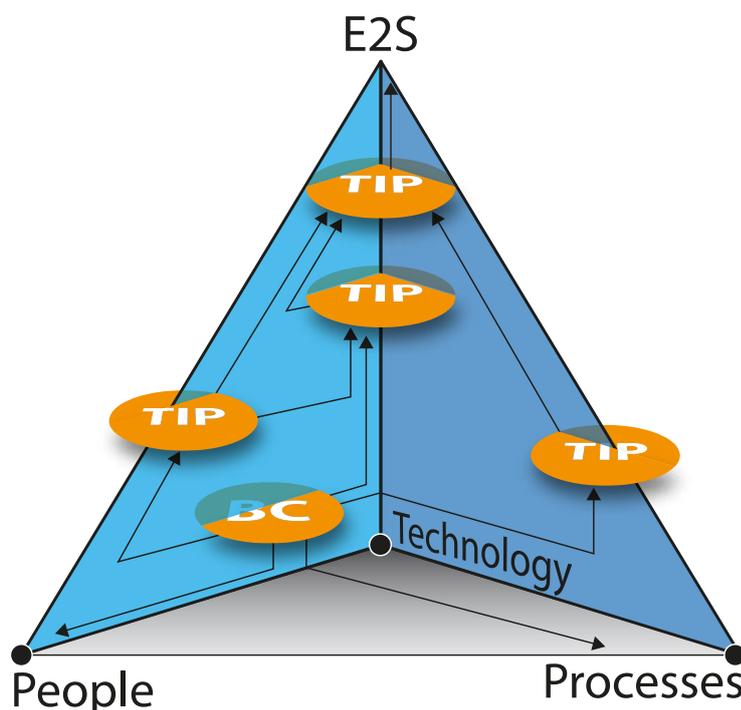
This also means that it is a year in which your engagement is particularly important. The changes will fundamentally shape our future enterprise, and how we deliver better support to our customers. So, make sure that your ideas, aspirations and hopes for this new enterprise are heard!

### E2S – an important acronym

When you hear about transition, you will most likely hear a lot about E2S – **Efficiency, Effectiveness and Savings**. Note that not only these words, but also their order matter. A common misperception is that the transition is just about savings. In fact, the Nations – at Ministerial level – asked for greater efficiency and effectiveness, which will then translate into savings. Yes, we do have specific savings targets that we will meet, but they are just one part of our task.

This focus was clearly confirmed when the General Manager briefed the North Atlantic Council (NATO's top decision-making body) in January on his proposed way forward. There was a strong welcome for the General Manager's ambitious plan to focus not just on the formal target of 14 million Euro of overhead savings, but to maximize the benefits of reform to the customer, NATO as a whole, and the Nations.

What does this mean for you? A key focus of the transition will be to streamline the way we work, to best support our customers and the Alliance enterprise. This will translate into less bureaucracy, simpler, unequivocal processes and procedures, and a seamless



full life-cycle approach to our services. After all, in a customer-funded environment, any inefficiency that we have will be translated into a higher price to charge to our customers.

### A team effort, starting at the top

A second important development is the fact that we now have the full senior team in place (see page 16). Each of the Directors is responsible for driving forward a specific set of projects that make up the overall effort (more information can be found on the Transition portal). In addition, a Transition Coordination Group, chaired by the Chief of Staff, brings all the Directors together every two weeks to specifically review transition progress and balance priorities with other Agency priorities.

A key responsibility is with your many colleagues who are the Project Managers for the Transition projects (TIPs), to ensure that the work is carried forward and that, as projects progress, we receive regular communication on their efforts.

### Three lines of development, 7 focus areas

As we look at the way forward, there are two important story-lines. First the change will be balanced across three key lines of development – **People, Processes and Technology**. Each is an essential leg of the effort, and none can be removed or diminished. You may hear a lot about IT modernisation, but it is important to stress that improved technology is not a panacea – it is only one piece of the puzzle.

Second, the 35 transition projects that are currently running or planned may, at first, appear difficult to understand, but as a programme all align to seven major efforts:

- IT Modernization
- C4ISR life-cycle implementation
- C4ISR Interoperability, Realisation and Validation
- Service Management & Control
- CIS Education and Training
- Enterprise Business Applications (EBA)
- Rationalised Agency HQ footprint

You can find more information on the Transition Portal, including a mapping of how the projects align to the seven areas of effort.

### Brilliant ideas

Another key focus will be 'quick wins'. These will be initiatives that can be implemented rapidly and at relatively low cost, and which will achieve three effects. On the one hand, they will take us forward more rapidly in the direction we aim to travel; secondly, by implementing certain elements more quickly (e.g. centralized service desk, VTC, e-mail management) they will also provide risk reduction for the bigger projects such as IT modernization; and finally – importantly – they will help to free up resources to offset reduction in military manpower by Nations, and speed up the transition effort.

### Dates and events to look forward to:

At a glance, here are some important milestones coming up:

- Next level of leadership (A5) appointments;
- Decision by the Nations on providing resources for the Transition effort, so that we can backfill and ensure transition does not disrupt ongoing operations;
- By mid-April the General Manager wants to have completed an internal discussion on how we structure ourselves to support a full life-cycle approach, so that we are ready for a discussion with Nations at the May Agency Supervisory Board;

- Feedback from the Nations – in May, at this Board we also expect to receive first feedback from Nations on several important decisions, such as the results of the Functions and Facilities study;
- September – we will finally be on one Protected Business Network Environment (PBNE)!
- End of the year – outline of our organization structure will be clearer.

### Communication, communication...

In addition to the portal information and the eNews, your managers receive every two weeks a brief summary of key Transition events, so that they can inform their staff. Also each month special informal briefings open to all staff are held in each of the major locations, and the transition team will try to visit each of our locations twice a year to also give them the benefit of face to face communication. And do not overlook another important information source, being a colleague who may be part of a transition effort and project – feel free to ask him or her.

### One more messages

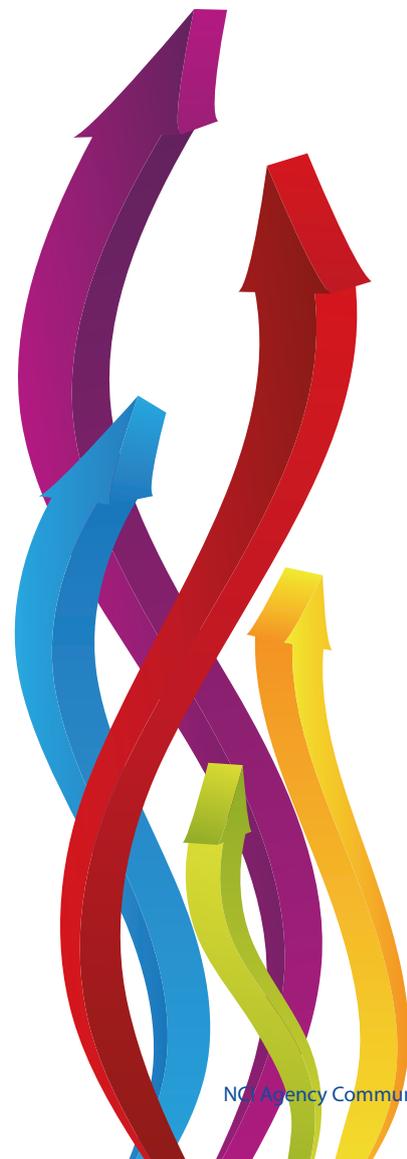
Perhaps the last important message is one that a Director recently passed on to their staff. As we face change we all have three choices

- 1) participate, contribute and seek to shape the outcome in line with our best hopes for the future;
- 2) sit back and see what happens; or
- 3) close our minds to the notion that change can be good.

I would argue strongly that option 1 is the one that will help to ensure a successful outcome for us as individuals, and as a team.

Author: Joe Corrigan

(on behalf of the Transition team, which actually is the entire Agency as we are all shaping our common future together)



# The Road to Customer Funding for Service Delivery

In accordance with the Charter, the NCI Agency will be fully customer funded with effect from 1 January 2014. The Agency is making excellent progress toward this objective. Currently, the Service Supply, Service Strategy, Acquisition, and Headquarters elements are already operating under longstanding customer funding arrangements. The AirC2 (including ALTBMD) and Service Delivery elements of the Agency are currently preparing for the transition, taking all necessary measures to ensure timely implementation for 1 January 2014 as per the North Atlantic Council (NAC) mandate. Customer funding implementation in Service Delivery will be evolutionary, starting with a bridging model similar to that of the former NC3A in which customers pay all direct costs, and indirect costs are recovered from customers based on charge-out rates. This will be refined, eventually moving toward a service cost model, in which customers select services from a costed catalogue of services, support, and expertise using standardized unit prices.

## Engaging our Customers

The NMA customers were initially engaged in a workshop held 11 December 2012. The Director of Transition, Mr Dag Wilhelmsen briefed the attendees on the current NATO C4ISR situation, noting its unsustainability, and illustrating the potential benefits identified in the IT modernization study. Mr Chris Gregory of the Finance Directorate followed, presenting a vision of an evolutionary Customer Funding Model matching the NCI Agency's future Business Model. The linkages between service delivery customer funding implementation (bridging model for 2014), and the timelines for customer's resource planning, and budget submission and approval were discussed, and plans for coordination were agreed with the NMAs. Similar engagements are planned for NATO HQ and other key customers.

## A vision of a Customer Funding model matching NCI Agency's future Business Model

Mr Emanuel Santos, who is coordinating the development of the NCI Agency Service Delivery cost model, presented the prototype and answered questions from the customers. Illustrating the mechanics of how indirect costs will be recovered, he showed how the NCI Agency will eventually own and operate NATO's IT infrastructure, and will deliver C4ISR service delivery functions to the entire NATO enterprise. It is envisioned that services will be priced and reimbursed in the context of the following 9 service lines:

1. Desktop service delivery of core and enterprise services (gold, silver and bronze) at 2/3 classification levels;
2. Operation and maintenance fee for installed functional services, ERP an Col-specific domain systems;

3. Mobility services at 2 or more security classification levels with service extension to mobile users (Laptop and PDA/Smartphone);
4. Collaboration services/multimedia services delivered from a set of studio and conference installations;
5. Acquisition services delivering CP based projects over and above the core and enterprise services;
6. Delivery of Subject Matter Expertise products in the form of Customers' Programme of Work (PoW) projects assigned to the Agency (Customers: NATO HQ, ACT, ACO, Agencies, multinational programmes and Nations);
7. C2 support functions, including CIS planning in support of NATO exercises and operations;
8. IT education and training delivered in a customer funded way through central school courses in Lisbon (customers: NATO HQ, ACT, ACO, Agencies, multinational programmes and Nations);
9. Custodianship of the baseline architecture of NATO's C4ISR systems, and the migration process of this to the next baseline infrastructure through validation and verification testing.

## Benefits awaiting the Agency and customers

The shift to customer funding will create many important benefits for the Alliance. It will create discipline on the part of the Agency and its customers. Operating within a more business-oriented framework, leaders will have increased accountability for results, and throughout the Service Delivery organization, revenues, costs, and value added will be more critical factors in decision making. Most importantly, within a customer funding framework, the Agency will be able to take a more holistic approach to delivery of services, better integrating service support, innovation, and efficiencies to achieve savings for customers and for Nations.

Author: Finance Team



## NCIRC FOC achieves number of milestones in 2012

The NATO Computer Incident Response Capability (NCIRC) system is at the forefront of the NATO focus in the field of cyber defence and such commitment to the project on the part of the organization was emphasized during the course of both the NATO Heads of State Summit in Lisbon in 2010 and confirmed at the Chicago Summit in 2012. Once fully implemented, it will provide security on NATO's networks and protect over 22,000 NATO military and civilian employees enhancing NATO's cyber defence infrastructure and its ability to support member states.

In addition to protecting its own networks, NCIRC Full Operational Capability (FOC) strengthens NATO's ability to support Allies in case of cyber-attacks, when requested, with improved information sharing and strengthened Rapid Reaction Teams. The project scope includes the implementation of a robust infrastructure of improved cyber defence sensors and management tools, cyber defence decision support capabilities and mobile kits for Cyber Rapid Reaction Teams.

