JFTC AS POTENTIAL GATEWAY FOR CFI IMPLEMENTATION

Generals, distinguished participants, ladies and gentlemen!
Good morning!

I feel privileged to represent at this forum the NATO's prime joint tactical level training institution - the Joint Forces Training Centre in Bydgoszcz, Poland and the Allied Command Transformation. I would like to thank the organizers for giving me this opportunity to address you as well as for accepting the challenge of organizing this very important and high profile conference. I will try to avoid a trap of speaking in details about modeling and simulations to this august family of experts and focus rather on broader implications of the recent NATO initiatives and available IT and CAX technology for NATO collective training and a potential role for JFTC within it.

Our center will soon celebrate 10th anniversary of its activation. It has been a decade of significant growth of our capabilities, capacities and training output for the Alliance from scratch. Our life experience matches with a very challenging decade for the Alliance as a whole. NATO has experienced its highest ever engagement out of area during the same time. Our operational engagements in Balkans and particularly in Afghanistan have brought us much closer and we have reached unprecedented level of cooperation and integration on all levels, from strategic level down to the smallest tactical unit. It has been truly transformational decade for the NATO and our national forces. We can see the Alliance more experienced, interoperable and more partnership oriented than ever. On the other hand we have suffered significant budget cuts, deepening disproportions of defense expenses both across the Alliance and inside particular countries. We have not progressed much with some of the key capability shortcomings. While the requirements for maintaining of Allied capabilities for full spectrum response remain untouched, the nature and complexity of security threats is dynamically changing. The threats are less visible and more networked, which calls for full set of new capabilities for the Alliance.

These were widely addressed in our new Strategic Concept and commitments from Lisbon and Chicago Summits. Smart Defense Initiative and its complementary Connected Forces Initiative represent main areas of effort and at the same time ways how to maintain our still relevant present capabilities and acquire the new ones; how to acquire robust, trained and mission ready NATO Forces 2020. While Smart Defense is about acquiring and maintaining the needed capabilities, the CFI focuses on making them more interoperable.

As we wind down our major operational commitments in ISAF and prepare for a different form of our engagement in Afghanistan, we have to preserve significant momentum in terms of cooperation and interoperability we gained. In the absence of major operational commitment, an intensified education, training and exercising is the only practical way for NATO to acquire and further bolster the new capabilities for being more flexible, deployable and adapted to defend its own territory from any threat as well

as to cope with the emerging security threats which are more functional in nature than geographical or purely military ones. At the same time we have to regain our full ability to conduct high intensity joint combat operations, the ability which suffered some attrition in recent years due to prolonged focus on large scale stability operations. This is the reason why the Connected Forces Initiative is so important not only politically and strategically, but also in practical terms.

If we look closely at its three main areas of effort, they all have interoperability as a central objective and focus. In the post-ISAF era we will have to preserve the gains and further expand this interoperability. We cannot expect significant growth of training and overall defense budgets in a foreseeable future. Many of our nations have no ambition and even no capabilities to act unilaterally in larger scale any more. Thus acting as a part of a broader coalition is not an option but a default setup for the future use of our armed forces. Our ability to quickly assemble or regroup and act effectively together in combined formations - in other words interoperability is an absolute paramount.

Given the spectrum of capability requirements, complexity of potential threats and required high readiness of NATO Forces 2020, we cannot afford growing this interoperability as we did until now. The old paradigm of achieving the interoperability of only selected personnel, formations and headquarters as something additional to already fully developed and capable set of national forces and headquarters has to be changed. If we really want to achieve our goals for NATO Forces 2020 within known conditions and constrains, we should accept the approach that NATO Forces 2020 have to **be born interoperable** instead of made interoperable afterwards. If we accept this approach as the starting condition, then it would become a true game changer and have profound implications on the way we implement the CFI. It would guarantee that this initiative will not turn into one time campaign, but it will become for us a way of life.

As already highlighted, the CFI is all about interoperability. The core of the effort and ultimate objective is to achieve **operational interoperability** and higher level of readiness of the NATO Command Structure and NATO Force Structure headquarters on one side and NATO forces on the other side through intensified training and exercises. Ability to participate in combined operations should be an organic part of national training of the forces. Combined joint integrated multilevel exercises including LIVEX part bringing together the headquarters and forces should represent regular culminating event for achieving ultimate operational interoperability, which will make sure that our "Chiefs and Indians" are well trained and coming from the same "tribe".

Enhanced education and training should facilitate achieving of **"mental and doctrinal interoperability"** as a key prerequisite for reaching the operational interoperability. Our senior leaders, officers and all personnel should be trained as NATO personnel ready to "plug in" to coalition effort throughout the whole career development. This will require much closer harmonization and standardization of our educational and training systems and programs. National institutions should educate and train all personnel from the

beginning of their professional growth to be able to integrate and act as a part of the Allied effort and at the same time preserve all aspects of national interests as well as citizenship and patriotism building.

Better use of technology should aim at achieving **technical interoperability and interconnectivity** as a key enabler and force multiplier. If NATO Forces 2020 should be born interoperable, their equipment has to fit together and be more interchangeable and cross-supportable, their C2 (C4I2S) systems have to talk to each other and their headquarters should be interconnected. While for the operational deployment a sustainable concept of the Future Mission Network build on experiences from the Afghan Mission Network is a way to achieve fast connectivity of our forces and headquarters, a similar approach should be adopted for the training support. Our national training support tools, systems and training centers as well as the NATO ones should be further harmonized and more permanently connected together in order to facilitate closer affiliations between headquarters and forces, which will allow more combined and joint integrated training. We should move from isolated stove-piped systems and applications towards more flexible modular systems and solutions. This is happening already now and this forum plays important role in this effort. Our key training facilities should be permanently connected into a NATO Training Network or federation where it is reasonable and efficient. In addition, mobile tools for projections of our training capabilities and support to remote locations wherever needed should be acquired and fielded as well.

