

**SAS 055 Symposium**

**Analytical Support to Defence Transformation**



# ***Analysis in Allied Command Transformation***

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**DACOS Future Capabilities Research & Technology**

# Report Documentation Page

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# *Outline*

- Transformation of NATO Defence Capabilities
- ACT Mission and Organisation
- Capabilities development process
- FCRT
- Analysis Coordination

# *The Future Environment*

- Foremost challenges

- Emergence of transnational threats
- Fallout from failing states
- Proliferation of WMD
- Use of asymmetric warfare

- Operations will be influenced by ‘information age’
- Political, civil, economic and military efforts must be coordinated
- Forces must be expeditionary and capable of swiftly dealing with a wide array of threats
- High intensity operations will remain the benchmark

# *Transformation of NATO Defence Capabilities*

## 20<sup>th</sup> Century

Static  
Reactive  
Regional  
Mass  
Attrition  
Deconfliction  
Supply Point Logistics  
National Intelligence

## 21st Century

Agile  
Proactive  
Global  
Effect  
Precision  
Coherence  
Integrated-Distribution  
Based Logistics  
NATO Fused Intelligence

***ACT + ACO + Nations through NRF  
= Transformed NATO Military***

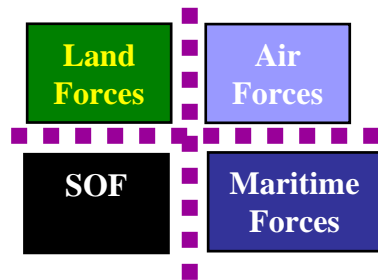
# Attributes of a Transforming NATO Force

**Deconflict  
Services &  
Cultures**



**Deconflicting**

**Stitch Nation  
Seams**



**Coordinating**

**Integrate  
NATO  
RESPONSE  
FORCE  
Capabilities**



**Integrating**

**Effects-Based,  
Collaborative,  
Network Enabled  
and Interdependent**



**Coherence**

**It is about Culture and Product**

# *NATO Response Force*

- NRF is test bed for experimentation
- NRF designed to be:
  - flexible,
  - rapidly deployable,
  - interoperable,
  - well protected,
  - and trained.



# ACT Vision

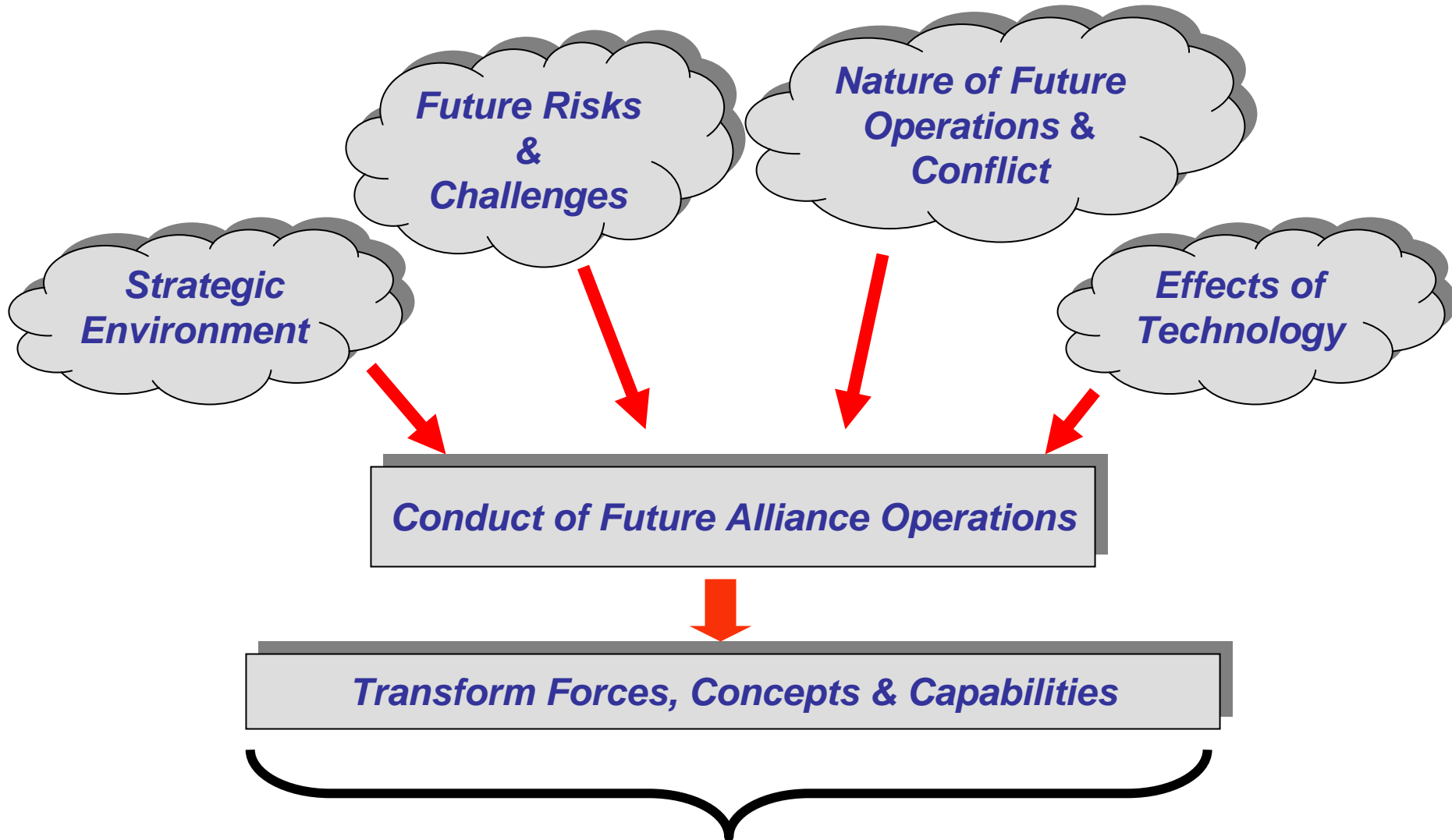
“We are NATO’s forcing agent for change, leading the continuous improvement of Alliance capabilities to uphold NATO’s global security interests.”



