

www.mncne.pl

BA

The Baltic Amber
Multinational Corps Northeast Magazine



Corps Development

MNC NE training & exercise policy
Brigade supports the Corps

Editor-in-Chief
Lieutenant Colonel Wojciech
Wiśniewski

corps development



Development is not a soldier's choice dependent on a post, time or even mood. Metaphorically referring to fashion, it is "a must" which never leaves the show. Using the military terminology, it is simply an order.

Having chosen the development as the central idea for this issue of the Baltic Amber magazine, I would like to draw our readers' attention to the diversity of developments we face. Let me start with the evolution of concepts and doctrines which serve as a guide in a soldier's life. The military thought reflects changes in the world and it is our role as military personnel to move it forward and to open doors; also to leave our habits behind. Our open approach to development makes itself visible in everyday duty. It is about mastering our physical shape and marksmanship skills. It is about attending courses and attaining new abilities. It also is about listening to others who offer their knowledge gained in exercises and missions. Last but not least, it is about sharing our experiences with those who may

need it.

Certainly, development is a driving force for any organisation, including Multinational Corps Northeast. The more fresh ideas its personnel bring in, the more dynamic, flexible and well-thought out and innovative the Headquarters' performance becomes. Having accomplished the International Security Assistance Force (ISAF) mission in Afghanistan in 2010, enriched by experience of its staff, Multinational Corps Northeast has entered a challenging stage of deriving conclusions, assessing proposals and exploiting the knowledge. These ideas, tested during several exercises, will shape a new Field Headquarters structure. A birth of a new task distribution and management system will contribute to the professional development of the MNC NE staff as well. Another step to be taken by Multinational Corps Northeast is to share the knowledge and the know-how with the assigned units. This, however, is going to be the main challenge for 2012: the Crystal Eagle exercise.

| | |
|---|-------|
| HQ MNC NE contributes to doctrine development within NATO | 4-6 |
| discovering C2IS | 7 |
| MNC NE training & exercise policy | 8-9 |
| the Eagle stretches its wings | 10-11 |
| experimenting for the better future | 12-13 |
| we are the soldiers | 14-15 |
| entangled by the air (waves) | 16-17 |
| brigade supports the corps | 18-23 |
| 5 things you didn't know about NCOs | 24-26 |
| first impression makes the difference | 26-27 |
| ever heard of CIMIC? | 28-29 |
| from the diary of danish national support element | 30-31 |

Impressum

The Baltic Amber
 Corps Development

Publication Management

Public Affairs Office
 Headquarters
 Multinational Corps Northeast
 ul. Łukasieńskiego 33
 71-215 Szczecin, Poland
 tel. +48 (91) 4445 950/955
 fax. +48 (91) 4445 957
 e-mail contact@hqmncne.mil.pl
 website www.mncne.pl

Editor-in-Chief

Lieutenant Colonel Wojciech Wiśniewski
 (POL A)

Journalist

Ms Anna Gałyga (POL CIV)

Graphic Design

Mr Marian Cichoń (SVK CIV)

Printing

ZAPOL, Szczecin/Poland

**Special thanks to MNCNE Language Group*

The Baltic Amber is the authorized magazine of the HQ MNC NE, which shall be a fruitful source of information on the Corps-related issues for members of the Headquarters, assigned formations as well as international visitors and individuals.

The name Baltic Amber is derived from the natural resin amber that can be found on the beaches of the Baltic Sea close to Szczecin. It is well known in Poland, the host country of the Headquarters Multinational Corps Northeast.

Opinions expressed in The Baltic Amber are those of the writers and do not necessarily reflect official HQ MNC NE or NATO policy. A printing house is in no way connected to or endorsed by the HQ MNC NE or NATO.



What is doctrine

At the top of the NATO's doctrine publications hierarchy one will find the Allied Joint Publication (AJP) with the number "01" (Allied Joint Doctrine). In NATO terms, this is the keystone document from which all other doctrines derive. In the very first paragraph of the AJP-01, doctrine as such is described as follows:

"Doctrine is defined as 'fundamental principles by which military forces guide their actions in support of objectives. It is authoritative, but requires judgement in application'. The principal purpose of doctrine is

to provide Alliance Armed Forces with a framework of guidance for the conduct of operations. It is about how those operations should be directed, mounted, commanded, conducted, sustained and recovered. It captures that which is enduring in best practice whilst incorporating contemporary insights and how these principles are applied today and the immediate future. It is dynamic and constantly reviewed for relevance. It describes how Alliance Armed Forces operate but not about why they do what they do, which is the realm of policy."¹

An important aspect of doctrine is that it sets out a framework for interoperability and standardization.

Interoperability is the ability to operate in synergy in the execution of assigned tasks allowing forces and, when appropriate, forces of partners and other nations, to effectively train, exercise and operate together. It is a capability multiplier which ensures the best results out of resources available.

The aim of NATO standardization is to enhance the Alliance's operational effectiveness through the attainment of interoperability among forces of the Alliance, and forces of partners and other states, thus improving efficiency in the use of available resources. Standardization is the key tool in order to reach the adequate level of interoperability of NATO, its partners and forces of other countries.

Doctrine hierarchy

As depicted in Figure 1, the NATO doctrine is divided into three levels. The overarching document of Level 1 is the AJP-01, which is a backbone for all AJPs of Level 2 that define the NATO doctrine in more detail.

Beyond AJP, there are also ATPs, that is the Allied Tactical Publications of Level 3 covering a specific service at the tactical level or specific topics which are not joint in nature.