Since the contract signature (29 February 2012), one of the first phases for the NCI Agency and the Contractor Project Teams

focused on was conducting a Proof of Concept Test (PoCT), where the initial design and associated major sub-systems were tested thoroughly. Subsequently, the design was developed and ultimately endorsed during a critical design review, which constitutes the backbone upon which the implementation activities rely on.

Importantly, the project has delivered in 2012 the first NCIRC FOC next-generation sensors and state-of-the-art cyber defence capabilities to NATO, and will continue to provide enhanced security and protection to NATO networks and users in the form of a cohesive system comprised of multiple integrated sub-systems, ensuring a spectrum of cyber defence capabilities ranging from cyber-attacks protection to cyber forensics and Rapid Reaction Teams.

2012 achievements demonstrate the benefits of NATO-Industry partnership and are the tangible results of working as one team, with one objective: delivering one of the most sophisticated multinational cyber defence capabilities in the world. It is motivating us for the challenging months ahead, and recognizes the outstanding work performed - strong commitment and NATO-wide support is the only way to success.

*"The achieved milestones mark a decisive change of pace towards the fulfilment of the project mandate and was made possible by a steady increase of the effort and activities performed during the course of the past months, the renewed commitment of the project team to milestone-based results and indeed by a reinvented focus and systemic approach in the various aspects of the contract execution,"* as highlighted by Giacomo Piliago, NCIRC FOC Contracting Officer.

In celebration of the milestones, the teams in Brussels, Mons and The Hague held a VMR on 18 December 2012.

Author: Antonio Calderon, NCIRC FOC Project Manager



# AirC2:

*'One Team,'* many locations

From 15 to 17 January, the Agency hosted the first Air Command and Control (AirC2) User Conference in The Hague. The three day event immediately became a show case for putting the General Manager's "One Team" principle in action. It was attended by more than 160 military staff from 17 different nations, making it one of the biggest conferences ever organized at the NCI Agency.



## Conference Awards

- ICC Site of the Year**  
ISAF Joint Command (JC) Kabul  
\*
- ICC User of the Year**  
CWO Ernesto Bellotto CASPOA (FRA)  
\*
- ACCS Contributor of the Year**  
DARS Nieuw Milligen (NLD)  
\*
- AirC2IS Contributor of the Year**  
HQ Air Command Ramstein (DEU)  
\*
- AirC2 System Supporter of the Year**  
OR-8 Thomas Warnecke-Hesse,  
NCI Agency Detachment Uedem (DEU)  
\*
- AirC2 Contributor of the Year**  
Jean-Paul Massart, NCI Agency The Hague



**The event was opened by the AirC2 Programme Director, Mr Enzo Montalti: "This conference is the first time that NATO's main AirC2 systems have a single forum for discussion." He also highlighted: "It is the Agency's objective to bring greater efficiencies to the provision and support of AirC2 systems to NATO by combining all AirC2 related projects into a single AirC2 Programme."**

The themes discussed at the conference ranged across the current and future capabilities in the NATO AirC2 domain, specifically focussing on the Non Real Time systems. Highlights of the conference were the update on the Integrated Command and Control (ICC) system, including its role in the ISAF mission in Afghanistan; as well as the introduction of the new Air Command and Control System (ACCS) and the new AirC2 Information Services (AirC2IS). All these systems were available for guided hands-on sessions in order to give the audience an appreciation of the maturity of the capabilities. The Agency also explained the ongoing harmonization activities related to those systems.

### One Team

The conference was a gathering of a wide and geographically dispersed community involved in AirC2, including the AirC2 Programme Office (ACCS), the C2 Group in Service Supply (ICC and AirC2IS), NATO Programming Centre and Service Delivery personnel, as well as Agency staff from the various Sectors and Squadrons involved in supporting AirC2 capabilities. The event provided a unique opportunity to discuss issues of common interest, as it brought together over 160 professionals involved in acquisition, supply and support, and made all realize that only when we work as 'One Team' we can turn systems into capabilities.

### A Powerful Conference

The event offered operational and technical tracks in parallel, with the intention to provide customized information content for all attendees. A key element was the possibility for the audience to have hands-on sessions with the new ACCS and AirC2IS systems. This opportunity turned out to be very popular and was very well attended. It was clear to all that the future of AirC2 is promising. However, as Mr Jean-Paul Massart (Conference Chairman) opined in his closing remarks, the evolutions in AirC2 require continuous dedication, creativity and investments from all involved. Yet, with the new systems getting ready for fielding in the years to come, and with a united NCI Agency AirC2 Team supporting them, NATO is well equipped to face the challenges ahead of it. The conference was closed with an award recognition ceremony for individuals and units involved in AirC2 over the past year.

The feedback on the conference received from the participants, including representatives from Allied Command Operations (ACO) and Allied Command Transformation (ACT), was very positive. They indicated their overall appreciation for the possibility to discuss, for the first time in a single event, all AirC2 issues - both programmatic and technical. Perhaps most important, the conference provided a unique networking opportunity for operational and technical players in the NATO AirC2 domain, including decision makers, capability providers and front-line users.

- GrM



The conference united for the first time NCI Agency staff working on AirC2 related activities from Brussels, The Hague, Glons, Mons, Poggio Renatico, Uedem, Naples, Madrid and Northwood. Proudly supporting a NATO AirC2 capability at a site near you!



Mr Luigi Bella, Director Service Supply, and Chris Romney, AirC2 PO (on behalf of Mr Enzo Montalti, AirC2 Programme Director who could not be present at the award ceremony), issued the 'AirC2 Contributor of the year Award' to Jean-Paul Massart in recognition of his contribution to the AirC2 Programme. Jean-Paul has been a key supporter of the NCI Agency General Manager's 'One team' concept and he was a central player in the AirC2 System Harmonisation Task Force.

Mr Luigi Bella, Director Service Supply, and Jean-Paul Massart, Conference Chairman, issued the 'AirC2 System Supporter of the Year Award' to OR-8 Thomas Warnecke-Hesse, NCI Agency Uedem, for a decade of dedicated support to AirC2 systems, and specifically for the support he and his team provided to the ACCS-ICC Interface testing.



**On 1 July 2012, the first location to celebrate the stand-up of the NCI Agency was Kabul, Afghanistan. Only six months after this milestone, on 1 January 2013 another momentous moment in the Agency's young history took place: Sector ISAF was born. Ceremonies at each of the three Afghan locations KAIA, ISAF HQ, and KAF were conducted commemorating this achievement, which will fundamentally change the way in which the Agency will support the operational community in theatre.**

Prior to the stand-up of the NCI Agency, former NCSA and NC3A had quite a solid foothold in Afghanistan. These constituents deployed nearly 200 people in theatre quietly supporting the warfighters on the ground. The difficulty was that it was 200 individual efforts, often without coordinated support from Europe – the heart of our intellectual base. Over the past few months, since the Sector ISAF concept was launched as an idea in mid-2011 (following the rapid and successful implementation of the Afghanistan Mission Network), hundreds of individual efforts finally came together to prepare for an end-to-end, life-cycle CIS service support framework that now guides, advises, mentors and informs those we serve – born was Sector ISAF.

## A revolution

Previously, the Agency provided capabilities and services that were run by ISAF CJ6 (Communications and Information systems) staff, but as of 1 January 2013, the majority of the manpower has shifted to the Sector. Leveraging the opportunity provided by Agency reform, the establishment of Sector ISAF has given the NCI Agency a completely new mandate. Instead of simply reacting to requirements, the new Sector ISAF allows to analyze, plan and deliver solutions that consider all Agency resources in consultation with experts at our three major locations in Mons, Brussels and The Hague. Information flows and collaboration throughout the Agency (from the Agency's base in theatre) has thus far been a major positive shift for expanded capability and levels of service for the operational community. Therefore, the approach is a fundamental change in the way C5ISR (Coalition, Command, Control, Communications and Computers Intelligence, Surveillance and Reconnaissance) support to ISAF is run; in addition it will serve as a blueprint for potential future Communications and Information Systems (CIS) support to NATO operations.

"It's revolutionary because it's setting the stage for enabling a new way of providing graduated, expeditionary CIS to coalition operations," says Colonel David Jenkins, Sector ISAF Commander and NCI Agency Senior Representative. "Sector ISAF takes all the lesson learned over nearly a decade of war in a COIN Campaign and delivers a single service provider answerable to the respective commanders with a full kit-bag of options and resources – including both NATO and national options. More importantly to NATO and its Nations, the concept Sector ISAF was built upon aligns with the Smart Defence initiatives being considered for future force structures of NATO and other coalition forces. Essentially, it brings a 'Virtual NCI Agency', with all its intellectual and physical resources to the point of the spear in a package that's suitable for the mission in which it is intended to support. Manpower, operations, capability development, service delivery, logistics, cyber defence – it's all in one package fully integrated with the respective back offices under one super-coordinator; the Sector Commander and his/her staff."

Thanks to the hard work from the NCI Agency Team in Kabul and Europe the implementation went ahead of schedule and the initial operating capability was achieved on 1 January 2013. "Also between Christmas and New Year, a period which is naturally calm in Europe, operations went on and have been supported by the Agency staff", says LTC Christoph Kühn, Detachment IHQ Commander.

## Customer Focus

Sector ISAF is in full consistency with General Manager Gijsbers vision that this Agency is not just about cost-savings, but – primarily – about adding greater value to its customers.

"If I had to sum up how we've achieved the success we have thus far in two words I'd have to say 'Customer Focus'," says COL Jenkins, "The establishment of the Sector has shifted nearly 90% of the manpower from CJ6 Staffs across the CJOA. From the outset, this had the potential to stall into failure if we lost customer confidence and our efforts have therefore been intensely focused of demonstrating added value to the CIS community throughout theatre."



The team indicates that responses have been sceptical at first but that with each individual engagement, over time customers quickly see the potential value the Sector structure can bring to improving their daily workload. "The responses among executive leaders have been more immediate; they understand the greater value of what the Sector can bring – both at the Operational and Strategic levels," says COL Jenkins. "Our challenge is and will be maintaining credibility and confidence with our counterparts on the CJ6 staffs as we transition more functions to the sector's responsibility – the Afghanistan Mission Network Operation Centre (AMNOC) being one of the most crucial."

"As the sector has been present for several months and more staff is assigned, things are moving faster or better than before, which is the definition of efficiency," says LTC Christoph Kühn. "I have heard during the preparation for my post from former LNOs at ISAF HQ that they had to contact Europe a lot to get information and services. Today most of the services are provided from the sector and decisions are taken in theatre by the Sector Commander. This is faster and better connected to theatre needs."

### Next steps

In the second quarter of 2013, the Agency will take on the responsibility for running the mission's C5ISR and providing the full life-cycle, from requirements capture to operations and maintenance of CIS as well as non-CIS projects. And as NATO's footprint in the theatre is shrinking significantly in the next 24 months, Sector ISAF will have to adapt to NATO's new mission. "The timeline to get the systems and forces on ground to support the new mission is tight," explains LTC Kühn. "CIS capabilities have to be developed to match operational requirements, which are not yet defined in the necessary detail. But the capabilities have to be implemented before the operations start. CIS providers, like logistics, have naturally less time to set-up their part of the mission than operators."

As the Post-ISAF mission will be most probably supported by a contractor, the time for international competitive bidding has to be added. Here the Agency is bound to legal regulations and easily 6 months may pass until a company is selected.

"You have to remember that we have only just entered the middle Phase of a 3-Phase programme and, although we are well ahead of our predicted timeline in some areas, in others we are still on track for transition of functions like SSG, AMNOC and Change Management as per the original plan," says Graham Coppin, Head OPSM/ Sector XO, NCI Agency Sector ISAF – Kabul. "Until all the functions have been transferred to Sector ISAF we cannot claim to be truly running and supporting C5ISR. The aim is seamless transition leading to improved communications and we are achieving this in the areas that have already been handed over to us such as Functional Area Services (FAS), Depots 26 and 38 and the Kandahar Service Support Group (KSSG), but let's be honest, we're trying to eat an elephant and we're trying to eat it very quickly – without the elephant noticing."

