

Allied Joint Force Command Headquarters Brunssum's Deployed Joint Forces Headquarters Training

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The article reviews the Deployed Joint Forces Headquarters Training – DJF HQ T (formerly Combined Joint Task Force Headquarters Training – CJTF HQ T) provided by Allied Joint Force Command Headquarters Brunssum (JFC Brunssum) regularly since 2000. Whilst analyzing the DJF HQ Training and illustrating its close link to the NATO Staff Officers' Military Terminology Course – SOMTC (delivered by the Partnership for Peace Military Training Centre at the Miklós Zrínyi National Defence University since 2006), the author touches upon the new security environment, the background of the CJTF concept, the development of the concept, the Partnership for Peace programme, and the growing importance of “human inter-operability” in the NATO of the 21st century.

Introduction

The world has changed immensely in the past two decades. The Cold War has ended, the Soviet Union no longer exists; in fact, many former Soviet Republics are either already NATO member countries, or would like to be members in the near future. The same refers to the Warsaw Treaty Organisation.¹ Not only has it been disbanded, but most of its former members are a part of the North Atlantic Alliance. This means that the number of countries in NATO has doubled since the end of the Cold War. Equally important is the way an Organisation once set up for collective defence operations – CDO is now focusing more on crisis response operations – CRO (mainly peace support operations – PSO). To meet such new challenges, new and more flexible force structures are required. The Combined Joint Task Force (CJTF)² concept was inspired by experience gained during the First Gulf War and NATO operations in the Balkans. One of the main features of the CJTF concept, launched in 1994, is its “combinedness”, its multinational character, the fact that not only NATO member countries, but also (non-NATO) Allies can participate in NATO-led operations.

In this new situation, “human interoperability”³ has become a top priority. I need only mention that currently there are around 40 nations contributing to NATO's International Security Assistance Force – ISAF in Afghanistan.

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Until now, the Deployed Joint Forces Headquarters Training – DJF HQ T – has been called Combined Joint Task Force Headquarters Training – CJTF HQ T. The name was changed as a result of the undergoing transformation of the concept. The CJTF concept has never been used since its development, partly because of the lack of technical assets (primarily Command and Control elements) to be financed from NATO common funds, the too ambitious size and the lack of actual requirement. The Alliance changed its level of ambition in 2006. This will affect the NATO Command Structure (NCS) and bring about new concepts better matching the real needs.

Allied Joint Force Command Headquarters Brunssum has been conducting the Deployed Joint Forces Headquarters Training two to four times a year since 2000. These events last two weeks⁴ and are mostly held in Brunssum (before NATO's involvement in Afghanistan some training events were organised in Partnership for Peace countries using a Mobile Training Team from Brunssum). So far, the CJTF/DJF HQ T has been conducted 27 times. According to the Euro-Atlantic Partnership Work Plan (EAPWP) the next DJF HQ T is due in October 2008.

Allied Joint Force Command Headquarters Brunssum (JFC HQ Brunssum)⁵

JFC HQ Brunssum is in the Southern corner of the Netherlands, in Brunssum, one of the Southern Limburg municipalities with some 30,000 inhabitants. The capital of Southern Limburg is Maastricht, the oldest town in the Netherlands. The area is also called the “balcony of Europe”, or land without frontiers, because many countries can easily be reached from here. The headquarters was based on the infrastructure of the former Allied Forces Central Europe Headquarters (AFCENT HQ) NATO had been using since 1967 and its successor the former Regional Headquarters Allied Forces North Europe (RHQ AFNORTH).

Originally – when the HQ was established in 1953 – it was based in Fontainebleau, France. When France decided to leave NATO's integrated military structure in 1966 – thereby causing NATO's most significant crisis – it was necessary to find a new location for it (the NATO HQ moved to Brussels and the Supreme Headquarters Allied Powers Europe [SHAPE] etc. moved to Mons, Belgium at this time, for similar reasons). Simultaneously, with the discovery of large amounts of natural gas at Groningen, Limburg's coalmines were shut down. This inspired the Dutch government to offer NATO the use of the former Hendrik Mine area in Brunssum. As a result, AFCENT moved to its new location on 15 March 1967. The official opening ceremony was on 1 June 1967.