Photo by: NATO



Written by:
LTC Claus S. Larsen, DNK A

**HQ MNC NE
contributes
to doctrine
development
within
NATO**

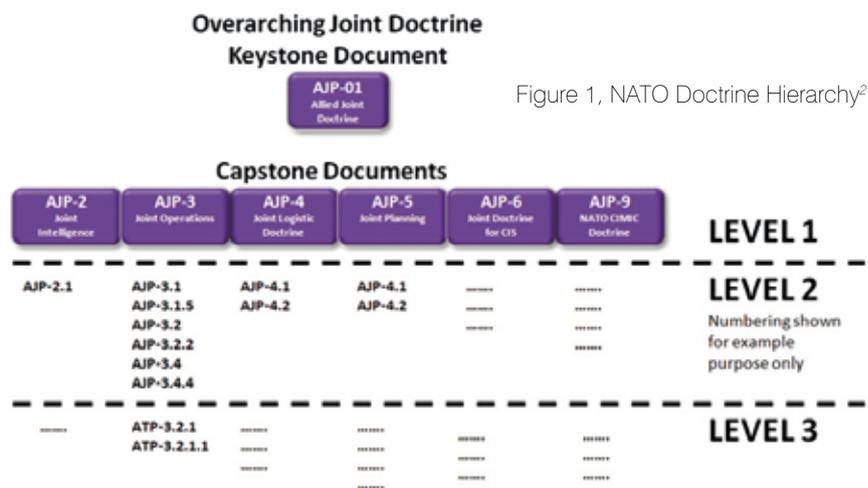


Figure 1, NATO Doctrine Hierarchy²

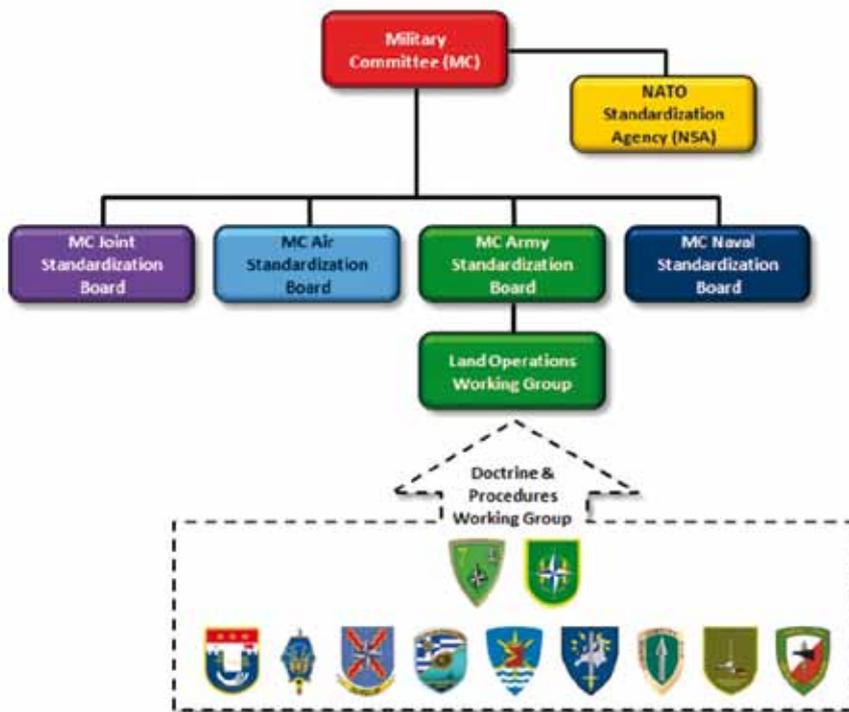


Figure 2, Where the HQ MNC NE (and other NATO headquarters and commands) fits into the organization

Looking at this classification through the HQ MNC NE glasses, the most important document within the whole doctrine hierarchy is the AJP-3.2 Allied Land Operations. It describes how operations in the land environment are to be conducted and serves as a reference document for developing the MNC NE operational concept. Other significant doctrine publications include the AJP 3.4.4 Counterinsurgency Operations (under development and currently still undergoing ratification), AJP 3.9 Joint Targeting, AJP 3.9.2 Land Targeting and ATP 3.2.1 Allied Land Tactics.

Drawing up NATO doctrine

The process of developing and approving doctrine is very complex and it is conducted by a number of NATO committees, boards and working groups.

NATO Standardization Boards

Standardization Boards are the key in the doctrine development. As depicted in Figure 2, all boards are subordinated to the NATO's Military Committee (MC). From HQ MNC NE perspective, the Military

Committee Land Standardization Board (MCLSB) and its activities related to land doctrine and operational standardization are the most important ones.

All boards at the level have the authority to task the subordinate working groups to produce Standardization Agreements (STANAGs) and Allied Publications (APs). The supporting body to all boards and their workings groups is the NATO Standardization Agency (NSA) which also deals with the administrative side of doctrinal publications. The organization in the NSA which supports the MC Army Standardization Board and its subordinated workings groups is the NSA Army Branch. Below the MC Army Standardization Board one will find the first working group called the Land Operations Working Group (LOWG) in which HQ MNC NE is represented.

Land Operations Working Group (LOWG)

The task of the LOWG is to develop doctrine and tactics for NATO land forces. Operational capabilities are enhanced through the development

of standard doctrine and tactical procedures related to command and control, staff duties including orders and reports, as well as tactics covering all phases of land combat operations. The LOWG also evaluates lessons learned from recent operations and exercises in order to either produce new standardization proposals or amend already existing ones.

The LOWG convenes twice a year. Even though the main body of this organization encompasses all NATO nations, both the NATO Command Structure and the NATO Force Structure are represented in the LOWG, too. For that reason, also HQ MNC NE representative assumes an observer status and attends LOWG meetings. This opportunity allows the Headquarters to keep a clear and up-to-date picture of what is going on in the world of doctrine and have an insight into the discussions taking place among all the different NATO nations. It is often the case that expertise from HQ MNC NE and other Force Commands is requested so that it could add value to the discussions. It is because even though the LOWG is responsible for the doctrine development, they are willing to keep their actions in line with what the Force Structure actually requires. After all, it is the Force Structure that operationalizes and uses the doctrine in practice while on operations and missions.

Doctrine & Procedures Working Group (D&PWG)

The Land Component Commands (LCC) in Heidelberg and Madrid were re-organized into Force Commands in 2009, the result of which was connecting the tactical and operational level by providing Deployable Joint Staff Elements (DJSE) in order to support the Joint Force Commands in execution of operations. Heidelberg and Madrid Force Command HQs together with the family of HQs graduated as NATO Readiness Force Headquarters (Land) (GRF(L)) – this being the nine Corps HQs – have formed

a Doctrine & Procedures Working Group (D&PWG).

The purpose of D&PWG is to provide a forum of discussions on land doctrine, standardization and interoperability issues at the tactical and operational level prior lifting it up to the LOWG level. Within the group also any other topics can be discussed, if required, before being forwarded up the chain of command. For example, the D&PWG provides input into discussions at the Corps Commanders' Conference. This should ease the process of the corps' ability of speaking with one voice and create a synergy in the effort of advocating issues within the land area of operations on the operational and tactical levels.

The D&PWG is chaired by the Force Command Heidelberg and Force Command Madrid on a rotational basis. HQ MNC NE represented by a member of G-5 Staff Division usually participates in the D&PWG meetings. In case there are specific agenda topics outside the core competency of the G-5 Division, Staff Officers from other Staff Divisions may be requested to join the meeting.

Doctrine Development Process

Figure 3 presents the development process cycle STANAGs and APs go through. Based upon new operational needs, the requirements are identified by either some of the working groups or by forces within the NATO Force Structure via the Strategic Commands (SCs).

The MC validates the proposed requirement, identifies a custodian and sets a schedule for the process. WGs (nations + SCs) produce a study draft that is declared by the MC as a ratification draft and sent to the nations for ratification. HQ MNC NE is involved through the participation in the LOWG and D&PWG into the processes of developing the study draft and the doctrinal documents draft. Therefore, the Corps has access to and the possibility to review and comment on all new land doctrines developed in NATO. For some more specific doctrines, the HQ representatives have also participated in the so-called Writing Teams, which do the actual collection and writing of the doctrine text. The new AJP 3.4.4. Counterinsurgency exemplifies the

process. After a period in which the nations may provide comments and the documents are refined, the NSA promulgates the documents. When the new doctrine has been promulgated, the HQ always has to scrutinize it in order to assess if there are any implications for our HQ's concept of operation or our internal processes. An example of the new doctrine which is on its way to be implemented is the new Comprehensive Operations Planning Directive (COPD), which is going to impact our internal planning processes.