# *Strategic Vision - Aim*

To provide a vision of the way in which future Alliance operations will be planned and conducted, and, thereby, guide the transformation of forces, concepts and capabilities in the coming decades.

# *Strategic Vision - Development*

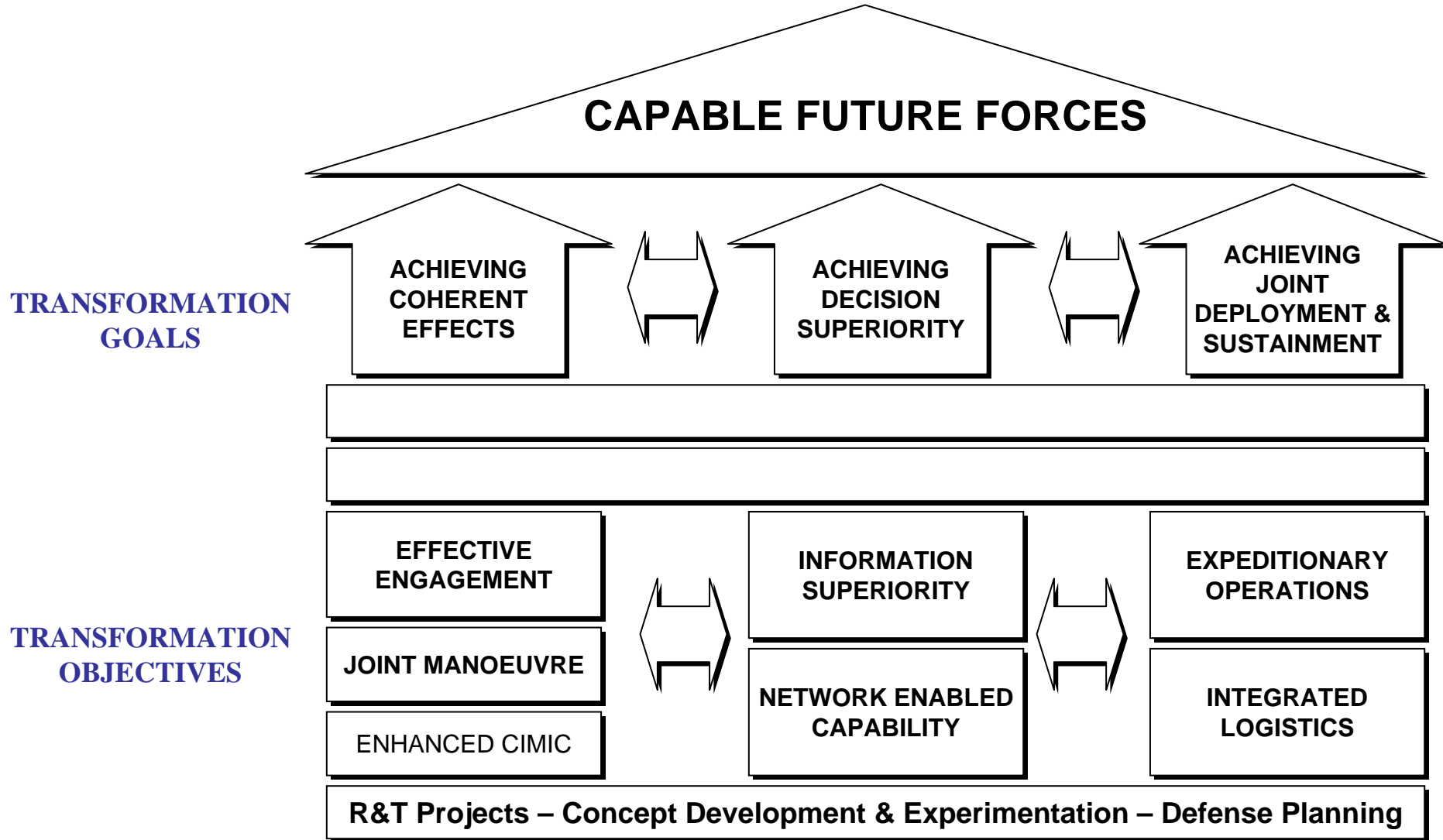


***“Strategic Vision: The Military Challenge”***

# *Effects-Based Approach to Operations*

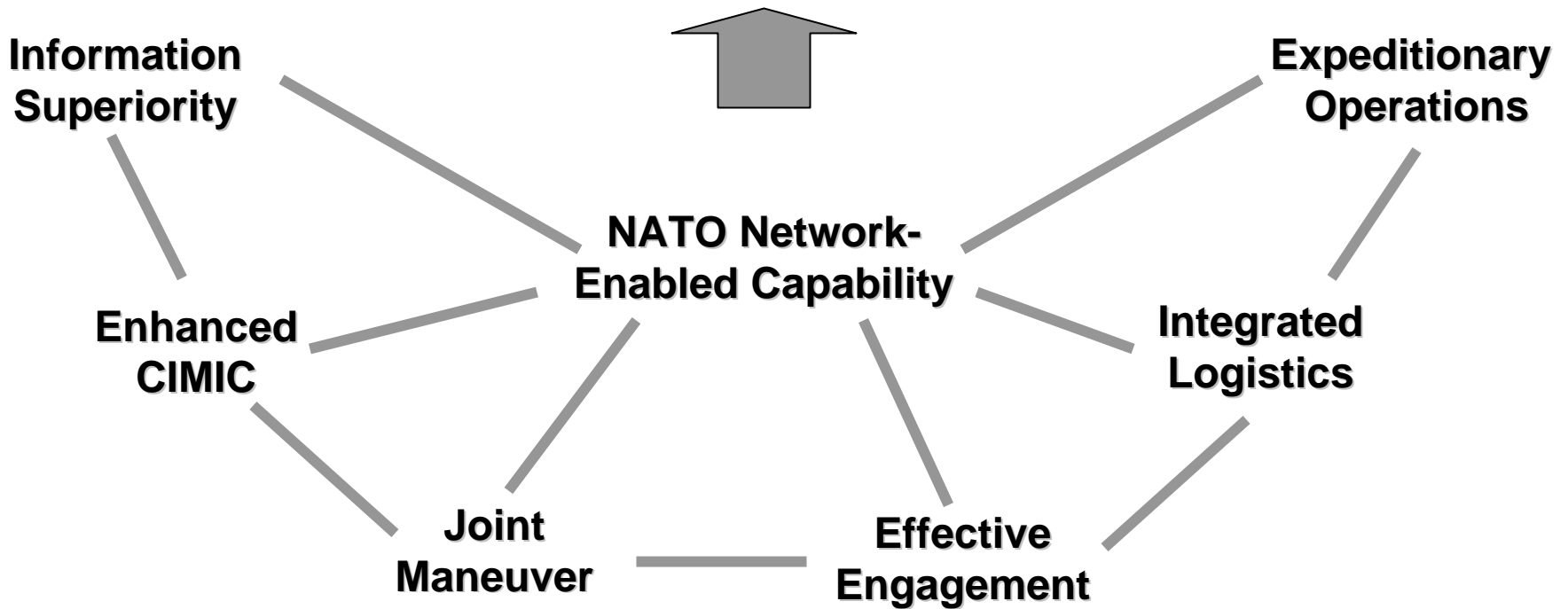
Involves the comprehensive integrated application of all instruments of Alliance power, both military and non-military, to create campaign effects which will achieve desired outcomes.

# Effects-Based Approach to Operations



# *Transformation Framework*

Ability to execute effects-based operations requires attributes that permit the NATO force to have **DECISION SUPERIORITY** over an adversary; be able to integrate capabilities to produce **COHERENT EFFECTS**; and be able to **DEPLOY AND SUSTAIN** an expeditionary force.



# ***Five Domains of Transformation***

**Strategic Concepts, Policy,  
& Interoperability (SCPI)**



**Force Interoperability concepts, policy and procedure development and implementation**

**Joint & Combined Future  
Capabilities Research &  
Technology (FCRT)**



**Coordination of NATO research and technology initiatives**

**Joint Experimentation,  
Exercises & Assessment  
(JEEA)**



**Synchronization and evaluation of joint warfighting experimentation, Integration of capabilities, and experiments on tactics, techniques and procedures**