### Sector ISAF priorities

COL Jenkins, "My priorities for the 1st and 2nd quarters of 2013 have had to shift because of the acceleration of the success we had in transitioning activities to Sector control in late 2012. In simple terms, the priorities of the Sector run along three lines – Delivering Services and Capabilities, Building the Organization, and advising C5ISR capabilities against rebasing and decommissioning objectives. In delivering Services and Capabilities, we have the migration of Windows 7 and Office 2010 that we began at the beginning of the year. We also have the challenge of reengineering portions of the network and adjusting project implementations that are no longer required by the operational community. Building the Organization is one of our original priorities and for the first half of 2013, our major focus will be on hiring the ICCs and contractors that will build out and fully enable the Single Enterprise Service Management (SESM) Framework. This is the largest new part of the Sector and one of the major revolutionary enhancements that will come as a result of the Sector's implementation. Finally, this will be a year that will be defined by rebasing and decommissioning actions. Our role in these decisions will be an overwhelming driver to how bases are repositioned and turned over to the GIROA. These two activities alone will have the Sector deeply engaged during the summer and will become the preminent focus the Sector will face in the latter half of 2013."

- MO

# Sector ISAF

## prepares customers for full life-cycle support

# Introducing the Senior Management



The Agency has been working in an 'as-is, where-is' arrangement since 1 July 2012 with the governance structures that included Interim Deputy General Managers (IDGM). Since that date, heads of specialist functions have been appointed in some areas and have started to draw together the functional experts from different parts of the new Agency. On 1 January 2013, the Agency entered the Rationalization phase and the posts of IDGM were disestablished. New Directors were appointed following recommendation by General Manager Gijsbers. With this leadership in place, and under the control of the Dag Wilhelmsen, Director Transition, the future structures of the Agency will start to emerge.



## **MGEN (rtd) Koen Gijsbers**

General Manager

On 1 July 2012, Mr Gijsbers took up the post of the first General Manager of the newly established NCI Agency.

### **Did you know:**

In 2001, MGEN Gijsbers was knighted in the Order of Orange Nassau (with Swords), awarded by Her Majesty Queen Beatrix. Furthermore, during his Military Academy studies he was a good athlete at 400m and 800m running, attended the Olympics in Moscow (1980), and still holds a Dutch Record at 4\*400m relay.



## **MGEN Luis E. Andrey**

Chief of Staff

MGEN Andrey has been appointed Chief of Staff for the NCI Agency as of 21 January 2013. He also acts as the Location Principal for Bâtiment Z.

### **Did you know:**

Prior to his appointment MGEN Andrey was Academics Director of the Spanish Joint Services Staff College located in Madrid.



## **BGEN Guy Feat**

Director Service Supply

BGEN Feat has been the Director Service Delivery for the NCI Agency as of 1 January 2013 and soon he assumes the post of Director Service Supply.

### **Did you know:**

Mr Feat was head of the electronics and data processing section of the French Defence Cooperation Attaché Office in Washington DC, USA (1985). In this position he was responsible for several C4ISR cooperation programmes for the United States and French Armies.



### Mr Tom Herway

#### Acting Director Acquisition

Mr Herway was appointed as the Acting Director Acquisition for the NCI Agency as of 1 January 2013. Previously, he was the Chief of Contracts for the NCI Agency.

**Did you know:**

In one of his passed assignments, Mr Herway was the lead negotiator on the S-3 Weapons Systems Improvement Program with Lockheed Martin.



### Dr Velizar Shalamanov

#### Director Demand Management

Dr Velizar Shalamanov assumed the post of Director Demand Management for the NCI Agency as of 1 July 2012.

**Did you know:**

Dr Shalamanov was Deputy Minister of Defence for Policy, Planning and Integration in Bulgaria responsible for Defence reform and NATO integration.



### Mr Enzo Montalti

#### Programme Director, AirC2

Mr Montalti was appointed Programme Director, AirC2 for the NCI Agency as of 1 January 2013.

**Did you know:**

COL Montalti was deployed (July - November 2010) at KFOR HQ (Pristina) as Chief of J3 Air.



### Mr Chuck Shawcross

#### Director Service Strategy

Mr Shawcross was appointed Director of Service Strategy for the NCI Agency and Location Principal for The Hague in January 2013.

**Did you know:**

Mr Shawcross ran his own consulting and hi-tech start up company in Ottawa (CAN) and successfully developed an innovative Internet security system for which he was granted a United States patent.



### MGEN (rtd) Alessandro Pera

#### Programme Director, BMD

MGEN (rtd) Pera is the Programme Director Ballistic Missile Defence (BMD) for the NCI Agency. In February 2010 he took up the post of Programme Manager of the ALTBMD Programme Office for the NATO C3 Agency (NC3A).

**Did you know:**

MGEN (rtd) Pera participated in NATO/multinational operations such as SFOR Sarajevo in 1998 and supported NATO operations in Kosovo and Operations Enduring Freedom.



### BGEN Luigi Tomaiuolo

#### Director Service Delivery

BGEN Luigi Tomaiuolo joined the Agency on 12 March 2013 and soon he assumes the post of Director Service Delivery. He will be located in NCI Agency Mons.

**Did you know:**

BGEN Luigi Tomaiuolo was knighted in the Order of Merit to the Italian Republic. He was also awarded with Silver and Gold Crosses for length of his service and with a Commemorative Cross for the Peace Mission in Kosovo.



### Ms Anne-Marie M. Pick

#### Financial Controller

Ms Pick took up the post of Financial Controller for the NCI Agency on 1 November 2012.

**Did you know:**

Ms Pick's NATO experience is complemented by a military career. She graduated from the U.S. Naval Academy in 1985 with honors and was commissioned as a Supply Corps Officer. Ms Pick joined the Naval Reserve and completed over 20 years of military service. She retired as a US Navy Captain in March 2011.



### Mr Dag Wilhelmsen

#### Director Transition

Mr Wilhelmsen was appointed Director Transition on the inauguration of the NCI Agency on 1 July 2012.

**Did you know:**

Mr Wilhelmsen has considerable national and international scientific research and management experience in the areas of command and control (C2) systems, AirC2 System (ACCS), and electronic warfare and defence communication.

# Team Northwood

readies NATO Flagships for maritime operations

Support to NATO's new single Maritime Command amounts to a 4-fold increase in CIS transfers for our colleagues in Northwood, Middlesex - United Kingdom.

Following the process of Agency reform and the changing NATO Command Structure in 2012, NCI Agency Northwood faces a challenge to meet the demands of maritime operations in 2013. Having successfully completed their first Standing Naval Force (SNF) flagship task of the year at the end of January 2013 in Den Helder, Netherlands, the formation of the Maritime Command (MARCOM) at Northwood means a lot more work ahead.

NATO Operations are most frequently associated with zones of conflict such as Afghanistan, however the Alliance is also very active at sea with a responsibility to keep the oceans safe. NATO launched in October 2001 Operation Active Endeavour, its first Article 5 at sea counter-terrorism operation intended to deter, defend, disrupt and protect against terrorist activity in the Mediterranean Sea. Also, since August 2009, NATO warships and aircraft have been patrolling the waters off the Horn of Africa as part of Operation Ocean Shield - a counter piracy operation that spans 2 million square miles or approximately the size of Western Europe and includes the Gulf of Aden and the Western Indian Ocean up to the Strait of Hormuz.



In order to react rapidly anywhere in the world, NATO maintains two Standing NATO Maritime Groups (SNMG1 and SNMG2) and two Standing NATO Mine Countermeasures Groups (SNMCMG1 and SNMCMG2). Each group consists of a multinational fleet of up to ten vessels of which one is the flagship. The SNMG1 and SNMG2 alternate between each other in six-month rotations for Operation Ocean Shield or Operation Active Endeavour and otherwise function according to the operational / exercise needs of the Alliance, thereby helping to maintain optimal flexibility and maximising the use of national assets.



## The first of many handovers

In support of NATO's maritime operations, from 21 to 25 January 2013, NCI Agency Northwood deployed a team to Den Helder for the Handover of Command of SNMG1. As part of this Handover, the Agency team was tasked to decommission all NATO CIS from the retiring flagship HNLMS Rotterdam, and to commission the capability (with appropriate testing and training) to the new German flagship FGS Hessen. A task the team will carry out eight to ten times over the course of this year. In the past, NCI Agency Northwood (formerly NCSA Northwood) was responsible only for SNMG1, with Larissa/Nisida responsible for SNMG2 and SNMCMG2, and the host nation for the flagship responsible for SNMCMG1.

*"The CIS transfer work represents a significant increase in the workload for us, a 4-fold from two to three handovers per year to at least eight handovers per year,"* says NCI Agency Commander Northwood, GP CAPT Kevin Thomas (GBR AF). The Commander paid a one day visit to the team in Den Helder to witness the results of their work and to meet with outgoing Commander of SNMG1, Commodore Ben Bekkering and incoming German Commander SNMG1, Rear Admiral Georg von Maltzan. *"This is direct support to operations - we deploy our teams to wherever handovers occur, allowing NATO to be effective, anywhere in the world."* The list of ports teams have been deployed to include Taranto - Italy, Cadiz - Spain, Djibouti - Oman, and Esbjerg - Denmark; while in the past NCI Agency Larissa has also supported handovers in Thessaloniki - Greece, La Spezia - Italy, Souda Bay - Greece, Safaga - Egypt, and Aksaz - Turkey.

**Facts & figures:** NATO forces have hailed over 100,000 merchant vessels and boarded some 155 suspect ships as part of Operation Active Endeavour. By conducting these maritime operations against terrorist activity, NATO's presence in these waters has benefited all shipping travelling through the Straits by improving security. Operation Ocean Shield has seen the number of pirate hijacks drop from a record 45 hijacks in 2008 to only seven in 2012, while attacks dropped from 130 to 19.

## Connecting SNMG1 to MARCOM

For the active SNMG fleet in NATO's operations a key task is to conduct intelligence, surveillance and reconnaissance missions to verify the activity of ships, separating out legitimate maritime traffic from suspected pirate vessels. Commercial ships that are transiting the area are monitored and in many cases escorted to ensure their safe passage. In practice, as part of Operation Active Endeavour, merchant ships that pass through the Eastern Mediterranean are hailed by patrolling NATO naval units demanding them to identify themselves and clarify their intent. This information is then reported to NATO's Allied Maritime

## Interview with NCI Agency Northwood Commander, GP CAPT Thomas

*What do you see as the next priorities for your command in the coming year?*

NCI Agency Northwood aspires to be the centre of gravity for NATO maritime communications; to work closely with the collocated MARCOM HQ and NCI Agency System Managers to define NATO Maritime communications in clear terms. We realize we have things to learn on how best to support Maritime operations; the challenge this year for Northwood will be to deliver the significant increase in our workload.



Commander in Northwood, UK. If anything seems unusual or suspicious, teams of 15 - 20 marines may board vessels to inspect crew, documentation and cargo.

*"The capabilities we transferred from the outgoing to the incoming flagship allow the SNMG commander to conduct simultaneous and real-time secure desktop video and voice communications while afloat,"* says Mr Ashvin Choksi, the leader of the team responsible for the transfer. The actual transfer of systems involved five days of work and typically requires a well trained and prepared team that is able to anticipate quickly to varying circumstances and schedules.

Importantly, the systems allow the flagship to communicate with HQ MARCOM and them in turn to provide Maritime Situational Awareness and the Common Operational Picture (COP) to the flagship. The NATO systems provided by the Agency feed the shared COP between the various participating NATO land, air and maritime commanders. In addition, staff on board the ship is able to send formal messages in accordance with ACP-127 (NATO standard used across the Alliance) formatting. Furthermore, TACSAT capabilities allow the SNMG flagship to communicate and exchange data directly with allied submarines and maritime patrol aircraft.

Since the new flagship FGS Hessen will be active in the Mediterranean, which is a large area to cover for the SNMG, the NATO COP is a valuable asset to the Commander's situational awareness in detecting and deterring suspected activity and executing the Command and Control (C2) functions. The outgoing flagship benefited from these capabilities on its tour off the Horn of Africa in Operation Ocean Shield. As Commodore Bekkering emphasized, *"Connectivity, using a variety of sources is paramount. NATO has a leading role to play and for NATO it is not only important that we do what we say, but also that we say what we do. Connectivity with our headquarters, making sure that if there is an incident at sea, when we catch pirates, that within an hour we have the message out on the street and in our living rooms. That is what we have been able to do with the tools and equipment that we have available. In that respect connectivity-ICT is a no-starter if you don't have it - for any operation."*

New Commander SNMG1 RADM Georg Von Maltzan was also appreciative of the support by the NCI Agency, *"We will detect, deter and protect – therefore we have very skilled people, and secondly a very capable flagship like the Hessen. At sea there are three things that matter: Comms, Comms, and Comms"* – the Rear Admiral explained with a smile, a couple of hours before taking up the Command.