Conclusion

As a member of both the LOWG and the D&PWG, HQ MNC NE is actively contributing to the development and review of all NATO doctrines. As described above, the whole process is complex and definitely time-consuming. Nevertheless, it is highly interesting to take part in it, especially in this time as both the AJP-01 and a number of the capstone publications are under review. One of the driving forces in this process is also the impact of the ISAF mission and the concept of the Comprehensive Approach.

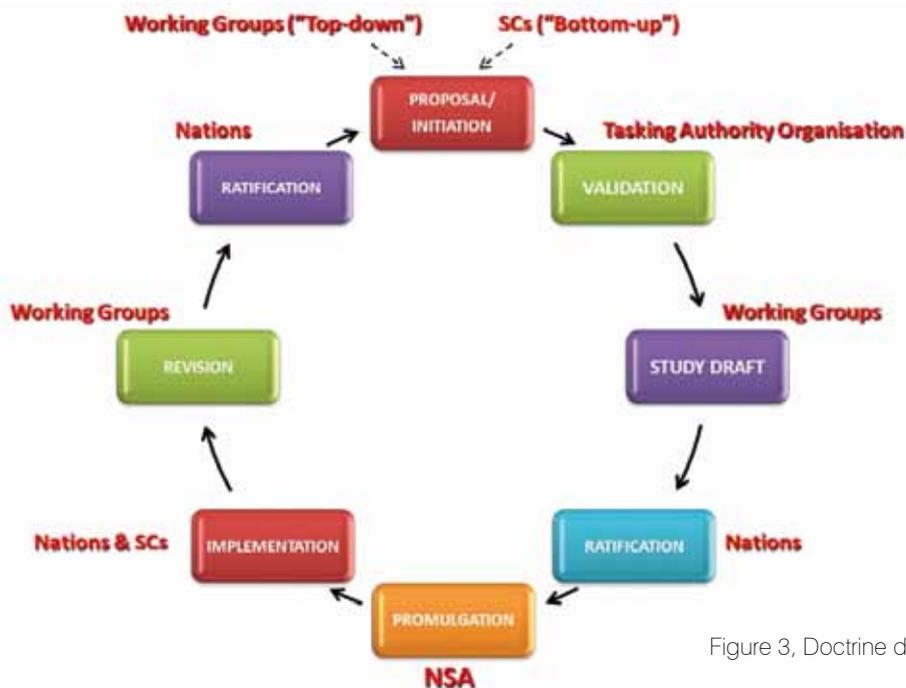


Figure 3, Doctrine development process³

¹ AJP-01(D) paragraph 0101

² Directive for the development and production of NATO Standardization Agreements (STANAGs) and Allied Publications (APs) (AAP-3(I)), paragraph 0402

³ http://www.deftechforum.com/ppt/DTF05_Balducci.ppt. SC: Strategic Command, TA: Tasking Authority, DNSA: Director of the NSA

discovering C2IS



Written by:
MAJ Dariusz Stanek, POLA

C2IS in NATO

In order to accomplish a common mission, combined forces of the Alliance need to communicate with each other using the same data language and sharing it in a proper way. A tool enabling that exchange of information is a Command and Control Information System (C2IS). Based on IT technology (software, hardware and networks), the system provides users – commanders and staff working at the Headquarters (HQ) or command posts in missions or operations – with core and functional services helping them to accomplish their tasks.

Achievement of operational goals as a combined force with the use of given C2IS is only possible when verified by common technical standards. Multilateral Interoperability Programme (MIP) standard defines operational capabilities to be accomplished by the Allied forces. The current version of the standard, Joint Consultation Command & Control Information Exchange Data Model, allows to exchange data not only among various units of the Land Forces, but also with Maritime and Air Forces.

Different kinds of C2ISes dedicated to Maritime, Air and Land Forces have one particular purpose in common: they support the work of a particular type of forces even though they focus on different information and face different requirements.

SHAPE uses Joint Common Operational Picture to provide the deployed forces with a solution until the NATO Common Operational Picture system is implemented.

Interoperable capabilities of NATO units with regard to Communications and Information Systems (CIS) are mostly achieved in case of joint experimenting, demonstrating and testing technical solutions in the course of multinational exercises, such as Coalition Warrior Interoperability Exercise, Combined Endeavour and Steadfast Cathode. It is therefore of utmost importance for HQ MNC NE and CSB personnel dealing with CIS to participate in such events and gain invaluable knowledge, experience and skills.

Szafran at HQ MNC NE

In accordance with the requirements set for graduated land forces, it was an obligation for MNC NE to introduce a C2IS system. The Corps passed its Full Operational Capability test in 2005 using Joint Intelligence Information System instead of C2IS with the conditional permission to implement its own C2IS not later than until the end of 2007. To find a proper C2IS system for MNC NE, the Corps Framework Nations, i.e. Denmark, Germany and Poland, decided to conduct the bidding procedure. Each country delegated one system which took part in the testing phase conducted by HQ MNC NE staff. Since a Polish Szafran C2IS scored highest, the system was recommended to the Framework Nations to be used by MNC NE. The contract for Szafran was signed in December 2007 under four key conditions to be realized the following year; namely, the verification of interoperability, NATO Secret certification, full operational performance test, and fulfillment of operational requirements at least at the same level like in case of the test in 2006. Some additional tests were planned, too.

After technical and operational tests in 2008, the Szafran system was evaluated as the MIP compliant. The last condition, NATO Secret certification, was accomplished in the end

of 2008 during tests performed at the NATO Communication Service Agency. Currently, the Szafran system is in the NATO Approved Final Product List as the product allowed to be used by MNC NE in the NATO Secret network.

In case of Multinational Corps Northeast, Szafran C2IS is implemented as the software only due to the fact that the hardware and the network are provided by the Corps supporting units – 610th German Signal Battalion and 100th Polish Signal Battalion of the Command Support Brigade.

The Szafran system can be used by HQ MNC NE staff and up to its 28 subunits in order to ensure data exchange and information flow. Different modules and databases of Szafran enhance decision making process and enable the monitoring of the execution of orders. The system allows to monitor the tactical/operational situation with the use of graphical display and document handling subsystems. It also gives the possibility to manage all resources (personnel, equipment, material etc.) of the subordinate units. Moreover, it allows to simulate the forces ratio based on the mentioned resources and other factors which saves the planners' time and enhances their abilities to predict future scenarios of a conflict. An important characteristic of Szafran C2IS refers to the possibility to exchange data with other C2ISes using MIP standard for Land Forces and other NATO forces, proving the interoperability of forces.

Szafran is quite demanding for both users and administrators. Administrators have to manage complex settings to efficiently support staff using the system, whereas the users have to train themselves to familiarize with the functionality of the system. Nevertheless, Szafran is a primary tool for all MNC NE members operating within the Field Headquarters mode, both during missions and operations as well as during exercises, maintaining and enhancing the Corps' operational capabilities.