**Joint Education & Training  
(JET)**



**Leader development, Control of NATO Education/Training entities, Standardization**

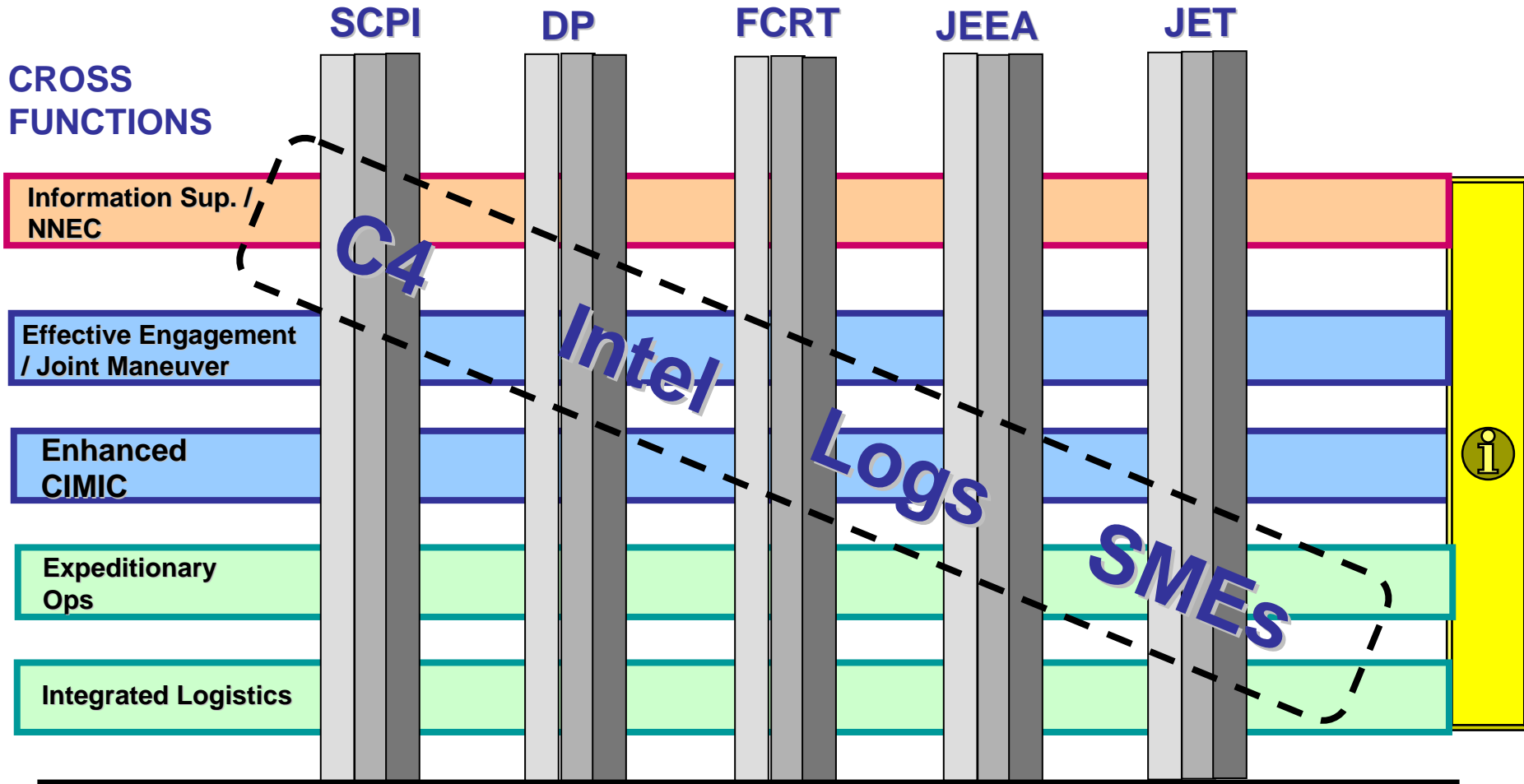
**Defence Planning (DP)  
- Requirements & Capabilities  
Planning & Implementation**