### Cooperation

As Northwood is NATO's new maritime hub, GP CAPT Thomas realises the Agency will have to learn how best to support maritime operations. *"The challenge this year for Northwood will be to deliver the significant increase in our workload with our legacy manpower – until our PE change is implemented later this year. In the meantime, we will continue to work closely with Naples, Nisida and Larissa, they hold extensive expertise on maritime issues. With Sector Mons we particularly look at off-loading some network core tasks where feasible, to release local resources at Northwood so they can focus on the high priority maritime-specific services."*

The burst in activity in the coming months, and support to the quick rotation of all Standing Naval Forces might sound like a stressful scenario. Mr Ashvin Choksi in Den Helder was asked the question how he handles these situations: *"It essentially comes down to the technology and the people, we know that the systems work when they are commissioned and tested. When it then fails, the people skills both soft and hard become important. Staying calm and on top of the situation is what sees us through the challenges ahead, especially when having to meet the deadline of an operational handover such as the one in Den Helder and the many more that will follow this year."*

- GrM



# Towards Talent Management

In this special interview, the General Manager explains how he sees the NCI Agency as a place where staff can grow, including a path from young employee to Director, or even General Manager.

**When the new Contract policy was announced, you were keen to stress that you see this as one element of a broader, long-term strategy?**

First of all, when I speak to civilian staff, one of the clear hopes for the new Agency is that it would allow for more movement, career progression. But if we have a situation where staff in higher positions stay in their posts for 20 years or so, then there is no space for younger staff to grow. Similarly, as an example, if A3s do not have a broad experience in a range of positions, they may find the transition to A4 positions difficult. A system in which there is more movement benefits everyone. Also, we have to think of those staff members who will be with us for 6-9 years and then return to industry; we have to ensure that they return to the market in a strong position. This is why in the new contract policy our default is three-year definite duration contracts, to create the chance for movement.

**Some staff expressed concern that this actually means you do not want long careers at the Agency?**

The fact that the default policy will be definite duration contracts does not preclude a long career. It actually encourages us to think about, after three years, what is the next best move for a staff member? For instance, it may be clear that we have a young star who is ready for a higher level assignment. Also, because the CPRs allow for unpaid leave – we can be creative. A promising staff member could be encouraged to go outside for a while in order to gain the experience necessary for a higher level post. The same could apply to more senior managers who may be missing broader exposure.

**What are the next elements of your strategy of talent management?**

The next step is our recruitment policy, which has provisions that encourage internal movement. After that, we need a single performance management system. This will happen in 2014. But of course an essential factor is the basic mindset of talent management in our staff, in our culture and in our line management. I can put measures in place – for example in the new recruitment policy, a vacancy is first open to internal recruitment, and only then goes out externally, or that we do away with reassignment contracts which encourages staff with

indefinite contracts to apply for new positions. But this will not work, if we do not mentally adopt the notion of nurturing and managing talent.

**Sceptics will say that the NATO Civilian Personnel Regulations (CPRs) do not allow for career progression?**

I disagree, there is a lot of flexibility in the CPRs. Let me give you this example – one of our challenges at the start of the Agency was the fact that we had such different contract policies in the constituent Agencies. But each of these policies was in line with the CPRs! This means that there is flexibility in the system and we should exploit.

**Your focus on movement, does that mean you do not believe in the value of long-term experience?**

I actually feel very strongly about the value of staff who have a long-term loyalty to the organization and many years of experience. I am less convinced about the value of performing the exact same set of tasks day in, day out for 20 years. It is a two-way street – staff must be willing to grow, to take on new challenges. But the organization must provide an environment in which staff are encouraged to do this, rather than promote the false notion of ‘jobs for life’. In today’s economy, there are no jobs for life.

I am also not unique in my strong belief in internal talent management and growth – many world class companies actually have a policy where they recruit young and then groom staff for senior management positions; as does FC Barcelona, the football club, and it seems to be paying off for them! Of course, we will continue to recruit externally to bring in new expertise, but I feel strongly about the need to offer our staff a growth path, and not rely just on hiring externally to fill top slots. However, it is unrealistic to expect that staff will automatically be ready for higher grades if the organization does not encourage it – through training, exposure to various challenges.

Like in communication, it is very much a two-way street – staff members must also think creatively about where they want to be in 10 to 15 years from now.

- MO

## Civilian Contract Policy, published 28 January 2013

Author: Christophe Picot, Head of Human Resources

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An employment contract is a crucial document governing the relationship between an employer and an employee. The NCI Agency contracts of employment for our Civilian personnel (1325 staff as of 15 January 2012) fall under the terms of the NATO Civilian Personnel Regulations (NCPR). The administration of all employee contracts are awarded following key principles in line with the strategic visions and goals of the Agency set by the General Manager (GM), and the competencies and attributes as established in each corresponding job description.

On 1 July 2012, while newly in operation, the NCI Agency was challenged to manage and coordinate contract activities based on different contract policies inherited from its various constituent elements. During an interim period of time, following the 'As is - Where is' principle, the Agency offered contracts as fair and as equitably as possible to respect operations and activities within the constituent elements following recommendations made by the IDGMs.

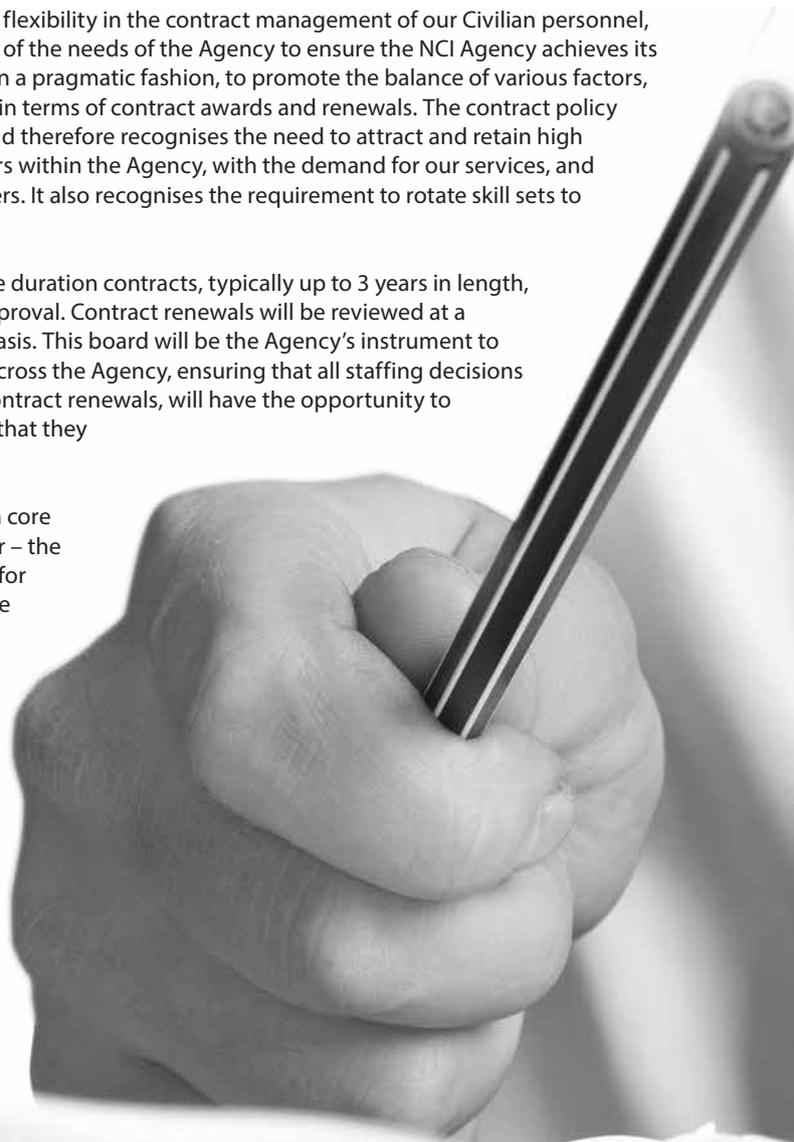
Essential to establishing transparency in the development of this important policy, consultation and engagement with the NCI Agency civilian staff representatives and other NATO Bodies allowed the Agency to produce the most comprehensive and appropriate policy possible leading to policy approval by the Executive Management Board (EMB) and the GM. The principles of the contract policy were discussed with the Agency Supervisory Board (ASB) on 29 November 2012. Engagement with Nations is an important aspect to ensure transparency and agreement on the management of all employees. The ASB agrees with NCI Agency's approach and the key orientation taken by the GM in the formation of this important policy.

The NCI Agency's contract policy aims to introduce agility and flexibility in the contract management of our Civilian personnel, placing great value on the performance of the staff in support of the needs of the Agency to ensure the NCI Agency achieves its objectives and delivers outstanding services. Its main goal is, in a pragmatic fashion, to promote the balance of various factors, which should be carefully considered for the decision making in terms of contract awards and renewals. The contract policy embodies the Agency's move to a customer funded regime and therefore recognises the need to attract and retain high calibre staff, to balance the skills, competencies and behaviours within the Agency, with the demand for our services, and to recognise the potential and performance of all staff members. It also recognises the requirement to rotate skill sets to balance the Agency's needs.

The Agency will offer as the preferred manning option definite duration contracts, typically up to 3 years in length, and Indefinite Duration Contracts at 10 years following GM approval. Contract renewals will be reviewed at a Personnel Management Board, which will meet on a regular basis. This board will be the Agency's instrument to ensure the consistent implementation of the contract policy across the Agency, ensuring that all staffing decisions are fair, equitable and transparent. Staff members receiving contract renewals, will have the opportunity to receive the recommendation prior to the board convening so that they understand the drivers behind the decision made.

It is worth noting that, at this stage, the Agency will maintain a core team of scientists, as it was in former NC3A and its predecessor – the SHAPE Technical Center, until further analysis and assessment for the requirements to retain a Scientific Establishment within the Agency is conducted. Those personnel will be offered, in accordance with the NATO Civilians Personnel Regulations, definite duration contracts.

The NCI Agency's Human Resource Team is working hard to prepare administrative directives further to the establishment of the Agency's contract policy. A draft policy related to recruitment, selection and appointment is in preparation and has already been socialized with the representatives of the Agency's staff. I am committed to ensure that in the elaboration of these administrative directives the Agency can promote the best practices of both NATO and the Industry outside of the organization. The establishment of the NCI Agency's Civilian Contract Policy is intended to focus more attention on the importance of customer service, high quality service provision, results oriented performance, and cost effectiveness, while encouraging a more flexible system for public employment. This policy aligns with the vision and the goals set by the General Manager and Nations.



# Robert Golebiewski's High Seas System

## Support adventure

It was when the 2nd mine went off that I knew things were going badly.

On board FS Croix Du Sud, now covered in coffee, clinging on to my cigarette, with mine clearance divers all around us, I asked myself how it had come to this.

It should have been simple really. The Thursday morning had begun well enough, working through the list of support calls in the office, making sure all the MCCIS systems were running as they should, and starting to prepare for the upcoming Maritime Information Systems conference.

Then, it arrived.



Author: Robert Golebiewski

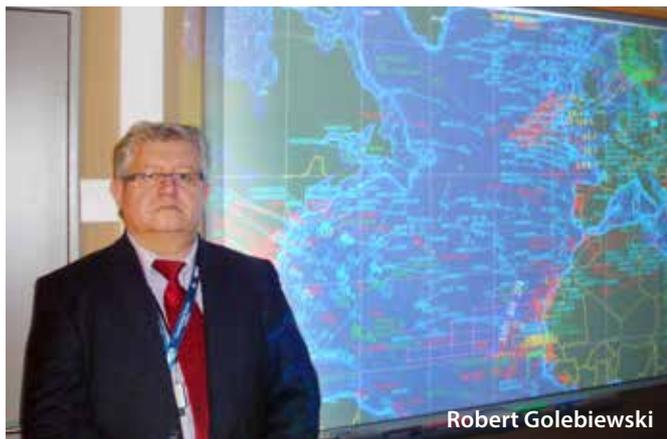
The official documentation asking for immediate and emergency assistance with MCCIS on board of a NATO command ship that was due to leave port later that day. The ship was setting sail from Toulon in the South of France, and I was in my office in Mons, Belgium. After few quick phone exchanges it became very clear that the problems could not be resolved remotely. Someone was going to have to go and catch up with the ship.