On 3 March 2000 AFCENT ceased to exist and the new RHQ AFNORTH took over command. On 1 July 2004, as a result of the decision made at the Alliance's Prague Summit in November 2002,⁶ RHQ AFNORTH stood down and JFC HQ Brunssum took its place. The new HQ is more flexible in order to tackle the security challenges of the 21st century.⁷

The Partnership for Peace (PfP) programme⁸

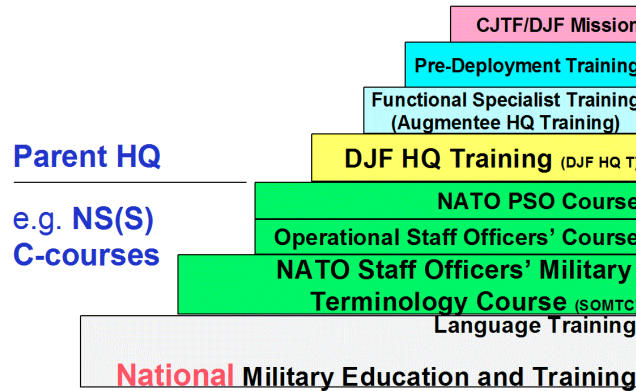
In its first Strategic Concept after the Cold War, in 1991, NATO had already committed itself towards cooperation and dialogue.⁹ The PfP programme was launched in January 1994, along with the Mediterranean Dialogue (MD) initiative.¹⁰ The PfP programme was enhanced at the Spring Meeting of NATO Foreign Ministers in Sintra, Portugal in May 1997. It serves as the basis for cooperation between NATO and Partner countries, most of whom belonged to the former Warsaw Treaty Organisation, or neutral countries like Austria, Finland, Ireland, Sweden and Switzerland.

The most important goals of the PfP are to increase transparency in national defence planning and military budgeting, to ensure democratic control of national armed forces, and to help develop Partner country forces that are interoperable with those of NATO Member States, mainly in the field crisis response operations.

NATO also consults with the 24 PfP countries on security issues and enables Partner countries to participate in NATO-led operations. The Programme can also be used as a vehicle to full membership in the Alliance. Today ten former PfP countries, including Hungary, have become members of NATO. Two other countries – Albania and Croatia – were invited in April 2008 at NATO's Bucharest Summit. Hungary was among the first countries to join the Programme on 8 February 1994.

Aims and learning objectives

The main aim of the DJF HQ Training is to prepare Partner staff officers to work as augmentees (after additional specialist training) in a CJTF/DJF HQ and provide valuable training in preparation for NATO/PfP exercises. The training is one of the next steps in this process following the NATO Staff Officers' Military Terminology Course – SOMTC¹¹ delivered by the Partnership for Peace Military Language Training Centre (MLTC)¹² at the Miklós Zrínyi National Defence University since 2006.



Training Requirements for a Mission-Ready Partner CJTF/DJF Staff Officer

To achieve this goal, participants should acquire a fundamental understanding of the conceptual background of crisis management in NATO, a CJTF/DJF HQ in a peace support operation, the establishment of a CJTF/DJF HQ, the structure and tasks of a CJTF/DJF HQ, the HQ staff and functional areas, HQ Support and CIS Support Units and its subordinate Component Commands. Participants should also acquire a general knowledge of the daily decision cycle, its output and the functional areas' contributions to it.

Target audience

The need for “human interoperability” within NATO is by no means a new phenomenon, but as the Alliance launched the PfP programme and the Mediterranean Dialogue in 1994 and started a new enlargement policy resulting in the full membership of 10 new (former PfP) countries, more emphasis is placed on this issue. Thus, the training targets suitable Partner officers, and staff officers from new NATO Member States of OF-3 – OF-4 (major – lieutenant colonel, or equivalent) grade¹³ for the event. In practice, the scope is often OF-1 – OF-5 (second lieutenant – colonel, or equivalent). The course is also open to staff officers currently serving at JFC Brunssum (they may choose only to take part in the briefings – in that case, they do not get a certificate at the end; if they participate in the syndicate work too, they receive a certificate). Since the working language of the training is English (no translation or interpretation is provided), and all documents are available in English only, a fluent knowledge of English is required. The language requirements of participating officers are based on the NATO Standardisation Agreement (STANAG) 6001 “Language Proficiency Levels”

and the “Standard Language Profile Descriptors” in amplification of NATO STANAG 6001. To ensure the success of the training, it is a prerequisite that participating officers meet the proficiency levels set out in this document for each language skill. Skills A and C (Listening and Reading) – Level 3 (Good), Skills B and D (Speaking and Writing) – Level 2 (Fair).¹⁴