MNC NE training & exercise policy

MNC NE Commander: "On the horizon I see firm commitments of HQ MNC NE in real life missions, deployments abroad, mandated by our Framework Nations and supported by the Participating States. This has become a routine rather than an exception for my HQ."

Author: MAJ Jens Alsing, DNK A



Photo by: Marian Cihon

Basic concepts

G-7 Division of Headquarters Multi-national Corps Northeast (HQ MNC NE) is responsible for developing the MNC NE Training and Exercise (TRG&EX) Policy which is providing the conceptual framework for all Corps training events. This policy is founded on the essential tasks in the field of TRG&EX, as directed in the fundamental Corps documents and the Ministerial Guidance for Trilateral / Baltic Defence Cooperation.

Being part of NATO's Graduated Readiness Forces (Land) [GRF(L)] and designated as a Forces of Lower Readiness Headquarters, the MNC NE TRG&EX guidance is based on NATO Education, Training, Exercise and Evaluation Policy, and NATO Bilateral Strategic Command Education, Training, Exercise and Evaluation Directive. These key documents ensure NATO's strategic operational readiness and are further depicted in the Allied Command Operations (ACO) and Allied Command Transformation (ACT) TRG&EX guidance, such as the ACO Force Standards for GRF(L).

The MNC NE TRG&EX Policy provides the basic reference for MNC NE annual TRG&EX Directive, supporting TRG&EX planning on the Corps main tasks: contributing to Collective Defence (known as Article 5 Operations), contributing to Crisis Management and Peace Support Operations as Non-Article 5 Operations within the framework of NATO or the United Nations, contributing to Humanitarian Assistance, Rescue Operations and Natural Disaster Relief to be coordinated with local authorities and, finally, integrating new NATO members and partners.

Principles of TRG&EX Policy

With the purpose of fundamentally orientating MNC NE to all possible future tasks, missions and challenges, the MNC NE Commander has specified the TRG&EX Policy principles to achieve and maintain high standards of skills, knowledge

about the operational art of current and future potential conflicts, ability to integrate and train forces and personnel ready to deploy within their readiness category.

The Commander's vision is put into practice and operationalized within the policy based on mission oriented approach; the most important principles are: lessons learned and mission driven exercises and pay-back to the MNC NE nations. The nations in turn support the Corps focal points: expansion of MNC NE multinationality, Comprehensive Approach and Full Spectrum of Operations capability on both Tactical and Tactical-Operational Level.

As a consequence, the MNC NE TRG&EX activities follow a strictly mission oriented approach in order to realize the best possible mission preparation as well as to offer advanced, attractive, affordable and appropriate training activities for the subordinated units and formations. Operational experiences and doctrinal evolution gained from the MNC NE missions to the International Security Assistance Force (ISAF) in Afghanistan in 2007 and 2010 have decisively influenced the exercise set-up and training objectives as all exercises shall be clearly lessons learned and mission driven.

This mission driven policy requires a flexible and multiyear approach at all levels, and focuses on the mission preparation training (MPT) requirements, comprehensive approach and effects based joint training. It also requires assigned formations and capabilities to be provided by the Nations, earmarked for dedicated training activities, in order to allow the Corps to meet training requirements applicable to a HQ GRF (L).

TRG&EX cycle

MNC NE follows a three-year training cycle which is coordinated with the Framework Nations, Participating States and all NATO Commands as well as synchronized with the MNC NE accomplished and future mission deployments or any other

operational commitments. The overall aim of MNC NE TRG&EX activities is to maintain the highest possible competence of the Corps Staff, the Command Support Brigade (CSB) and formations of MNC NE throughout the entire spectrum of operations. TRG&EX prepares the Corps Staff as a whole, or individual elements, to deploy and accomplish tasks as a headquarters at both the Corps and Higher Land Component Command level. TRG&EX warrant the operational effectiveness of all functional areas or branches of the Corps Staff and their interfaces in term of Combat, Combat Support and Combat Service Support.

MNC NE TRG&EX activities range from seminars and study periods to live exercises with the main emphasis on the first. HQ MNC NE usually chooses Command Post Exercise (CPX) to train procedures and decision-making processes. Participants simulate opposing forces (OPFOR) or situational forces (SITFOR) on the paper play. The staff is able to train different kinds of conflicts during such exercises – High-Intensity War-Fighting (HIW), Crisis Response Operations (CRO) or Peace Support Operations (PSO).

Computer-Assisted Exercises (CAX) take the CPX a step further – the units are employed in a sophisticated computer simulation, a kind of a “war-game”. A major advantage of CAX in comparison with other forms of exercises is the capability to conduct various types of conflict involving force-on-force operations.

Live Exercises (LIVEX) allow to achieve synergetic training efforts for both the headquarters and subordinate formations. It is the most comprehensive and realistic form of exercise, since it combines computer simulation and field training exercises. However, it is also the most expensive kind of training.

A very specific type of training, the Mission Preparation Training (MPT), is used to prepare the staff for integration into a deployed expeditionary NATO Theatre Level HQ. MPT is best described as a series of activities: Individual

Deployment Training conducted by the Troop Contribution Nations; Mission Specific Training and Functional Area Training conducted by MNC NE; Key Leader Training, Battle Staff Training and Mission Rehearsal Exercise conducted by the responsible Joint Force Command assisted by the Joint Warfare Centre (JWC).

Upcoming TRG&EX challenges

The main effort of 2011 was the exercise Little Eagle (LE) II in autumn 2011. The LE exercise series starting with Little Eagle I (March 2011), through Little Eagle II (September 2011), ending up with Little Eagle III (2012) and supplemented by the Bold Eagle exercise (May 2011), functional area related workshops and seminars, provide training opportunity for new structures and procedures, incorporation of valuable ISAF experiences into operational procedures and processes. At the same time, these training events foster CSB's integration into the training process. The present exercise cycle will culminate in the Command Post Exercise Crystal Eagle in May 2012, which will be dedicated to train the nominated formations of the Framework Nations and Participating States. The exercise is considered to be the pay-back to the nations of the Corps as the Corps staff will hand over experiences and lessons learned from the ISAF mission in 2010.

In fact, the MNC NE staff have also been supporting other NATO partners sharing valuable ISAF expertise from NATO's most important mission. Their involvement includes support to the Regional Command North Training Event 11-02 at the Joint Forces Training Centre in Bydgoszcz (July 2011). Even though HQ MNC NE will gradually reduce its activeness in this area due to the lapse of time since the deployment, MNC NE Subject Matter Experts will keep providing their limited support to selected ISAF training events.

MNC NE also actively supports NATO partners within the framework of mutual training support, the example of which is the formation's

involvement in the NATO Deployable Corps-Greece NATO Response Force Certification Exercise Brilliant Ledger 11 (October 2011) and Rapid Reaction Corps France Citadel Guilbert (December 2011).