### **That someone was me.**

So that Saturday morning, I caught the train from Brussels to Paris, flew from Paris to Toulon, and then waited for my boat to arrive to take me to the open ocean to try and catch up with FS Tonnerre, which had left port some 12 hours before. An interesting ride it was destined to be.

The boat they used to send me to the ship was a Zodiac type Military patrol boat, used for fast reaction and interception operations. This boat was carrying me, and members of a Special Forces team. I tried my best to look the part, but having been out of the navy now for nearly 5 years and grown accustomed to Belgium beer, not sure if I managed it so well.

Eventually, after about 60 bumpy minutes later, we caught sight of the FS Tonnerre. A big ship, around 200 meters in length, but more importantly, in command of NRF (NATO Response Forces), and more important still, running without NATO's maritime



Command & Control Systems (MCCIS).

### **I got ready for work.**

Despite it already getting dark and being close to 6pm, the only way onto the ship was to climb up a 40 foot rope ladder into the hull of the ship. Once this obstacle had been overcome I was taken to the control room, a huge area filled with machines and operators, looking extremely anxious. And in the middle of it all was, perhaps the largest screen in the world, showing MCCIS, not working.

Before I got to work I was introduced to the Chief of Staff who was responsible for the running of the exercise. Having served in the Polish Navy for over 22 years, I had met people with such distinction before. I had been for some time the personal assistant to a 3 star Admiral, and I once even met President George W Bush, who mistook my 3 star insignia of a Polish Warrant Officer for that of a 3 star General and agreed to pose and have a photograph taken with me. Glory days. But that was then, this was now.. The Chief of Staff told me that he would come back to see me at 3am and expected that MCCIS would be up and running.

### **No pressure there then. I acknowledged, and set to work.**

And by 2:30am had all MCCIS communications and systems functioning and working correctly.

### **Success.**

The Admiral seemed pleased, but I continued to work until 10am, checking, rechecking, cross checking and testing, every possible combination and permutation imaginable. For a mission of this scale, everything had to be 100% perfect, no room for error. So once given the all clear by the head N6 and final tests were successful it was time for me to leave. And I left the same way I arrived. Two sailors swung open a huge door on the side of the ship and lowered the 40 foot rope ladder, but this time the Command ship was still moving. Climbing down that rope ladder towards the patrol boat at the bottom, bobbing around in the ocean, it was a good job I'd put in a few extra hours at the gym recently.

### **The other sailors on board the Command ship just kept shouting, "Don't look down, Don't look down!"**

Naturally I looked down, and immediately regretted the decision. But once back on board the patrol boat, we pulled away from the Command ship and headed away. But not to land as I had expected, instead we headed deeper into the open ocean. Nervously, I leaned forward and asked one of the Special Ops guys on board where we were going. "MCM ship" I was told, in a tone that made me think asking more questions might not be a good idea. "But why?" I continued anyway. "MCM operations first, then the MCM ship will take you to land" came the reply.

### **No further exchanges were required.**

Slowly but surely, FS Croix du Sud appeared on the horizon as we approached. And once again, the rope ladder was called into action. On board the ship, the personnel spoke only French, with very few English words, but the words they knew were good. "You stand here, drink coffee and smoke". Awesome, the best news I had heard all day. So I did, I stood, smoked, and drank coffee. Three of my four favourite things. But my joy was short lived. As I stood there I saw three or four divers come up from under the water. And then.....

### **BOOM!**

The whole ship lifted out of the water, thanks to the Naval Mine that had just been exploded not far from where our ship was located. Without even enough time to even think about what was going on, it happened again. The 2nd explosion, was, if anything, even closer than the first.

After composing myself, and finishing a cigarette faster than I've ever done before in my life, I realised, through talking to the mine clearance divers, that this was a live mission to clear away active naval contact and influence mines. So not your average day in the office, I thought, as the patrol boat took me back to land and I got some sleep for the first time in 2½ days. But as I sat in a coffee shop in Toulon waiting for my flight back to Paris I realised that the job of a system support engineer at NCI Agency isn't all about sitting in the office with a nice chair, desk and phone. It's about connecting with our customers and offering the best support we can, wherever and whenever that may be.

### **Another job well done.**



# Customer focus

## Connected Forces Initiative part I: Bydgoszcz

“One of three legs in the stool”



In a special interview for the NCI Agency Communicator magazine, Major General Pavel Macko, Commander of NATO's Joint Force Training Centre in Bydgoszcz, explains how the Centre focuses on maximizing the value of training events for Nations, how it prepares itself for a post-ISAF future, and how technology support by the Agency is a key enabler of that strategy and the Centre's flexibility.

### What are the key things that you are looking for in terms of Agency (technology) support? Speed, expertise?

I am a very demanding customer. As a training centre commander, my core mission is training and here I need robustness, I need speed because I have many training events throughout the year. I even need a survivability and autonomy mind-set – in case we need to deploy to support a training event. All this requires expertise, but it also requires flexibility. We run our training events in a very dynamic, demanding environment, really replicating the situation that the soldiers and commanders will face during the conduct of their mission. So I require support that is robust enough to react and reorient quickly to meet Nations' needs or to respond to system failures. During training events, time is of extremely high value.



MGEN Macko assumed the command of the Joint Force Training Centre in Bydgoszcz (POL) on 29 April 2011. From October 2010 to April 2011, GEN Macko served as the Chief of Staff for Operations (DCOS OPS) at the Slovak General Staff. For full biography visit Joint Force Training Centre site: <http://www.jftc.nato.int/hq-jftc>

**In December, you completed another rather innovative training event - the combined Regional Command North and Unified Endeavour event. Can you explain what was special about this event?**

On top of this, I still need the regular, day to day CIS support. The 'peacetime' between training events is actually quite short, because we have such a large number of training events that we are preparing. So, I cannot take breaks, any disruption to our systems in between trainings will affect my ability to prepare in time and to deliver my core mission, which is training.

There are two levels of thinking behind this approach. First of all, at the command level we integrate two different, traditionally separate training events into one, because eventually that is what will happen in theatre. You will have different levels of command, different levels of detail that you need to take into account, sometimes even different systems that you use to run the operation, depending on whether you are at tactical, sub-tactical, or operational level. So, instead of using artificial response cells, we are linking the real-life headquarters, the same rotations that actually will interact with each other on the ground. So people train with their actual, real-life, soon to be colleagues at the other command levels.

As an illustration of the complexity, for the typical advanced training event we do the ratio is 2-2.5 to 1 in terms of training support staff to the training audience. We have high value experts coming from across the Alliance, and then we have just a limited window of opportunity to do this state of the art and high intensity training. So there is no room for failure, delays.

The other aspect of this is the systems level – the command and control environment that allows these different headquarters to interact as one. You need to replicate the exact system environment that they will use in theatre, at all the sites of this complex, multilevel, multi-tier training. In the contemporary training of headquarters and commanders, you need to combine doctrine, understanding of the mission environment, but at the same – in this modern age – efficient and effective use of the exact command and control and functional area tools that they will use. It is an absolutely organic skill set that they need to have. Doctrine, procedure and systems need to come together. That is why it is so important – in this kind of training environments, when we are distributed – to have full integration of the trainees into one whole, and to replicate the exact system and the exact tools that they will use.

**As you look forward to the months to come, what are the key events on the horizon?**

We are in a transitional phase. We were traditionally heavily involved in ISAF support training incoming rotations for the ISAF mission. As we see that the ISAF mission is coming to an end, and as we see that the new Connected Forces Initiative was launched, and as we see the growing importance of training, including the NRF, we have to assume our original role again. So what you already see this year and what you will see in the following two years is the highest possible operational tempo for the centre. We will remain fully committed to on-going operations, until the last soldier is gone. Until then, the training must be done at 100% commitment.

At the same time, we have to transition and engage in other training events, in order to be prepared for beyond 2014, to provide joint tactical training up to the component command level, for the full spectrum of operations, for the full spectrum of headquarters. We are trying to develop a coalition training federation, where we will combine NATO assets and national training centres in both support to current operations and support of the Connected Forces Initiative. We will be hosting a growing number of NRF exercises. We will support newly



established NATO commands (like the Land Component Command in Izmir) in their effort to reach their interim and final operational capability.

**And you also mentioned special events for Nations, such as your recent Special Forces training event?**

Yes, the Puma Special Forces Training event was what I call a showcase for the Connected Forces Initiative in action. We listened to the Nations, who – as part of the Connected Forces Initiative agreed to elevate the readiness of their forces to play NATO component command roles, and for the NRF – and offered them training capabilities that they do not have. Combined with



national resources, we generated a unique training event; two NATO institutions (Bydgoszcz and the NATO Special Operations Forces HQ), two US institutions and 10 contributing Nations with both HQs and tactical units, various national institutions and organizations – all linked together into one training event.

This linking generates unique events, at a very low cost increment over traditional, non-linked events, providing high value return for Nations. And again, NCI Agency support, the ability to run all the functional systems that the Nations need to know in order to play the NATO component command role, this Agency support is essential. Puma again demonstrated what I already mentioned – robustness, flexibility. Within less than one year, we were able to design, plan and execute a very demanding training event.

**As you look to the future, is there anything more that the Agency can do to support you?**

First of all, the future training – in the framework of the Connected Forces Initiative and on-going budget constraints due to the crisis – will not be driven by quantitative growth of training support and training events, but rather qualitative, value added. So instead of separated, isolated robust training events, the general direction of development will be joint, multilevel, combined training events. Different NATO training centres and national training centres will combine their resources together to realign traditionally distinct training events into much deeper, integrated training events. This will also help with interoperability. And this training will integrate key future systems, such as the future mission network and all functional area systems.

This training will be supported by the doctrines and training aims that I will deliver, the first leg, the technology provided by the Agency, the second leg, and then the third leg is appropriate physical infrastructure and other real-life support issues. The Agency has a critical role in sustaining and integrating these training events, in order to make them distributed. So there is a lot of work, for both of us. It is symbiotic work. If we want to do it right for the Alliance, we cannot do it in separation. The NCI Agency Squadron here is not large in numbers, but it is a great organization, and any good training is a combined effort. What I would like to stress is that the measure of their performance is different from many other Agency teams. It is not day-to-day regular CIS, but the robustness and flexibility that helps me to maximize the training value for Nations. Our growth is enabled or constrained by the level of support and the robustness of the support provided by the Agency. If we keep this as it is now, as a very closely integrated team, we can be successful. Otherwise we run the risk that for marginal savings we will lose great value.

*Coming next – focus on Stavanger. In the next edition, we will feature NATO's other critical training centre the Joint Warfare Centre in Stavanger.*

# Meet the Bydgoszcz Team

**NCI Agency Squadron Bydgoszcz's principal task is to install, operate, maintain and support the CIS of their affiliated headquarters during peacetime and crisis. The team responsible for this work consists of roughly 60 posts - a diverse mix of interational military and civilians including Polish, French and Spanish nationalities.**

Co-located with the Joint Force Training Centre in Bydgoszcz, while 25% of the work is regular CIS support, the team's most demanding task is support to exercises. Over the course of 2012, the team supported various training events including: Training Event (TE) for the International Security Assistance Force Regional Command North (RC-N) (July12), Above Kandak pre-deployment training (Oct12), Bold Dragon 2012 (Oct12), and the Multinational Special Operations Force Exercise „Puma 12”. Although CIS support is frequently requested for the duration of such a training event, the NCI Agency's involvement is often greater as it also includes CIS preparation and set-up just a few days in advance. Adding to the complexity, the events often link networks across NATO and Nations

terms of setting up exercise environments. In three to four days, we can set up full, customized training environment for some 500 people. So my point is that one squadron is not the same as another. I want to emphasize that TE support is our main mission. Over the course of 2012 we supported many exercises that were not limited to the Joint Force Training Centre compound as we provide CIS Services to all NATO customers in Bydgoszcz.