Although discussion and coordination of planning for CFI implementation is right now led by ACT and its institutions, the implementation itself must be collective effort of all of us - NATO institutions and headquarters as well as all members of NATO and their headquarters and institutions. It will be our major challenge and at the same time the biggest opportunity which offers enough roles to play and room for much closer collaboration for all of us without attempting to dominate it. Our achievements should not be measured by how much we have worked or statistically done, but by how much of real interoperability we have actually delivered. I believe we don't need a major change of common funding principles, nor should we try to decrease the roles and responsibilities of nations and their institutions and substitute them with the NATO ones. We don't need to build many new capacities and possibly duplicate our effort. Instead, we should spend few possible "CFI" additions on both sides, NATO and nations, to improve and enhance those institutions and capabilities where we are already the best and acquire only those new capabilities which fill identified gaps or new requirements and better harmonize and connect them together.

An approach to CFI implementation as I have just described was the starting point for the JFTC in our considerations of our potential future role in CFI. I am convinced that as the NATO's only joint tactical level training center with key focus on the levels between NATO Command Structure Headquarters and national forces, the JFTC can naturally play the gateway role for achieving the operational interoperability and provide an

access point to NATO support to nations and their armed forces. We don't see this role as a central dominant body which directs this effort, but rather as facilitator of the discussion and institution fostering collaboration among NATO and national institutions and providing access to those NATO tolls and systems which some nations do not posses and acquisition of them would not be reasonable. As the training centre, we focus on those areas where we can deliver tangible practical results. Our primary effort will be dedicated to supporting operational interoperability by providing robust training support and contributing to experimentation and development of training and exercise support tools and systems.

JFTC has been very active in introducing, promoting and implementing interconnected distributed training support by the combined training teams in close cooperation with our US partners even before the CFI was introduced. Recently, combined effort of JWC, JFTC, US JCW, and US MCTP Ft. Leavenworth allowed us to run the combined distributed ISAF pre-deployment exercises with a training audience of 5 to 7 thousand staff members, featuring four levels of command and spanning various locations over two continents. We gained the experience and expertise which will allow us to organize multilevel distributed exercises for the future. In such exercises JFTC will host joint tactical level headquarters and link them to joint operational level (supported by JWC) and also allow to plug-in for national forces, which could train either from their national training centers or field locations. This construct of exercise would be a culminating point for operational interoperability and would assume that we link together NATO-led and national exercises, synchronize and harmonize them for gaining maximum synergy. It will require long term cooperation and combined effort of NATO and national trainers as well as robust interconnectivity and technical support (AIS and CAX) of training. The unique expertise of Centers of Excellence could be integrated and "operationalized" to such exercise through JFTC and JWC entry point or event through the national facilities.

We already started to implement this kind of support beyond the ISAF mission. Exercises like PUMA 12 of Polish SOF Command in its role of NATO Multinational SOCC or training support to MNC NE series of Crystal Eagle exercises this year are good examples of this approach. In the near future we will support LC HQ Izmir on its road to FOC and some of GRF Corps HQ's and possibly brigades will be integrated into it.

Integrated multilevel exercises require not only physical connectivity and interoperability of C2 and various functional systems, but also interoperability of various CAX systems and exercise control supporting tools. This is another area where we will play a very active role. As a most urgent current task in front of JWC and JFTC is to overcome somewhat uncertain future of our key CAX systems, JTLS and JCATS, and make sure that we can fully use them for the NATO training needs before we collectively deliver a new set of NATO CAX systems. In addition, collectively NATO and nations need to define the requirements for new CAX systems, which must be modular and flexible, allowing building a realistic synthetic environment and combining it in a transparent

manner with feeds from live systems which supports integration of various levels of command and training in a fashion where headquarters and forces "train as they fight". This includes the ability to stimulate the NATO FAS that will present commanders and their staffs with a realistic and believable training environment.

JFTC has been nominated the role of NATO Live Virtual Constructive Simulations Hub. We have already conducted series of experiments and already used various tools we have at our disposal in support of real training events. However, this is just a beginning and more will have to be done to fully exploit currently available systems. In order to deliver on the promised JFTC gateway role, we already started development and implementation of the practical tools allowing distributed training and projection of our capabilities to a remote training audience. JFTC already has at its disposal mobile capability we call "CFBLNet on Wheels" and "CAX on Wheels" and we have tested and used it in support of the previously mentioned exercises. These tools and their broader use can further mature with your cooperation and assistance.

Last, but not least I would like to mention CWIX. JFTC as the Host of this large interoperability testing of C4I2S, used this opportunity and tried to operationalize it with operational scenarios setup as well as with our own experimentation in order to improve exercise support tools. I would like to highlight the inclusion of Modeling and Simulation into upcoming CWIX 2014 offers a unique opportunity to expand testing and bringing more operational relevance to this exercise. I would like to encourage you to use this opportunity and participate in this event either in Bydgoszcz or from your home locations.

As this conference focuses on one of the three main pillars of the CFI, as a NATO training center commander I am really looking forward for the follow on discussions and I wish you all successful conference, cooperation network building and sound results for the Alliance.

Thank you for our attention!