The Corps participation as a Response Cell in the Polish Land Forces exercise Dragon 11 in September 2011 has further strengthened the cooperation with the Host Nation allowing the Corps to exercise within the NATO Article 5 framework for future MNC NE staff training purposes. In fact, preparation for Article 5 Operations will be one of the main focuses for the Corps in 2012 as the formation strives to establish a future competence centre for Article 5 Operations. Consequently, HQ MNC NE will participate in the Polish Land Forces exercise Anakonda 12 portraying a NATO Combined Joint Task Force in order to further gather valuable experiences.

HQ MNC NE has been chosen by the German Armed Forces Command to conduct the Crystal Eagle 13 exercise in 2013 and train two German Divisions. It will be a Crisis Response Exercise conducted in an ISAF related scenario. The exercise will provide HQ MNC NE an excellent opportunity to pay-back to Germany, one of the Corps' Framework Nations, and explains the Corps' intention to invite participants from other Framework Nations and Participating States, thus maximizing the resources invested in the exercise setup. The Crystal Eagle 13 exercise will be a challenging training event, serving internally as a valuable catalyst for the smooth transition into the ISAF pre-mission training for 2014 deployment.

Looking beyond 2015, HQ MNC NE will face new challenges as it continues to implement the ISAF mission lessons learned through comprehensive operations and simultaneously strives to establish an Article 5 operations competence centre.

the Eagle stretches its wings

Experiences gathered during International Security Assistance Force (ISAF) mission in Afghanistan in 2010 have served as a steering wheel for the MNC NE cycle of training & exercises. They have been the guideline and reference point while preparing and conducting exercises so that profits for the Corps as a whole and its members individually would clearly be drawn.

First stretching

Everything started with Little Eagle I. Shaped in a traditional structure with traditional cells and traditional threads in the scenario, it was the first training opportunity to articulate mission experiences. In a way it was “coming back to basics” and involved improving individual skills, incorporating newcomers “into the game” while testing customary Field Headquarters (FHQ) in its sustainability.

Going cross-functional

How things have changed was reflected in the Corps’ next exercise – Bold Eagle. One of the most noticeable mission experiences was related to so-called cross functional mode in which teams composed of experts from different fields planned operations together beyond the regular structure. *“We started to discuss among each other what the significant trades of CFT (Cross Functional Team) were and we understood how actually IJC worked and that was quite an enlightening experience,”* admitted Lieutenant Colonel Veiko-Vello Palm. It was important enough to try to share it with the rest of the Headquarters. The grounds for the decision that Little Eagle I would be conducted in a traditional way whereas Bold Eagle would be based on the cross functional concept were laid at the end of the year 2010 but final decisions were made no sooner than in February 2011. Consequently, while the preparations for Little Eagle I had almost been completed by that time, Bold Eagle still required a lot of work. According to the original concept, the traditional module was to be compared with the cross functional one. Determined pros

and cons helped the MNC NE Commander to decide on the Corps’ way ahead.

Soon thereafter it turned out that the comparison would not be an easy task. *“The scenario was exactly the same and absolutely different,”* started Lieutenant Colonel Palm explaining that whilst Little Eagle I was based on a scenario created a few years ago when security operations were at the forefront, Bold Eagle responded to current trends in NATO missions covering beyond security also aspects of nation building – governance, reconstruction and development. Though referring to the same scenario and the same country book, a number of background information within the areas of governance, security and development had to be created and introduced to the scenario, not to forget additional “injections” steering the exercise play. Those two major reasons – differences in the scenario related to extended mission set and cross functional organisation made both exercises distinctive.

But it was also clear there was no way back to the old FHQ structure as the comparison proved some shortcomings of current solutions with regard to modern crisis response operations.

A brand new element introduced to Bold Eagle exercise was a WIKI page which served as an excellent source of background information and a starting point for planning operations. *“The idea of CFT and modern crisis response operations is very much focused on information sharing and collaboration with different outside actors,”* admitted Lieutenant Colonel Palm. With the use of WIKI page most information was just one or two mouse clicks away.

Looking for “the Corps way”

From the beginning, Little Eagle II was perceived as the continuation of tests launched during Bold Eagle. As listed by Officer of Primary Responsibility, Major Ulrich Pfützenreuter, Little Eagle II was built up around a three-folded concept. Firstly, it was about testing a structural mix of the CFT solution and traditional centres

Photo by: Marian Cihon



and cells; secondly, it applied a task management ensuring among other things the concentration of all planning capacities within the Joint Planning Centre; finally, it was about training newcomers and Crisis Establishment personnel in their roles. *"I am satisfied with the results: the CFTs fulfilled their tasks successfully; we have sufficient training and the newcomers and Crisis Establishment personnel were quickly integrated,"* said Major Pfützenreuter. *"But when your daily business for the last eight months is finally done, it is like a child leaving the parents' house: after cleaning up only the memories are left,"* he also added with slight sentiment. Little Eagle II added value to the

FHQ structure refinement process considering the Corps' specific capabilities and tasks. Beyond that it indicated the way ahead that will lead to the implementation of the Comprehensive Operational Planning Directive as well as new software that would enhance the preservation of mission experiences. These major goals, along with a number of minor "things to do", such as developing synchronized communication or enhancing short term and so-called ad hoc planning capacity at Joint Operations Centre, will go hand in hand with an overarching need to change personnel's general approach to working cross-functionally and within a comprehensive approach mode. This huge effort the

Headquarters has to make becomes even greater when considering the MNC NE increasing involvement in Polish national exercises and the Crystal Eagle approaching rapidly. In May 2012, when Crystal Eagle fully stretches its wings, Multinational Corps Northeast will demonstrate its expertise and mission experiences sharing "the know-how" with the assigned units. For now a list of things to do is long. But there is no improvement without good will and hard work. Hopefully, these values are not in short supply among the MNC NE staff.

Special thanks to LTC Veiko-Vello Palm & MAJ Ulrich Pfützenreuter for their contributions to this article.

Written by:
Anna Galyga





Brigadier General Morten Danielsson, MNC NE Chief of Staff, the Exercise Director during Bold Eagle exercise, discusses how aims set for Bold Eagle met the reality and why experimenting is a good way ahead.



Interview by: Anna Galyga
Photo by: Marian Cihon

training which we called a test-bed. From the organizational perspective, an important conclusion was that the three main lines of operations – security, governance and development – need to be portrayed in the future organization and it does not really matter which model will be chosen. Another major observation was that, of course, we need Joint Operations Centre (JOC) but that was actually the reason why we did not train JOC in Bold Eagle: we knew we need one. We also need Information Dominance Centre (IDC) but the challenge is to find out what it should look like. In missions like Afghanistan or Kosovo, IDC requires a certain configuration which will not match High Intensity War-Fighting conditions. We need to figure that out within our Field Headquarters (FHQ) concept how to apply IDC model to various operations and how to train our Peacetime Establishment personnel for that, as they are the backbone of Field Headquarters.

I think it was also very interesting to see that you can allocate personnel from a given branch to a planning team and they are able to work together. It could have been a hard start but after a couple of days they were able to generate really good products. That means we could be even more flexible than we are right now, exploiting the resources better and better.

Have you set any extraordinary goals for the HQ personnel with regard to Bold Eagle?