**Do you foresee challenges in meeting the cutomers requests?**

Our workload is increasing steadily and we have been already working to maximum capacity which in future may affect continuity of service delivery. As you might know, Poland is to achieve the status of the Framework Nation in the area of NATO special operations. The last "readiness test" will be carried out in autumn during the "Cobra 13" Exercise. After passing this test, Poland can become the first nation from the new NATO members having the Framework Nation status in this area of special operations. There has not been a review yet of the squadron's PE regardless increasing commitments and new tasks assigned to the unit. Nevertheless we are bracing ourselves for commitments and challenges related to CIS service provision and we are willing to meet all requirements imposed by implementation of the new technology.



**Interview with the Commander, NCI Agency Squadron Bydgoszcz, LTC Wojciech Czerwinski.**

**What can you share about your team?**

First of all, the mix of military and civilians that make up our team is characterized by high levels of morale. All individuals are well educated and highly experienced professionals who operate as one team. This makes us an effective and responsive unit able to provide high quality services

that customers require from us and allows us to cope with the systematic shortfall and manning. Above all, we are enthusiastic and highly motivated.

**What does exercise support entail?**

In recent months we supported numerous exercises, including those preparing officers for their deployment to ISAF. These tasks require quick planning, careful execution. Besides requests for Core Services, the NCI Agency Team also installs a wide array of Functional Area Services as requested by participants, voice services for large numbers of users and phones and audio/video services that include VTC. Furthermore, we set up an exercise Service Desk to provide troubleshooting and any required support 24/7. Having gained experience in meeting the exercise schedules we are ready to cope with challenges posed by the NATO Connected Forces initiative. We probably hold the NATO record in

**Looking to the Agency Reform, where do you believe the big gains can be made in terms of the streamlining and consolidation of functions?**

Speaking for Bydgoszcz, I hope the transformation in the coming months will simplify procedures and put in place one central system for processing of administrative requests. For example, having an Agency wide travel solution that allows us to process travel claims locally will enable us to focus completely on the work we deliver to our customer. I also see opportunities in a streamlined command structure, and in civilian and certain military positions to provide continuity and fill gaps. The quicker and better we are able to respond, the more satisfied our customers will be. That is in essence my priority.

- MO/GrM





# Transfer of multinationally funded Air Command and Control Partnerships

## CSI and SSSB Partnership transfers from NSPO to NCIO

As part of the Agency Review, the CRC System Interface (CSI) and the Ship Shore Ship Buffer (SSSB) partnerships transferred from the NATO Support Organization (NSPO) to the NATO Communications and Information Organization (NCIO) as of 1 January 2013. The transfer included two NSPA sections located at the NATO Programming Centre (NPC) consisting of 17 NATO Support Agency (NSPA) personnel and respective multinational budgets which were added to the NCI Agency and assigned to the NPC.

CSI and SSSB, are real-time command and control systems that provide tactical data link capabilities (Link 11, Link 11(B), Link 16, Link 22) as well as specialized command and control capabilities (GBAD and fighter control, TBMD support). They have originally been developed by industry and were handed over to NATO for in-service support. Since then, the NSPA support organizations have expanded the capabilities of the systems to include new tactical data links (Link 16 and Link 22) and new capabilities (fighter control and TBMD support). Both systems have played key roles in NATO Air operations like Operation Unified Protector.

The CSI and SSSB partnerships were established in 1994/1995 in a corporate effort between NAMSAs and the NPC to provide software maintenance under multinational funding, which at that time was not possible for the NPC. The support personnel were organized in system-specific sections and hosted at the NPC whilst the partnerships were managed from NAMSAs Luxembourg using the frameworks of a NAMSAs Support Conference and a NAMSAs Weapon System Partnership. The support tasks have expanded over the years and

today include support for the complete life cycle including procurement, system maintenance, site installations, training and user support.

The transition has been planned and executed by a team of experts from various NCI Agency organizational elements including AirC2, NPC, HRM and Legal Office. Together with colleagues from the NSPA, the team managed to conduct the transition in less than three months coordinating with multiple bodies and overcoming various administrative hurdles. "At a certain point in time I thought we would not make it by 1 January 2013, but our team always found a solution to overcome the problems we were faced with," said Vincent Roobaert, the supporting lawyer from Legal Office.

A transition ceremony held on 19 December 2012 at NPC marked the successful transition of the partnerships. "With the transition, NCI Agency will gain from the NSPA experience in working under multinational customer funding. CSI and SSSB will be the first NCIO Partnerships to be established and will define the blueprint for all future partnerships. CSI and SSSB will also be the first partnerships to develop a long-term cooperation between the NCI Agency and NSPA in AirC2 where each agency contributes with their special expertise to the success of the mission," said COL (rtd) Stuetzgen, Commander NPC. During the ceremony, the NSPA Programme Manager LE, Mr Carlos Costa-Ramos, handed over the NAMSAs medal to all members of the transitioning NSPA sections for their outstanding support to NAMSAs and the partnerships in the past years.

- MB



# Preliminary Interviews at the NCI Agency

As a response to guidance on austerity measures, in September 2012 NCI Agency Recruitment The Hague and Brussels introduced the concept of preliminary interviews as part of the recruitment process for hiring new staff. This brings the Agency in closer alignment with recruitment practices outside the NATO environment where virtual interviews have become increasingly popular due to the financial climate.



# Recruitment process

## Interviews

# Vacancies

## Interviews

# Vacancies

## Recruitment process

In recent months the Agency has received an increased number of applications per vacancy, the record currently standing at 230 applications for a B-grade position and 223 applications for an A-grade vacancy. Preliminary interviews will only be held in cases where it is necessary to refine the shortlist. The NCI Agency Recruitment Team has also been offering hiring officials an additional long-listing service with regard to vacancies that attract over 100 applications. This enables hiring officials to focus their attention and hopefully speed up the shortlisting process. For external candidates, preliminary interviews have been conducted largely by Skype, with telephone as a backup in case of technical difficulties. Preliminary interviews are usually around 20 – 30 minutes long and assess the essential criteria for the role, as well as the candidates' powers of expression and presentation. The shortened duration allows the hiring official to assess a larger number of candidates on one day without incurring the travel, accommodation and per diem costs of bringing candidates to the Agency. Internal candidates have attended preliminary interviews in person, where there have been no travel costs involved, though VTC/VMR or Skype are not ruled out for interviews between NCI Agency locations.

A preliminary interview panel is usually composed of only two or three NCI Agency staff members, with the Civilian Staff Association being invited to observe as with formal interviews, thereby also reducing the staff cost involved with interviewing. Due to the fact that there are no travel bookings or visas required, and also because fewer staff calendars have to be coordinated in order to convene the panel, preliminary interviews can usually be arranged in a shorter timeframe than formal interviews. However, preliminary interviews are only intended as an initial sift and will not take the place of formal interviews held at the Agency. We recognise the importance of meeting potential new hires face-to-face and also the importance of giving them the opportunity to visit the country, the city and office where they may be based. Candidates are not only selected by the Agency, the Agency is also selected by candidates and meeting in person remains the best way for everyone to make an informed decision in that regard. Having said that, under exceptional circumstances, NCI Agency Recruitment occasionally holds virtual formal interviews. In such cases and where required, the successful candidate is given the opportunity to visit their future office and colleagues at a later date.

We believe that virtual, preliminary interviews are of benefit to external candidates and especially those located far away from the Agency. The interviews are scheduled with regard to differing international timezones, allowing each candidate to give their

best possible performance while not feeling the impact of jetlag as is sometimes the case when having to travel between continents for the interview. It also vastly reduces the time each candidate needs to take away from their current employment, home and family in order to attend an interview. NCI Agency Recruitment recognises in particular that US candidates are likely to receive a limited amount of annual leave from their current employment, and that potentially two days could be required for them to attend an interview at the Agency. Before asking such candidates to dedicate those days to NCI Agency it is mutually important (for the team as well as for the candidate) to consider first if there is a good chance of success in their application. Internet connectivity permitting, a virtual interview can be conducted from almost any location of the candidates' choosing. Therefore, it should only take between 30 and 40 minutes of their time during the day, without creating too much disruption to their routine.

Along with their invitation, candidates are sent information on how to prepare before, how to act during and what to expect after their virtual preliminary interview. This includes tips on how to create a Skype account and how best to set up the room to ensure clear communication with the interview panel. There is also a wealth of information about virtual interviews available online. The Skype connection is established and tested by a member of the NCI Agency Recruitment Team ahead of the scheduled interview time to allow for any technical issues to be resolved with minimal delay or stress on either side.

In one A3 grade campaign held earlier this year, the preliminary interview panel was able to reduce the number of candidates from 9 to 3 for a formal interview on site. With the average cost of candidate travel to interview in 2012 being € 1,334, this equates to a potential saving for the Agency of around € 8,000 with respect to candidate travel to interview for this campaign alone.

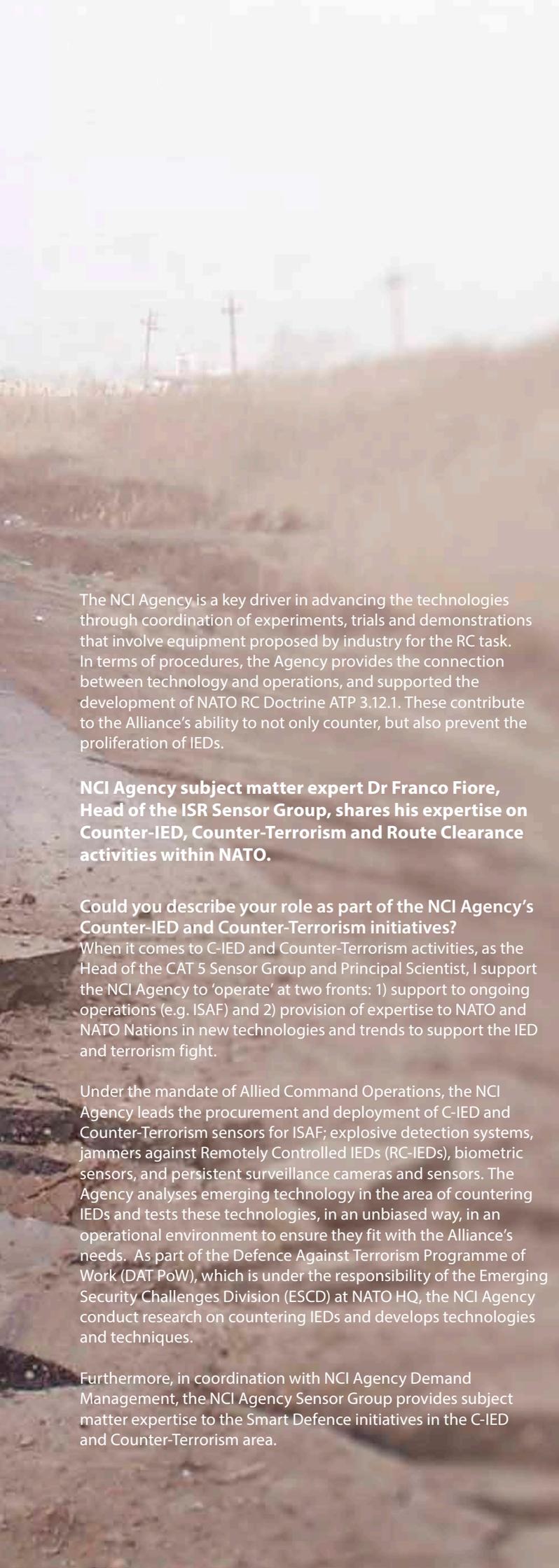
Feedback from both candidates and hiring officials to date has been positive and so the Agency plans to continue with this initiative in 2013. If you have any comments or questions on this subject or any suggestions on how we can further improve or streamline the recruitment process, please contact us via [recruitment@ncia.nato.int](mailto:recruitment@ncia.nato.int). The NCI Agency Recruitment Team is always looking for ways in which it can improve the service to customers and so your input would be gratefully received.