Training material

The Military Cooperation Branch of the J5 (Plans & Policy) Division with the assistance of the other divisions at JFC Brunssum compiled the material of the course. Students are sent a detailed self-study (read ahead) package with a questionnaire (Threshold Test Form) on application. The questionnaire, along with a short CV, has to be returned approximately six weeks prior to the event (this allows the organisers to ensure only well-prepared staff officers are enrolled). On arrival, they get the rest of the training material which consists of a workbook with the presentations, programme and feedback forms. Students may keep the workbook, but at the end of the event they also receive a CD-ROM with all the briefings, programme, participants’ address list, syndicate work, articles for background reading, scenario and the photos. Support material is also available for the syndicate work.

Structure of the training

The structure of the DJF HQ Training combines high quality briefings with a great deal of practical work in syndicates. The PowerPoint-supported briefings are delivered by subject matter expert staff officers from practically every existing division in JFC Brunssum and take place in the first part of the day. They are 30–60 minutes in duration. In the afternoons, the syndicates (7–10 students) work on their syndicate tasks. The task is usually related to the scenario they had started to familiarize themselves with in the read-ahead package. Every syndicate has a syndicate mentor, an experienced staff officer from J5 Military Cooperation Branch JFC Brunssum.

During the programme, there are a number of social and cultural events. The first Coffee Break at the beginning of the training and the last Coffee Break at the end of the event are sponsored by NATO. There is an “Ice-Breaker” at the end of the first work day held at JFC Brunssum with snacks beer wine and soft drinks. The Branch Head and some other staff officers from J5 Military Cooperation Branch normally also take part in this event. On the third day of the training, there is an “International Party”. After the first working week, there is a “Weekend Trip” on Saturday or Sunday, usually to

Maastricht and the Margaten War Cemetery. There is also a “Hosted Dinner” at the hotel where the students are staying on the last Thursday of the training.

Similar to other NATO training events, feedback is taken extremely seriously at JFC Brunssum. In the front of the Workbook that the participants are issued on the first morning of the event, there is a detailed “Student’s Evaluation Sheet” (12 pages). Students are asked the very first day, and later reminded regularly, to complete this form daily.

Summary and conclusions

After the end of the Cold War, the security environment changed dramatically. The last such change occurred after the Second World War. NATO – itself a product of the Cold War – responded swiftly to the new situation. More emphasis was put on crisis response than on collective defence. The Alliance also started to focus more on cooperation and dialogue. This new approach is reflected in NATO’s post Cold War Strategic Concepts, the Partnership for Peace programme, the Mediterranean Dialogue and the CJTF Concept.

JFC Brunssum has been delivering 2–4 CJTF/DJF HQ Trainings a year since 2000. Before the ISAF mission, JFC Brunssum also deployed Mobile Training Teams to PfP countries with the training, but these days the events are held in Brunssum only. During this period of time, more than 600 Partner officers (and new NATO member countries’ officers) have attended this Training.¹⁵ The students appreciate these courses a great deal. The participants receive up-to-date information from representatives from practically every division in the headquarters and take part in demanding syndicate work resulting in syndicate presentations. The agenda includes a number of social and cultural events all arranged to enhance understanding (“cooperation and dialogue”) between the participating nations.

Notes and references

1. The Warsaw Treaty Organisation officially named the Warsaw Treaty of Friendship, Cooperation and Mutual Assistance (Russian: Dogovor o družbe, sotrudnichestve i vzaimnoy pomoshchi), also known as the Warsaw Pact was a political and military alliance established on 14 May 1955 between the Soviet Union and several Eastern European countries. The original signatories to the Warsaw Treaty Organisation were the Soviet Union, Albania, Poland, Czechoslovakia, Hungary, Bulgaria, Romania, and the German Democratic Republic. Although the members of the Warsaw Pact pledged to defend each other if one or more of them came under attack, emphasized non-interference in the internal affairs of its members, and supposedly organised itself around collective decision-making, the Soviet Union ultimately controlled most of the Pact’s decisions. The Soviet Union also used the Pact to contain popular dissent in its European