**Identification of required capabilities and implementation of solutions through defence planning**

# ACT Matrix Organization

## STAFF FUNCTIONS

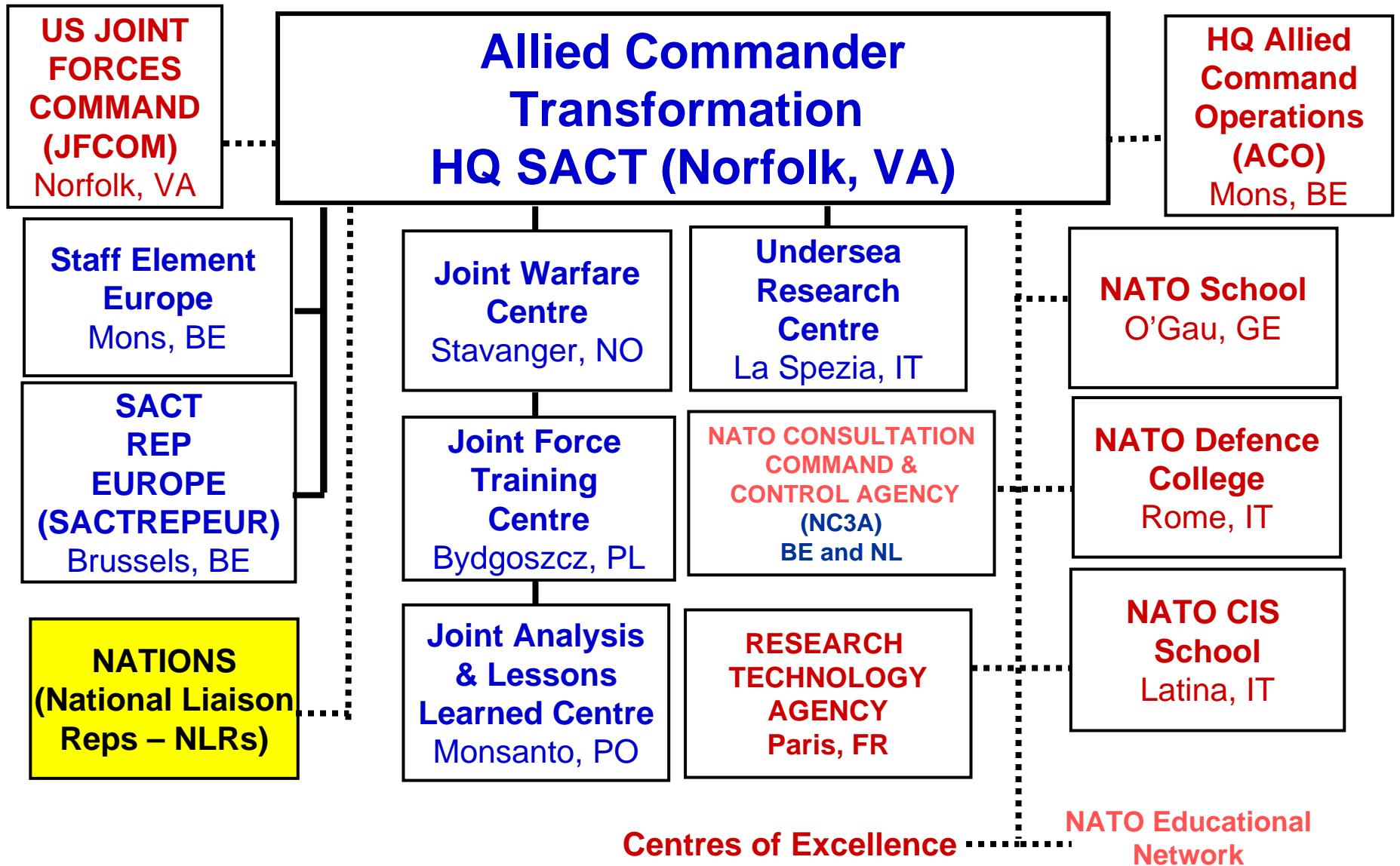


: Common Transformation Picture

# *The Hub of Transformation*



# ACT Relationships/Links



# *ACT-Industry Relationship*

- Draft policy paper being developed
- Examines various options for improving how industry can contribute to the Transformational objectives of ACT and how ACT could benefit from a direct relationship.
- Delivery for the ACT Industry Day (19 Sept 05).
- FCRT is the focal point within ACT for the relationship with industry