Author: Rosalyn Graney, NCI Agency Recruitment Team

# SENSING THE THREAT



According to the NATO-led International Security Assistance Force (ISAF) in Afghanistan, from January to November 2012, Improvised Explosive Devices (IEDs) were cause of more than 70 per cent of civilian casualties. IEDs - which can be triggered by the press of a button or even by the victims own action - pose a severe threat to forces when moving from one point to another. NATO has recognized this threat and in recent years has actively worked to improve Nations' ability to effectively avoid these often lethal incidents. Not only did NATO, its member Nations and Industry develop specific technologies, NATO also established procedures and training to better protect the lives of forces in theatre. Route Clearance (RC) demonstrations have become one of the most effective tools in understanding the complexities of countering IED threats. NATO and Nations use these events to develop a common understanding of Route Clearance concepts within the coalition environment. Over the past years improvements in countering IED threats have been made, mainly by sophisticated technologies and procedures developed and employed by NATO Nations.



Dr Franco Fiore

The NCI Agency is a key driver in advancing the technologies through coordination of experiments, trials and demonstrations that involve equipment proposed by industry for the RC task. In terms of procedures, the Agency provides the connection between technology and operations, and supported the development of NATO RC Doctrine ATP 3.12.1. These contribute to the Alliance's ability to not only counter, but also prevent the proliferation of IEDs.

**NCI Agency subject matter expert Dr Franco Fiore, Head of the ISR Sensor Group, shares his expertise on Counter-IED, Counter-Terrorism and Route Clearance activities within NATO.**

**Could you describe your role as part of the NCI Agency's Counter-IED and Counter-Terrorism initiatives?**

When it comes to C-IED and Counter-Terrorism activities, as the Head of the CAT 5 Sensor Group and Principal Scientist, I support the NCI Agency to 'operate' at two fronts: 1) support to ongoing operations (e.g. ISAF) and 2) provision of expertise to NATO and NATO Nations in new technologies and trends to support the IED and terrorism fight.

Under the mandate of Allied Command Operations, the NCI Agency leads the procurement and deployment of C-IED and Counter-Terrorism sensors for ISAF; explosive detection systems, jammers against Remotely Controlled IEDs (RC-IEDs), biometric sensors, and persistent surveillance cameras and sensors. The Agency analyses emerging technology in the area of countering IEDs and tests these technologies, in an unbiased way, in an operational environment to ensure they fit with the Alliance's needs. As part of the Defence Against Terrorism Programme of Work (DAT PoW), which is under the responsibility of the Emerging Security Challenges Division (ESCD) at NATO HQ, the NCI Agency conduct research on countering IEDs and develops technologies and techniques.

Furthermore, in coordination with NCI Agency Demand Management, the NCI Agency Sensor Group provides subject matter expertise to the Smart Defence initiatives in the C-IED and Counter-Terrorism area.

**What makes an IED such a dangerous weapon to patrols?**

The IED threat is, as the word says, 'improvised', so difficult to categorize and predict. In the past more was known about the mines, ammunitions, and weapons that could be faced, what made it easier to properly equip for counter measures.

Nowadays, an IED can be made in many ways, with different quantities of explosives, and employed in various ways. They can be hidden underground, in cars on the road, in innocent looking packages, or body-worn, and can be triggered remotely, via pressure plates, as well as by suicide bombers. The threats are sometimes very hard to predict and prevent, as they are characterized by randomness. Countermeasures are difficult to employ, especially when it comes to pressure plates. Furthermore, having to cope with a mentality of willing to die for the cause makes this weapon very hard to fight.

High flexibility is another key characteristic in the IED domain. It manifests itself at both the technical and operations level. At the technical level, components of opportunity are often used, which eliminates the need for a steady supply chain. The use of the components of a remote controlled toy to build a Remote Controlled IED is just one example of this opportunistic approach.

In terms of the tactics, techniques, and procedures (TTPs) the set up of IEDs is modelled through observations of the actions by Coalition Forces.

**What can a convoy do in order to move safely from point A to B? What technologies are on-board?**

Freedom of Movement (FM) is the key word here. FM is a task of Military Combat Engineers and during recent conflicts this task was mainly conducted in IED intensive environments. Within the military structure this led to the crystallization of so called Route Clearance Packages (RCP), with the aim to ensure FM in the context of IED threats. RCP will provide the commander with a capacity (personnel and equipment) that can be safely used by military of civilian traffic participants. A common scenario is a convoy movement between two points of interest. By using RCP, commander can obtain a higher level of assurance that the planned route is safe. To do so an RCP needs to be employed prior to a convoy movement. The TTP and technologies underpin the detection, identification and neutralization of the IED. The full

range of technologies employed include Ground Penetrating Radars, jammers (vehicular and man-portable in case of dismounted operations) and robots. Jammers are nowadays “must-have” technology in theatre. However, having the full set of technologies available would be beneficial, but it all depends on the Nations availability of assets. Movement Convoys always employ jammers and if you happen to be in ISAF and travel from Kabul Airport to HQ ISAF, the ISAF convoy you will be travelling on is equipped with NATO jammers delivered by the NCI Agency in July 2012.

### **Leading the C-IED procurement for NATO, what does this mean?**

For the Agency leading the procurement means that partnerships with Industry are very important and fundamental. They develop the technology but need our guidance on focus and direction, in order to provide Nations with the right technologies that will help achieving our operational tasks. The NCI Agency Industry day, held last October in Rome, was very successful with a participants increase of 25% compared to the previous edition. At the event the C-IED activity was highlighted as a key area for NATO by General Manager Gijsbers.

Despite the Agency reform we continue to deliver. For example the NATO Response Force (NRF) C-IED Capability package is undergoing a Type-B Cost Estimate development and foresees in the delivery of jammers and explosive detection systems for NRF Deployable Headquarters. The type of technology selected is the one we have deployed in ISAF since 2006 for the protection of ISAF Movement Convoys and Entry Control Points.

In support of the Smart Defence initiative, I have been working over the past three years with NCI Agency Demand Management and in particular with Agata Szydelko, Principal Business Manager. Our vision is that no matter if the technologies are already there or still need to be developed or enhanced, at some point in time they have to be procured and implemented before they can be used. A very positive aspect of enabling the NATO multinational cooperation efforts in the C-IED area is the institutionalized and coordinated approach through established structures and mechanisms, such as the C-IED Task Force led by Allied Command Transformation (ACT) and Defence Against Terrorism Program of Work (DAT POW).

### **How did customers respond to the Agency?**

Over the past two years there has been a much better understanding of the support that the NATO Agencies (NSPA and NCI Agency) can provide in the preparation and execution of multinational projects. Moreover, with the establishment of the Smart Defence Project Proposal database, the C-IED related projects that were included in the database benefited from much greater visibility across the Alliance.

A challenge for multinational projects in the C-IED area is the Nations’ reserved approach towards sharing sensitive data related to C-IED. At the same time, there still seems to be a general underestimation of the significance, duration and effort required in the preparation stage of establishing

a multinational project. In reality, already in the preparation and pre-acquisition stage, the Nations should be able to establish a collaboration platform that enables information sharing and exchange as well as allow for consensus building. These indispensable preparatory activities include requirements identification and synchronisation, identification of interoperability requirements, coordination with NATO stakeholders, and impartial assessment and evaluation of the industrial solutions. While complex and time-consuming, these activities allow for proper scoping of a project in a collaborative NATO environment.

In the case of multinational collaboration, there is a critical need for the executive support function within the project office, allowing for consensus building and providing unbiased advice, in addition to the usual requirements for technical and acquisition support. Last but not least, extensive effort is required for the preparation and pre-acquisition stage of the project, with the benefit of the extended duration of the project execution.

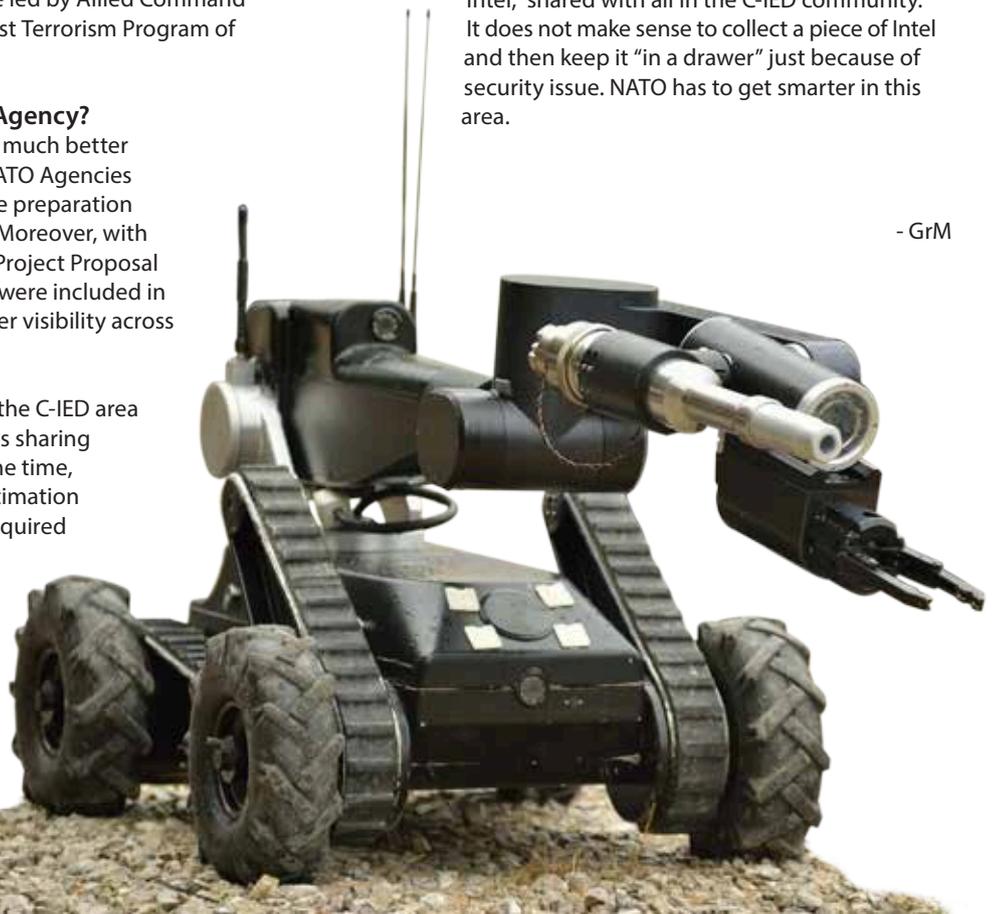
The bottom line is that the knowledge and expertise required for establishment and execution of multinational projects as well as C-IED subject matter and acquisition expertise are available within the NCI Agency, and that it is now up to the Nations to decide on how it can best be used to address their national requirements in the area of C-IED in the multinational context.

### **From your point of view, what are the most interesting developments in the fight against IEDs?**

The paradigm shift from ‘Defeat the Device’ to a holistic approach sees the ‘Attack the Networks’ as the main goal of this fight. Technology still remains key and has to be always available, but the idea of trying to break the chain of the IED, that goes from financing the procurement of the IED to transportation of the explosive, planning the attack, assembly of the device, placement, and the explosion itself, is a sign of proactiveness: ATTACK instead of DEFEAT, disable the network before the IED is even built. This can be done by using actionable Intel, shared with all in the C-IED community.

It does not make sense to collect a piece of Intel and then keep it “in a drawer” just because of security issue. NATO has to get smarter in this area.

- GrM



# Sector Naples and JFC celebrate

## the opening of new headquarters



On 13 December 2012, military and civilian members of Allied Joint Force Command Naples gathered in front of the new JFC Naples headquarters for the official opening and ribbon cutting ceremony. The NCI Agency team in Naples celebrated the completion of their tasks in support of the move with a special reception held at "Circolo della Marina" in Naples by Sector Naples Commander, COL Dario Nicoletta, on 11 December 2012.

Throughout 2012, Sector Naples provided support to the transfer of Joint Force Command Naples to its new state-of-the-art headquarters in Lago Patria, ITA. Sector Naples responsibility stretched from integrating and configuring all CIS systems, and without interruption providing the CIS services migration from the old to the new location. After the reform, Sector Naples remains the only organization under Italian leadership throughout the South of Italy, incorporating an extensive Operational area, and providing services to more than 100 customers, including Nations, NATO HQs, national and multinational Commands. Thanks to this project, Naples continues to be a vital and innovative site in the Communications and Information Systems (CIS) environment, and will play a decisive role in the IT modernization of the new NATO network architecture.