The main aim was to make sure that everybody in this Headquarters, regardless of whether having ISAF experience or not, tried working in cross functional environment in order to make up their own minds on this concept. It was a real challenge to make everybody understand the concept so that we could move on from the situation when some HQ personnel could only listen to those having the experience from the last deployment to ISAF. I think we have been successful in meeting that goal; now we all have some common

experimenting for the better future

During each exercise, the Exercise Director has a special role to play; what did it look like during Bold Eagle exercise?

The generic task for the Exercise Director is to be the coupling between the Exercise Control and the Training Audience in order to synchronize the exercise play, real life support and the Training Audience to achieve the aim of the exercise.

During Little Eagle I exercise in March, we were using a traditional set-up with normal tasks for branches, sections and cells. Due to the lessons identified from ISAF last year, we decided to make a test-bed exercise called Bold Eagle in a kind of “an anarchy” organization. The main challenge for me was to

observe the processes and products coming out of them in order to estimate whether they have the same quality in comparison to a normal set-up. Referring to the same quality, I was trying to assess if processes in each model were easier or heavier to be conducted, and which was the most cost effective process. I was looking “behind” the personnel observing the processes all the time. That was difficult because everything was new: the organization was new as well as the three main lines of operations: security, governance and development.

What kind of observations have you made, Sir, as Exercise Director?

Bold Eagle was called an exercise but in reality it was a battle staff

knowledge.

Did the fact that Bold Eagle was conducted outside Baltic Barracks have any influence upon the exercise?

Staff officers are human beings who are also by nature “victims of habits”. Working here in the Baltic Barracks, apart from their duties, they also have their private lives with a number of responsibilities towards their families. When they are away from the Barracks, even for a couple of days, it is easier for them to work extended hours, be more open and focus on team building. This knowledge and information sharing is actually one of the most valuable parts of the training.

MNC NE does not usually conduct experiments, why has the HQ decided to go for it?

The best knowledge you get comes from hard work. In this case, the MNC NE staff who came back from the mission in Afghanistan tried to persuade the rest of us that we should go the cross functional teams (CFT) way. I was not convinced. When I saw the information on my desk back in November 2010, I remember saying: “This could be right, but this could also be wrong.” We were discussing the topic for days and nights but, at the end of the day, if someone has a good idea and they did have good ideas, they also need to have a chance to prove it. We had realized that it was too late to adapt these principles for Little Eagle I exercise, so we decided to change the battle staff training into a test-bed exercise. We made the whole staff work on this exercise and it was a huge effort but I am convinced it will pay off.

Why not to simply rely on other headquarters, you may ask. There are two reasons behind it: first of all, there is no other corps in NATO like ours. Secondly, even though we are the Forces of Lower Readiness Headquarters, it does not mean that we are not able to conduct such an experiment. In fact, our small size is a clear advantage in this case.

Experimenting with cross functional concept does not end up with Bold Eagle. What answers do you expect the next exercise Little Eagle II to bring?

Bold Eagle was important in terms of identifying and observing cross functional concept to provide basis for further analysis. The aim of Little Eagle II is to explore these topics in a more in-depth manner enabling to find the balance between working in CFT within the framework of Joint Planning Centre and the motherships. The idea of cross functional teams is fine but if you go too much to the cross functional direction, you will be too generic in your approach. There are still functional specialists needed who are able to produce hard facts and detailed information; they are the backbone for the planners in cross functional teams. That is the reason why we need to have strong motherships or “reach back” functions.

Will Little Eagle II resemble Bold Eagle or maybe there will be some substantial improvements introduced?

For sure there will be some improvements; the priority is to build up the Information Dominance Centre, Joint Operations Centre and what we call the “mothership” organizations, namely, the functional areas, such as logistics, personnel or finance. They have to be a little stronger than in Bold Eagle. All the three Cross Functional Teams will work in the framework of Joint Planning Centre under the command of Chief of G-5 Division. So we are actually moving away from the picture people know from ISAF into the direction of what I call the “Szczecin organization”. ISAF Joint Command has substantially more personnel than we do, so of course we cannot do it in the same way.

The whole idea of the experiment is to decide on the future way the Corps will follow, and consequently Bold Eagle, as opposed to

Little Eagle, followed all 3 lines of operation: security, governance and development, how does that influence the FHQ structure?

The main processes are more important to me than the boxes. Whether we will eventually implement an elaborated IDC or not is not an issue as long as we follow the criteria set by the Corps Committee. We are simply not allowed to change anything in our Field Headquarters that would hamper our Article 5 capabilities. So if we propose an IDC that will disrupt for example targeting abilities, we will simply not get the permission to introduce it. There are lots of criteria CFTs have to meet and these are the issues we will have to thoroughly evaluate after Little Eagle II and present our findings to the Commander. One certain thing at this point is that we will not have a full flesh mode of ISAF Joint Command which is on the one hand not feasible in our conditions, and, on the other hand, not even necessary.

All these exercises are small steps on the way to the biggest Corps training event – Crystal Eagle 2012.

Crystal Eagle 2012 is going to be different because we will act as the Exercise Control organization, which means that the set-up will be very artificial in comparison to the normal FHQ set-up. But if the conclusion after Little Eagle II exercise is that we have to implement the cross functional solution, we will go that way, portray Cross Functional Teams during Crystal Eagle and train subordinate units in this new organization. However, if the Commander decides that it does not work good enough, we will follow the “old”, traditional structure. At this point I would like to stress that we have already made a lot of observations how to do our tasks better. Therefore, the question which organizational model we will eventually implement is of lesser importance; valuable experiences can be brought into any organization.



we are the soldiers

Physical fitness

It is not a rare view, especially at sunrise, to see soldiers jogging and exercising in the area of Baltic Barracks. Regular physical training is the key issue for keeping fit. It turns useful especially during exams when soldiers have to prove their fitness.

Joggers and runners are most visible enthusiasts of keeping fit. Others, not that much exposed to the sight of passers-by, train hard in gyms where they have a variety of equipment to choose from. This seems to be the right time to mention the Allied Sports Club which upholds to the concept that any kind of a physical activity is desirable. Consequently, there are keen enthusiasts of badminton, diving, volleyball, aerobics, golf and many other sports disciplines.

In the scenery of Szczecin's forest area, Danish personnel of the Multinational Corps Northeast and Danish National Support Element

Being a logistician, engineer, protocol expert or exercise planner does not release a soldier from improving basic military skills and keeping good physical form. Even though national regulations differ from one country to another, an overarching rule is that a soldier has to be fit and well trained in marksmanship and other skills in order to fulfil all the tasks.

take a few moments to do the necessary warm-up. Runners, bikers and marchers exchange friendly remarks and chat until the first bikers leave the start and marchers set off for the direction of a deep Szczecin forest. Runners choose the route by the lake. Even though the distance to their motherland is at least 500 km, being loyal to the Queen and oaths they once took, they do their best to keep fit.