# *Transformation Process*

Transformation Process

Products

**DEVELOP LONG TERM VISION**

***TRANSFORMATIONAL OBJECTIVES***

**DEVELOP STRATEGIC &  
OPERATIONAL CONCEPTS**

***FUTURE OPERATIONAL CONTEXT***

**IDENTIFY UNFULFILLED  
CAPABILITY REQUIREMENTS**

***PRIORITIZED UNFULFILLED SHORT, MEDIUM &  
LONG TERM REQUIREMENTS***

**IDENTIFY POTENTIAL SOLUTIONS  
THROUGH CD, R&T, CNAD, ETC**

***POTENTIAL SOLUTIONS***

**ASSESS SOLUTIONS THROUGH  
STUDIES, EXPERIMENTS, TRIALS ETC**

***VALID SOLUTIONS***

**DETERMINE  
IMPLEMENTATION APPROACH**

***ROADMAPS EXPRESSED IN  
TERMS OF:***

***Doctrine, Organization, Training,  
Material, Leadership, Personnel,  
Facilities, Interoperability***

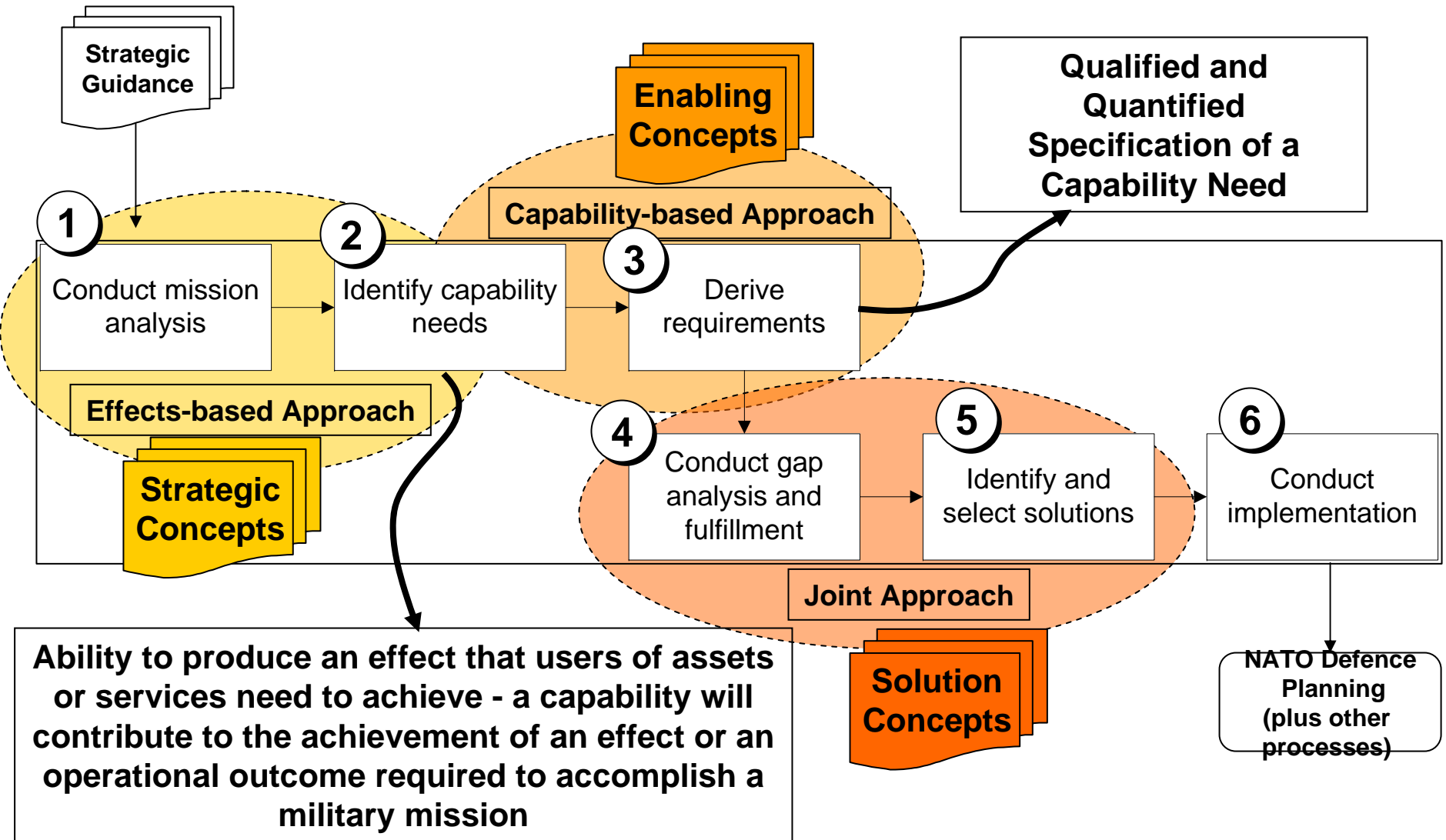
**IMPLEMENT IN NATO & NATIONS**

***FORCE PROPOSALS,  
TRAINING, CAPABILITY  
PACKAGES***

# From Strategic Vision to Strategic and Operational Concepts

- ACT has begun to develop supporting documents, including:
  - **Concept for Alliance Future Joint Operations**
  - **NATO Network Enabling Capability Foundation**
  - **Concept for Joint Intel Surveillance & Reconnaissance (JISR) in Future Alliance Operations**
- Anticipate the development of many lower level and supporting concepts