### Minimum downtime

Earlier in 2012, as part of the transfer, the Sector Naples team completed the relocation of the Joint Operations Centre (JOC) to the new Headquarters. Thanks to the hard work and support by the Sector staff the move run smoothly. By the direction of JFCNA COM and the nature of JOC's operations, all key leaders involved were to ensure downtime was kept to a minimum. NCI Agency Sector Naples, in particular, made deep efforts in order to provide all the necessary CIS equipment ensuring that both the main (Bagnoli) and the alternate (Lago Patria) JOC could operate simultaneously. During the move, set-up and testing of the JOC in Lago Patria, the main JOC remained operational. No major problems were experienced during the switch, because the required Communications and Functional Services (FS) were in place and online in time, thanks to the competence of the NCI Agency technicians involved. On 21 November 2012 the Lago Patria JOC became the main JOC, and the Bagnoli JOC was consequently declared down.

### Coordinated effort

The relocation was preceded by a long checklist, with a main effort attributed to the NCI Agency during the pre-set up and testing of the JOC CIS. Sector Naples technicians and engineers met all the requirements submitted by the JOC community, including all the FS for each work station, requirements for printers, secure phones/fax, etc. The main JOC floor was delivered with secure communications and the following FS: Outlook, ICC, MCCIS, JCHAT, JOCwatch, SEW, JCOP and AIMS. The JOC offices now include NU systems and other FS, such as SharePoint and the Microsoft Office suite.

### War fighting ethos

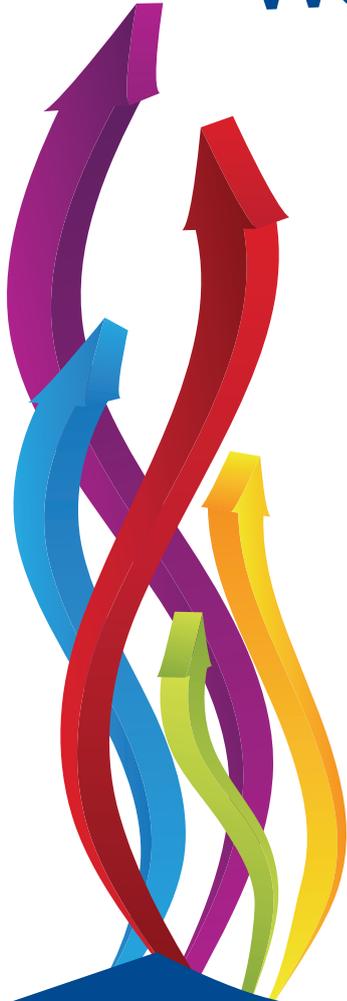
The new infrastructure better meets the mission requirements than before, with the main factors being modern equipment, space, and a 'war fighting ethos'. In the new location the 'Main Situational Monitors' can be seen throughout the main floor and there are enough positions at either the main floor or the two 'overflow' rooms, which allow for a greater degree of flexibility. It is now possible to undertake Surge Ops as directed, in a working environment that is in line with COM's / SACEUR's aspiration (Comprehensive Approach) to turn the JFCNA JOC into a War Fighting Operations Centre. A special remark deserves the Main Video Wall that displays the Situational Awareness Pictures, which will surely enhance the JOC team's performance. Given the scale of this move, the support by the NCI Agency was highly appreciated and without their support this move would have been extremely difficult and prone to failure.



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## We stand for



### **Accountability**

We are responsible for our actions and decisions, or failure to act, and we accept responsibility for the consequences of their outcomes.

### **Commitment to Operations**

We are professional and prepared to deploy in support of NATO's operations. We are prepared to go that extra mile to support people deployed on operations.

### **Excellence**

We are professionals who are entrusted to carry out our duties to the utmost of our abilities for the common good. We continue to strive to maintain our competencies and skills, and to apply them effectively and efficiently.

### **Impartiality**

We serve the Alliance's interest above our National and personal interest.

### **Integrity**

We are committed to maintaining the highest standards of professional and personal conduct in such a way as to uphold the trust and confidence of the citizens of our member states, as well as to our customers and stakeholders.

### **Loyalty**

We are faithful and true to the enduring role of the Alliance, the principle of unity upon which it is

founded, and in support of the current and future challenges it faces; we are committed to NATO and the objectives it wants to achieve. We encourage open and free dialogue to the point of the decision; once a decision is taken we fully embrace it.

### **Respect**

We listen to each other's opinion and point of view. We recognize and value diversity of our people whether civilians or military.

### **Team Spirit**

We act as a team; people are the Agency and the Agency invests in its people and families.

### **Transparency**

We are transparent in our communication with each other, our oversight bodies and customers.

### **Leadership**

Responsibility, Trust and Courage. We lead by example.

We are committed to creating an environment in which the staff is empowered to deliver innovative, (cost-) effective solutions.

We will give clear guidance to our people. We will stand by our unbiased advice and our people. We maintain an open and trusted workplace, where dialogue and communication are encouraged.

NATO Communications and Information Agency

[www.ncia.nato.int](http://www.ncia.nato.int)

# NCI Agency Crossword No. 2

There are no anagrams and **bold clues** follow the same theme, finding the theme will help you solve those clues.

## Across

- 5 " "!(8)
- 9 Elvis' Shoes (4,5)
- 10 Fishy end to a French film (3)
- 13 Diced mathematically perhaps? (5)
- 16 See 32 Down
- 18 Initially an alien (2)
- 19 Boy, lost his head to a dancer (4)**
- 21 Old horse complains endlessly (3)
- 22 Pay too much at an auction (7)
- 23 Forbidden (5)
- 24 Needed before you get on a train (6,2,4)**
- 27 Aerostat (5)
- 30 Tree; Sicilian, Bulgarian, Spanish or Greek for example (3)
- 31 Violent pre-magnetic computer media (5,4)
- 34 Flightless bird (3)
- 35 Movement from one state to another (10)
- 36 Boy, can he drum?! (5)**
- 40 Stringed instrument sounds untruthful (4)
- 41 Call out to the patron saint of lost causes! (3,4)**
- 43 John may also be a female dear! (3)
- 45 Hack, hand or bow (3)
- 46 Allegedly suicidal rodent (7)
- 47 Mr J. Brown from South Carolina was possibly the most famous practitioner of this genre. (4)
- 48 See 44 Down
- 49 Hawaiian floral welcome (3)
- 50 Chinese method of divination (1,5)
- 52 Cephalopod's backyard (8,6)**
- 54 Sasquatch? (4)
- 55 American elk (5)
- 57 Sn (3)
- 58 Nietzsche's creation fails to understand the concept of underpants! (8)
- 62 More liquid than expected (5)
- 63 Short farewell (3)
- 64 Talkative bovine (3)
- 66 Pitch and Roll miss their partner (3)
- 67 Long, cross or hand (3)
- 68 Stockings (6)
- 69 Onomatopoeic noises made by English sheep (4)

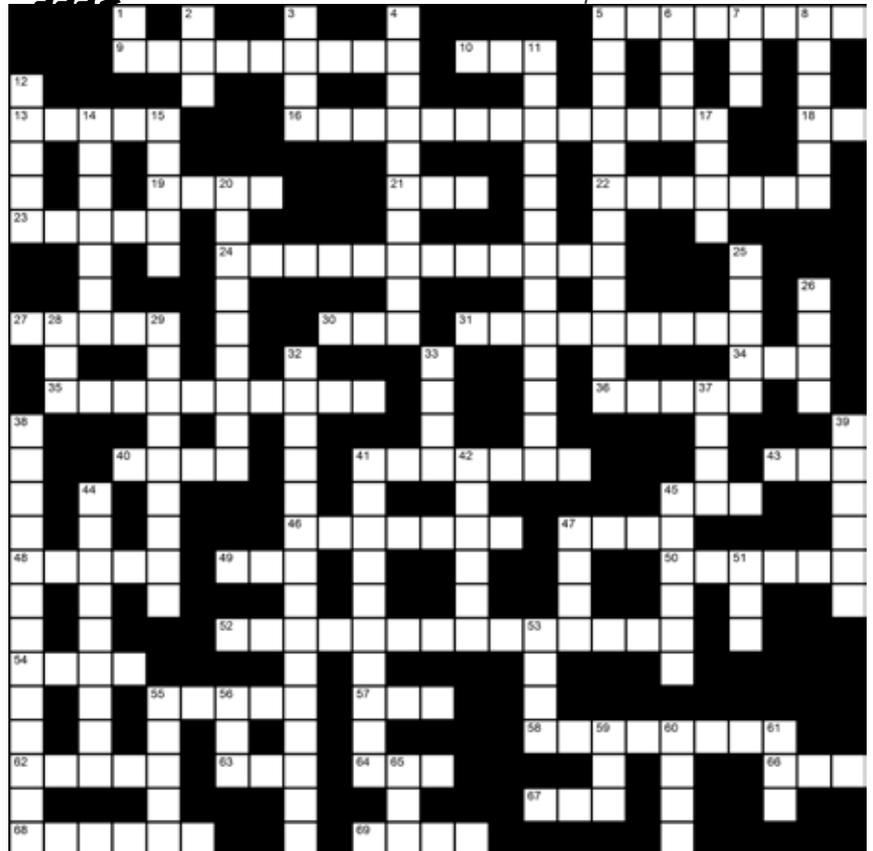
## Down

- 1 Initially a form of public comms in the US (2)
- 2 One lumen per square meter (3)
- 3 Found at the end of a sleeve (4)
- 4 Killer robot lurks on the border of day and night (10)
- 5 You and me should do this right now! (4,8)**
- 6 Not new (4)
- 7 Proper place for scientists (3)
- 8 See 44
- 11 Small Scandinavian forest perhaps? (9,4)**
- 12 Agency FAS that promotes communication (5)
- 14 Italian children (7)
- 15 Where you find senseis (5)
- 17 iPhone's voice (4)
- 20 Travel by rule of thumb (9)
- 25 Allegedly killed the radio star (5)
- 26 Boy, 25% fab. (4)**
- 28 His wife looked back (3)
- 29 Inexpensive road or path (5,4)**
- 32/16A How could you solve this puzzle communally? (4,1,6,4,4,2,7)**
- 33 Girl, shared the upper atmosphere with carbon allotrope samples (4)**

- 37 This Lady also follows Radio (4)
- 38 Explosive heart remedy (13)
- 39 Boy, not popular with dragons (6)**
- 41 One in a trillion solution for your illness (10)
- 42 Curses (6)
- 44/8A/8D NATO vs. Pirates! (9,5,6)
- 45 Cross country or downhill (6)
- 47 Two plus two (4)
- 51 Headwear (3)
- 53 Colonial insects (4)
- 55 Calendar that effectively predicted the end of NATO in 2012 (5)
- 56 Sphere (3)
- 59 The Agency has two types, E and S (3)
- 60 Could be described as thick string (4)
- 61 So good they named it twice, initially (3)
- 65 Alias (3)



Answers will be provided in the next issue.



## Answers Issue 1

Across: 1 Kandahar, 9 Bad Bergzabern, 12 Oglananasi, 13 NES, 14 Madrid, 16 Norfolk, 17 Kester, 18 Mons, 20 The Hague, 22 Civitavecchia, 27 ie, 28 Ah, 30 GPA, 31 Larissa, 32 Goals, 33 Glons, 34 Oakhanger, 36 Lisbon, 38 Lone, 40 Northwood, 41 Brunssum, 42 Finderup, 44 Bydgoszcz, 47 Nisida, 49 Ale, 50 Monsanto, 52 Shiva, 53 Izmir, 54 ASA, 55 Hydra, 56 Eggmemoen.

Down: 1 Kilocalorie, 2 Naples, 3 Rhea, 4 Fauna, 5 Obese, 6 Hair, 7 Heidelberg, 8 Ants, 10 Goa, 11 La Spezia, 14 Man, 15 Yeovilton, 19 Stavanger, 21 Euskirchen, 23 Ig Noble, 24 Car, 25 Chi, 26 Ramstein, 29 Poggio Renatico, 35 Kabul, 37 Brussels, 39 Oddballs, 42 Failing, 43 Uedem, 45 Groovy, 46 Zloty, 48 Irate, 51 ANA, 52 Sue.



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