Each Polish soldier is entitled to spend four hours a week for physical training. That is an absolute minimum to ensure proper physical condition for an annual physical test. There are four categories being tested: 3-km run, run in "a pendulum" style, pull-ups and sit-ups. After medical check-ups, soldiers have to present results in accordance to their gender and age category. Sometimes, it is possible to replace categories, e.g. running into swimming or pull-ups into push-ups. The importance of physical fitness

proves the fact that only two failed or not taken tests may result in terminating a military contract.

German soldiers do not have one fitness exam. On the contrary, they have a variety of sports events they have to pass in a yearly cycle. Basic Fitness Test encompasses sprint 11 X 10 m, pull-ups and middle distance running event of 1000 m. There is also swimming and a variety of athletic disciplines, such as sprint, middle and long distance running events, long and triple jumps, hammer, discus or javelin, biking and many others. Typically, German soldiers also go on marches with full equipment twice a year. Obviously, the expected results are closely determined by gender and age. For high scores, they can be awarded with Bronze, Silver and Gold medals. The example of only three out of eleven Corps' nations proves the fact that proper physical shape of a soldier is a starting point for proper accomplishment of tasks.

Marksmanship

A natural connotation with a soldier's trade is shooting. Fortunately, in peacetime marksmanship becomes more a sports discipline than self-defence. Nevertheless, all nations keep watch over skills development in this area. Beyond national training, the multinational environment of the Corps provides an extraordinary opportunity for each soldier – to try other nations' weapons during multinational shooting competitions.

On a shooting range located deep in the forest to which only small signs marked "MNC NE" lead, German personnel of the Multinational Corps Northeast and German National Support Element – from a general to a private – meet to master rifle and pistol shooting skills. Such training events are organised at least four times a year and they are often combined with training in first aid as well as nuclear, biological and chemical defence. Similar "training sets" are also prepared for other nations. Poles, for instance, cyclically meet just a few kilometres from the Barracks on a shooting range where various training posts are prepared for them. It seems that there might be a difference in frequency or organisation of training for soldiers but definitely there is a common ground and a similar package of skills across nations.

Another regularity refers to the mission preparation when the training process becomes more intensified and covers additional areas, such as rules of engagement and specialist training. The soldiers may e.g. learn about the culture, history, religion as well as geographic and meteorological conditions of a given country. They also learn how to identify mined areas and react to them. An important part of training includes extended first aid training. Last but not least, soldier's service is much about rules and regulations. Beyond exams checking soldier's knowledge of regulations concerning discipline, uniforms and many others, soldiers take part in lectures and training to get acquainted with changes introduced in the regulations.



Written by: Anna Galyga
Photos by: Marian Cihon



Written by: Anna Galyga

Internal training is one of key elements of day-to-day work at Baltic Barracks. Following an overall guidance from the Commander that training shall always be a priority to ensure MNC NE's continuous readiness to fulfill all the missions assigned, Public Affairs Office added another brick into that concept by organizing the Media Training.

When they want to speak, they want to communicate effectively. Why do we want to communicate at all? Out of a number of reasons – to inform, achieve goals, express emotions, exert influences, and, last but not least, simply to be recognized and accepted by other people, in other words – to exist consciously. Expressing your intentions may seem as simple as that but, unfortunately, it is not.

Colonel Boris Schnelle, Chief Visitors and Observers Bureau. It was not about the theory though. It was about presenting more practical approach and discussing real life situations each soldier as an ambassador of the Corps and the respective armed forces can face both inside and outside Baltic Barracks.

As a matter of fact, the role of

entangled by the air (waves)



Photo by: Marian Cihon

The event lasted four days, namely from 4 to 7 April 2011, and a hell of a lot of work prior to it. For the first time, this internal training was conducted solely by Headquarters' (HQ) Public Affairs personnel supported by selected personnel of G-1 and G-6 Staff Divisions. Restraining from asking for external assistance, the HQ experienced one major consequence and advantage: greater intimacy.

The art of skillful expressing of one's thoughts is acquired throughout the whole life. Since early childhood, when human beings start to

In accordance with the latest NATO concepts, three areas have been identified as decisive for PA activities: media relations, internal communications and community relations. And indeed, this year's training most of all referred to the two first ones. With regard to the importance of media presence reporting every single action performed by the military, it is important to learn how journalists work and what they are interested in. Basic know-how was presented by Chief Public Affairs, Lieutenant Colonel Wojciech Wiśniewski, and supplemented by Lieutenant

media in the contemporary citizens' society has changed a lot since the last decade or so. Obviously, print media hold their traditional position in terms of providing facts and featured articles of a recognized standing. TV and radio also follow their own paths. However, it seems that along with the technological advancement related to extensive possibilities provided by the Internet, even most traditional media are evolving in this peculiar fight for the audience. It is about the time and updating news on the Internet sites of newspapers, magazines, TV and radio stations every minute if

necessary. It is about drawing the attention by mixing senses and providing text, picture, sound and video in unison. It is about providing condensed information to best address an issue and invite to visit this particular website and buy, either physically or virtually, a given product.

Another important characteristic of contemporary media is the boundary between a journalist and an ordinary citizen being noticeably blurred. On the one hand, each of us can be a journalist, publish their entries on blogs and have their own audience. On the other hand, journalists often go deeper into the privacy of people and publish things which in the past would absolutely be a no-go.

John Smith but they always represent the respective armed forces and a respective unit. This refers to the responsibility mentioned earlier. Each of us can probably recall statements of people having no expertise whatsoever but passing judgments. This also refers to the sense of responsibility as we should avoid going beyond what we know. Speculations and guesses never bring in any good. Another thing is calmness, and consequently confidence, as being a professional means also behaving in a professional way, not chaotically or uncertainly. Last but not least, an interview is not only about being reactive. It is first of all about being active, about saying your message to the public. Volun-

tary resignation from addressing the people with your core message does not simply seem to be right.

Nevertheless, no matter how useful these simple tips might be, they are not enough without implementing them. And the best time for it is: Media Training. With HQ personnel playing specific roles, with lights shining right into eyes, sometimes unexpected questions but vivid discussions and full support, each participant of the Media Training could try what it is like to give an interview. And probably everybody would agree that the more opportunities of this kind there are, the better preparations for real life situations it is.



Photo by: Sony

So how to deal with media? Should we be afraid of them? Not at all. To the contrary, there seem to be only three things we should bear in mind: to have a basic sense of responsibility, to keep calm and to have something to say. Is that all, one can say? Since there are rarely easy and straightforward solutions in life, the answer is “yes” and “no”.

There are hundreds of books written on how to give a good interview and what it actually means to give a good interview. The military have to remember that they are not answering questions as statistically speaking

brigade supports the corps



Written by: Anna Galyga
Photos by: Marian Cihon



The relation between Multinational Corps Northeast (MNC NE) and Command Support Brigade (CSB) may be best compared to the symbiosis in nature. The Corps needs the support offered by the Brigade to perform assigned tasks and missions in the field, whereas the Brigade needs the Corps to justify their existence and constant training & development.