- satellites, for example in Hungary in 1956, in Czechoslovakia in 1968, and in Poland in 1981. By the 1980s, the Warsaw Treaty Organisation was beset by problems related to the economic slowdown in all Eastern European countries. By the late 1980s, political changes in most of the member states made the Pact virtually ineffectual. Albania had already left in 1968. In September 1990, East Germany left the Pact in preparation for reunification with West Germany. By October, Czechoslovakia, Hungary, and Poland had withdrawn from all Warsaw Pact military exercises. The Warsaw Pact officially disbanded in March and July of 1991 following the dissolution of the Soviet Union.
2. NATO's Combined Joint Task Force (CJTF) concept is a result of the changes in the security environment, the emergence of smaller, but diverse and unpredictable threats to peace and stability. The concept provides for multinational and multi-service task forces tailored for specific operations, whether peace support or collective defence. The CJTF concept was initiated in 1993 and its foundations were laid by NATO Heads of State and Government at their Brussels Summit in January 1994. They tasked the Alliance to examine how its political and military structures and procedures could be developed and adapted to conduct its missions, including peacekeeping, more efficiently and flexibly, as well as to improve cooperation with the Western European Union (WEU) and to reflect the emerging European Security and Defence Identity (ESDI). As part of that process, they endorsed the development of a CJTF concept as a means to facilitate contingency operations, including operations with nations outside the Alliance in situations not related to collective defence.
 3. *Interoperability for Joint Operations*; NATO Public Diplomacy Division, Brussels 2006. pp. 1–9.
 4. Aldo GUACCIO: Another Year of Cooperation; *Northern Star*, December 2007/January 2008. p. 10.
 5. <http://www.jfcs.nato.int>
 6. *The Prague Summit and NATO's Transformation – a Reader's Guide*; NATO Public Diplomacy Division, Brussels 2003. pp. 10–29.
 7. *NATO in the 21st Century*; NATO Public Diplomacy Division, Brussels 2004. pp. 3–5.
 8. *NATO Handbook*; Public Diplomacy Division, Brussels 2006. pp. 193–201, Security through Partnership; NATO Public Diplomacy Division, Brussels 2005. pp. 4–36.
 9. *The Alliance's Strategic Concept – 1991*; NATO Office of Information and Press, Brussels 1991.
 10. The Mediterranean Dialogue (MD) initiative was launched by NATO in 1994, recognising that the security of the European Continent is dependant on that of the Mediterranean Region. Currently Algeria, Egypt, Israel, Jordan, Mauritania, Morocco and Tunisia participate.
 11. Kosztasz PANAJOTU: A NATO Törzstiszti Katonai Terminológiai Tanfolyam tapasztalatai; No II 2006. *Kard és Toll*, pp. 52–58; SIPOSNÉ KECSKEMÉTHY, Klára: A NATO Törzstiszti Katonai Terminológiai Tanfolyamról; No V 2007. *Új Honvédségi Szemle*, pp. 79–88.
 12. The MLTC was established in 1995 as a part of Hungary's individual Partnership for Peace programme. Based in Budapest, the MLTC's mission is to teach officers, NCOs and civilian employees of the military a special blend of Language for Specific Purposes (LSP) in the official NATO languages (English and French) and a language particularly important in Central Europe: German. The blend includes general PfP-based LSP, crisis response operations, crisis management, logistics, peacekeeping and search and rescue as well as the LSP of humanitarian operations. The purpose of the courses is dual: to enhance the military language skills of Partner nations' military personnel thereby enabling them to better understand present and future developments within NATO while familiarising themselves with NATO terminology. After the 11 January 1996 inauguration ceremony, the MLTC already provided ESP courses for students from neighbouring PfP countries such as Slovakia, Romania and the Ukraine. Since then, the Centre has trained over 4000 students from 34 countries (Europe, Central Asia, South Caucasus, Africa and the Middle East).
 13. NATO STANAG 2116 – NATO Codes for Grades of Military Personnel.
 14. http://www.dlielc.org/bilc/reports_1.html
 15. Vasilij JGARKAVA: CJTF HQ Training for Partners No II 2007; *Northern Star*, October 2007. p. 10.