# Capability Development Cycle



# *Military Capability*

Military concept and **D**octrine

**O**rganisation

**T**raining

**M**ateriel

**L**eadership development

**P**ersonnel

**F**acilities

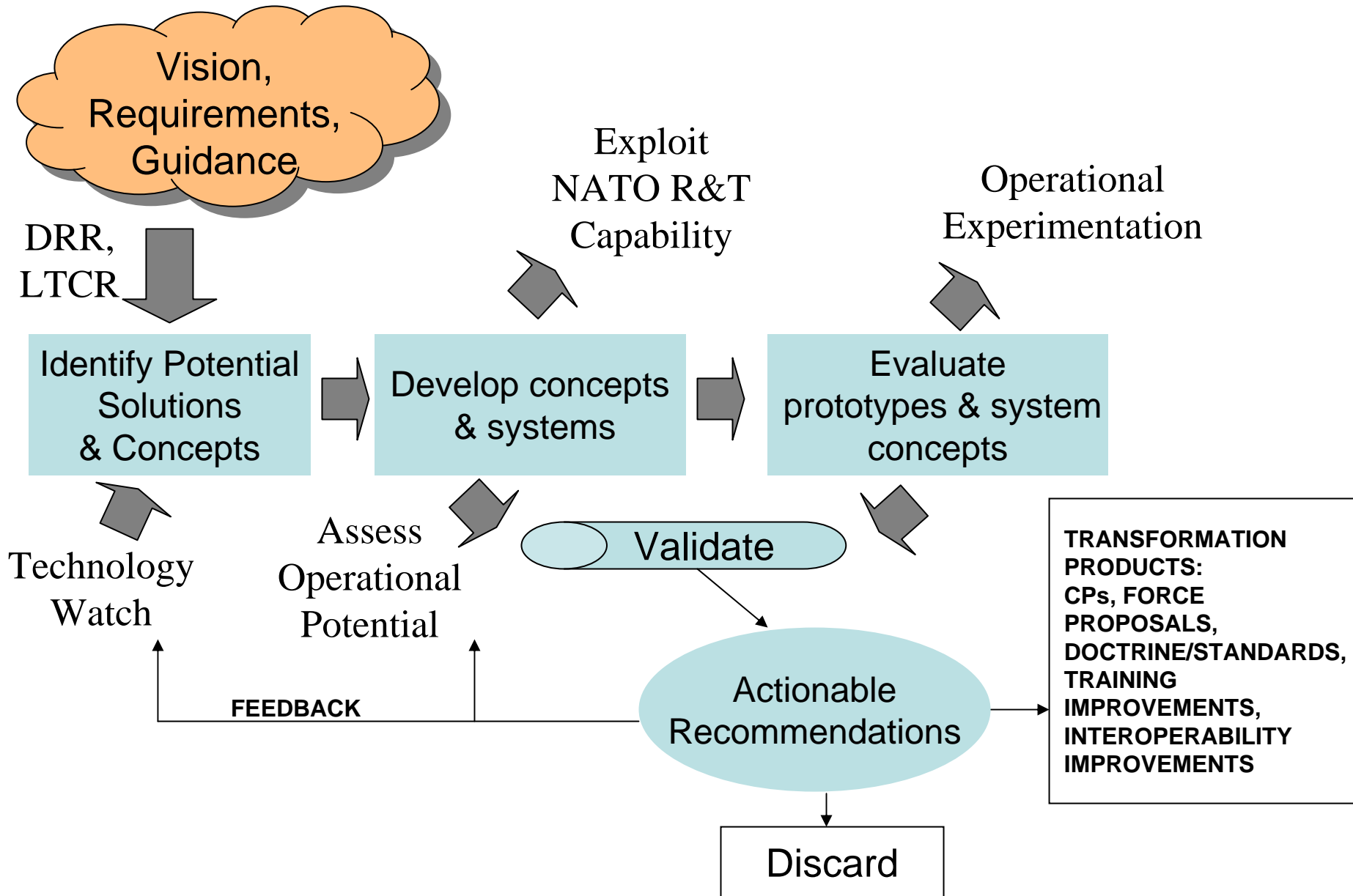
**I**nteroperability

# *Future Capabilities R&T (FCRT)*

## **Role of FCRT:**

- Analysis of Strategic Concepts
- Capability Requirements Analysis
- R&T gap analysis and coordination
- Scientific programs of work at NC3A & NURC
- Operational Analysis

# Transformation Critical Path



# *Analysis Collaboration*

- **Methods for assessing non-traditional operations**
  - **Stabilisation, Urban, etc**
- **Effectiveness criteria for NRF (incl NEC)**
- **Methods for measuring and combining political, military, economic, etc. effects**
- **Multinational, multi-discipline teams for technology workshops and evaluating experiments**

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***Questions?***

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# Back up

# Long Term Capability Requirements

- LTCR study (in 2003)
  - identified military requirements post 2010 for R&T
- LTCR Review (ongoing):
  - Aligns LTCRs to Transformational Objective Areas
  - Eliminate duplication - rationalize related LTCRs
- Long Term Requirements Study (LTRS)
  - Provide sound analytical basis to derive future Long Term Capability Requirements
  - Beyond current Defence Planning timeline
  - LTRS – long term (~2015-2030), qualitative
  - Integrate ACT's future concepts development

# Common Information Database for the NATO R&T Community

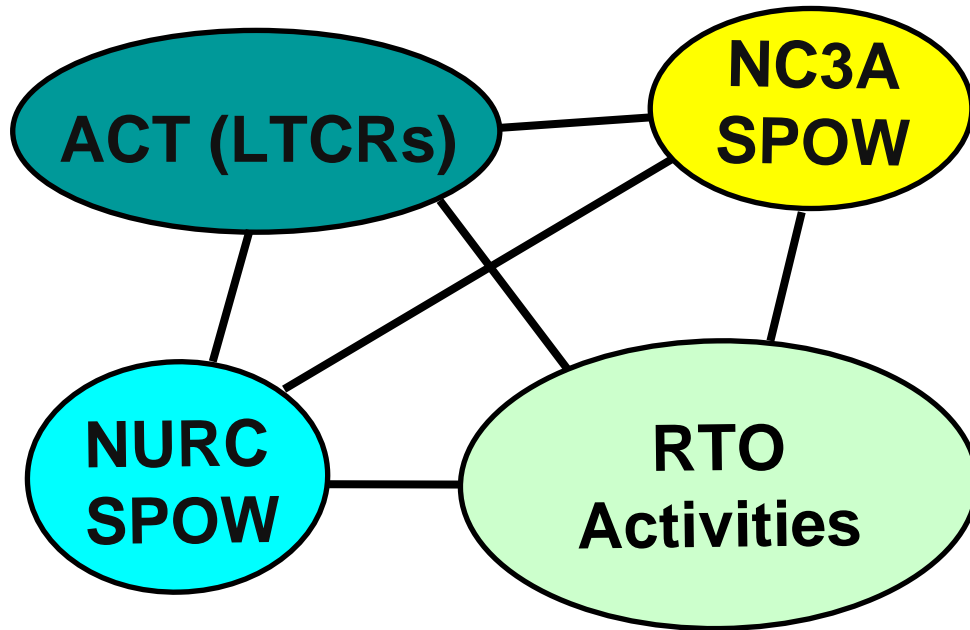
## **The Problem:**

- Tracking ongoing projects addressing future capabilities across NATO research, technology and armaments communities (RTO, NC3A, NC3B, NURC, CNAD etc)
- Achieving current overview of “who is doing what”
- Locating specific expertise
- Linking R&T activities to requirements (eg LTCRs)
- Constantly changing data
- Unequal projects (eg short term vs long term; technology research vs system development etc)

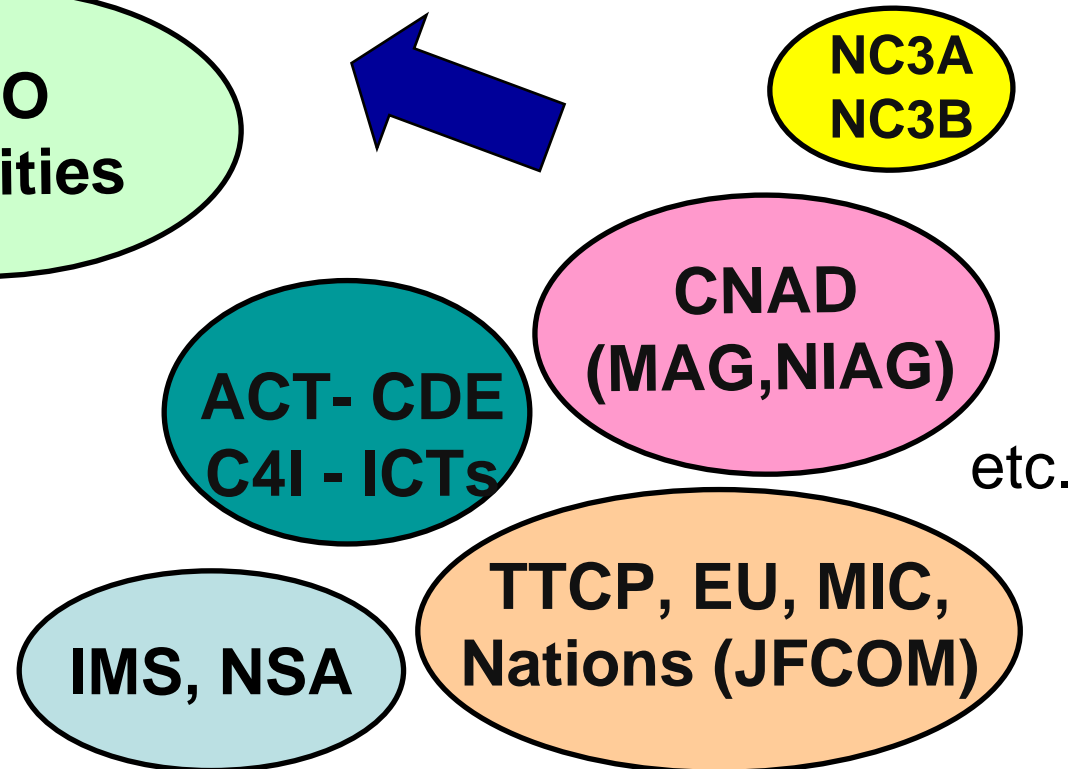
## **The Solution:**

- Linked independent databases using common reference Taxonomy

# Step 1: Coordinate R&T information for RTO, NURC, NC3A and ACT



## Step 2: Incorporate other R&T information



# Concept Development and Experimentation (CD&E) Plan

## *Major Initiatives*

- Experimentation with NATO Effects Based Operations (EBO) process
- Decision Superiority at the Political, Strategic, Operational and Tactical levels
- Key Concept Areas for NRF performance and effectiveness

# 2005 Experimentation Events/Concepts

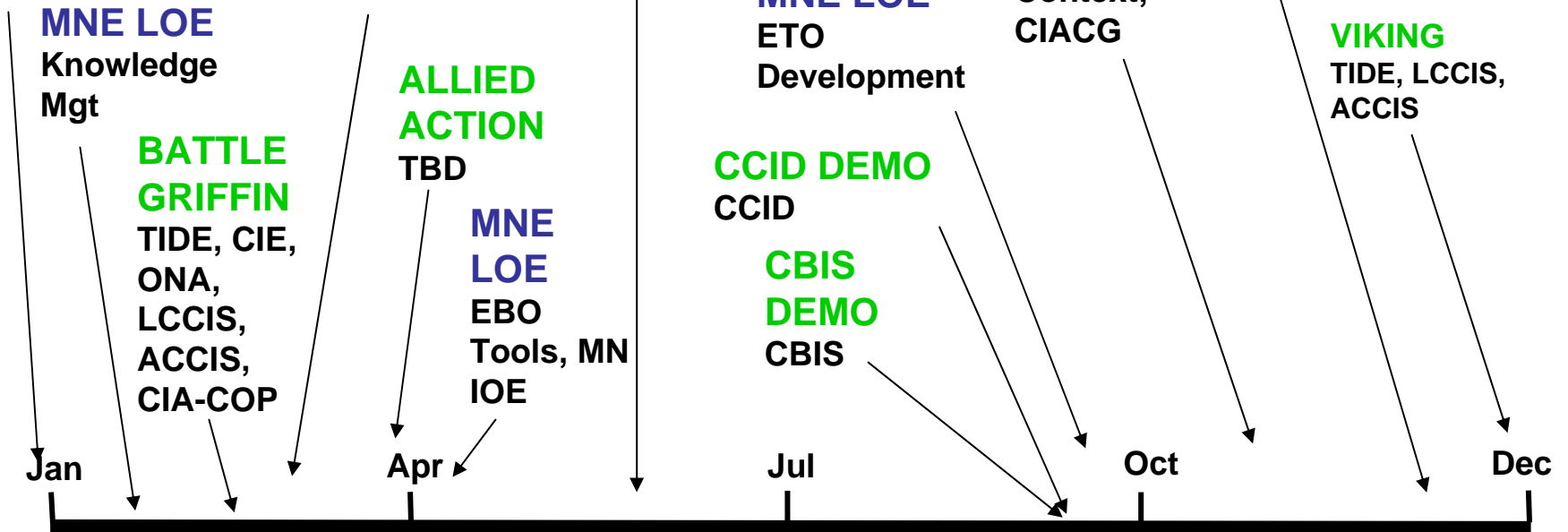
**ALLIED REACH**  
Effects Based Planning  
NRF C2 Refinement

**CRISIS MANAGEMENT EXPERIMENT**  
Decision Superiority, EBP, NATO IA Coord

**JOINT WARRIOR INTEROPERABILITY DEMONSTRATION**  
CIE, EBP Tools, LOG Tools

**ALLIED WARRIOR**  
TBD

**MNE LOEs**  
ISR, CIS  
Date TBD



## **Analysis in Allied Command Transformation**

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*This paper was received as a PowerPoint presentation without supporting text.*

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