“As described in basic Corps’ documents, Command Support Brigade (CSB) is a multinational unit assigned to Multinational Corps

Northeast with specific tasks and duties coming into being especially during Corps’ exercises, missions and operations. In peacetime it is composed of German and Polish troops; in war time – reinforced by Danes” - the Commander of CSB, Colonel Wojciech Kucharski says. The main role of CSB focuses on providing all necessary means of support enabling proper functioning of Multinational Corps Northeast. This broad task encompasses preparation of the whole set-up of the Corps’ command posts, including working places, equipment as well as communications and information systems to transmit data and maintain communication lines. Beyond purely technical support, CSB is also entitled to provide logistic support, starting with accommodation, messing, through medical support, cultural programmes, ending up with traffic regulations and maintaining security measures. In other words, Command Support Brigade enables

Multinational Corps Northeast to command and control troops and in this way to perform all tasks and missions.

As soon as the Command Support Brigade was established in summer 2007, right from the very beginning, it started to perform its demanding but important role. Despite the fact that commanders of the Brigade and the respective battalions modestly stress that CSB remains in a constant process of development aiming at perfection whenever possible, it is more than certain that the military mark given to CSB by its Corps’ superiors has been more than satisfactory.

The Command Support Brigade holds an extraordinary character with multinational composition of troops and deep integration within national military structures at the same time. There are probably not many units like CSB characterised by such a range of tasks performed in a multinational partnership on a working level. Even the location seems to be quite an interesting case with the CSB Headquarters located in one place (Stargard Szczeciński, Poland), three subordinate Polish units, i.e. 100th Signal Battalion, 102nd Force Protection Battalion and 104th Support Battalion, elsewhere (Wałcz, Poland), and a German 610th Signal Battalion even further (Prenzlau, Germany).

If we add two other subordinated units permanently stationed in Szczecin – the Polish National Support Element and Headquarters Support Company – the picture becomes even more exceptional.

Integration above all

Each exercise held either under the aegis of the Corps or organised by CSB on its own requires close coordination of actions among CSB HQ and battalions. This is how the process of creating one cohesive unit out of several separate formations comes into being. This is about common planning and coordination, constant exchange of information, meetings in person and numerous negotiations. People get to know each other, develop working relations, and eventually cross official lines and start creating friendly relations. That is clearly a benefit for the future.

Exercises usually end up with a small summary event that contributes to building the CSB identity and provides opportunities for further integration. A common celebration of even small successes brings people closer. As reassured by CSB command group and battalions’ commanders individually, each occasion is good to integrate people and these chances are not left aside. Exercises, planning conferences, coordination

meetings, mutual training, national or religious holidays, meetings of command sergeant majors, courses, not to forget common ceremonies organised in cooperation with German and Polish local authorities are just examples of events facilitating the process of integration.

An important tradition complementing regular working relations are monthly meetings of CSB Command Group and commanders of the respective subordinate units. This makes the overall coordination of efforts easier and helps to maintain close ties within Command Support Brigade. All battalion commanders stress that this cooperation comes naturally and it constitutes a good platform for the exchange of opinions and experiences valuable to every soldier. Commander of the German battalion stresses that this eagerness of the Polish side to “get 610 inside the boat” is very valuable

and important to him. Obviously, CSB also maintains close links with HQ MNC NE, especially G-6 Staff Division, which is to assign tasks to CSB on behalf of the MNC NE Commander. But CSB stresses that the key issue in this relation is about mentoring and expertise offered by HQ MNC NE staff. Without this assistance, such fast development of CSB would not be possible.

Interoperability

The Command Support Brigade and its battalions are obliged to provide such technical equipment and software that the Corps is able to communicate with other commands and units. Under the term of “interoperability”, a very broad testing area is hidden, the aim of which is to ensure compatibility and usefulness of all the equipment. With support of Headquarters G-6 Staff Division personnel, CSB successfully contributes to annual

Combined Endeavour exercises, during which interoperability is being tested and implemented. Polish battalions belonging to CBS are in possession of one-fourth of all transmission shelters of the whole Polish Armed Forces. It is not only a huge amount of equipment but at the same time the most modern type of it. If to combine capacities and capabilities of both 100th and 610th Signal Battalions, for sure, there are just a few countries with such a potential. Obviously, it is the source of pride of every single CSB soldier, but it also refers to the responsibility which sets standards really high.

National side of a multinational unit

Taking into consideration high level of competence of CSB personnel as well as specialized equipment in use, it is no wonder that also national side turns to CBS battalions and requests their participation in national exercises. On the one





hand, it is a challenge to coordinate both directions of actions making sure that none of the Corps' needs are left unfulfilled, on the other hand though, it is also a fruitful source of varied experiences that can be brought into the Brigade and used for the benefit of the Corps. In case of Polish battalions, this involvement refers to, for example, deployments to missions and gaining combat experiences, participation in certification exercises, such as Bagram, offering training to other units e.g. training for operators of automated field command vehicles and transmission shelters.

100th Signal Battalion

100th Signal Battalion is a twin brother of 610th Signal Battalion even though areas of their responsibilities differ substantially. 100th Signal Battalion is a transmitting medium that establishes, maintains and runs communication lines among command posts of Multinational Corps Northeast. This Battalion, however, does not deal with

communication within command posts themselves as this task belongs to 610th Signal Battalion so that the roles of both battalions do not overlap but rather complement each other.

In each command post its own communication node is developed which is afterwards joined with trunk nodes. Depending on a task, 100th Signal Battalion ensures that every command post, when established, has all the necessary means to command and control the troops in the field. 100th Signal Battalion maintains communication among command posts but also all twenty-four units subordinate to the Corps provided for in official Corps' documents: four divisions and twenty other units. It is the battalion's role to provide the whole necessary equipment, such as apparatus stations, radio-stations, command vehicles and to ensure the Corps' link to all subordinate units.

Communication is a broad term implying a number of services. It may be radio, telephone or satellite communication but also data

transmission or videoconference. With digital radio stations successively replacing analogue ones and modern equipment including satellite sets, communication can be established and maintained from any place in the world without any technical limitations.

The key issue in looking for new technical solutions, including signal aspects, lies in testing and training. For that reason, any training event 100th Signal Battalion takes part



in is of utmost importance; *"We try to explore all the possibilities the equipment gives, including those mentioned in small print of the manuals,"*

explains the Commander of 100th Signal Battalion, Lieutenant Colonel Wiesław Gwóźdź, stressing that the Battalion trains and tests as much as possible and therefore serves as a fine testing ground for new software or hardware, also for partnering civilian companies. The overall aim is to become better and better. *"What is achieved during*



one exercise becomes consensus for the next exercise, so we always take a step forward and approach a new challenge,” says Lieutenant Colonel Gwóźdź confirming that a constant progress is the only direction a unit like this may assume. A broad area of development also refers to the Corps’ Command and Control Information System Szafran.

All those aspects – the use of equipment and software available, well trained soldiers and their eager approach to learn the new make 100th Signal Battalion a “tasty morsel” for the Land Forces Command. Requests to support national exercises with personnel and equipment are not rare cases. But as the Commander says, he is very fond of these requests and this sense of feeling needed. *“We never say ‘no’ to challenges that appear; we want to go outside and train with others as often as possible. That also serves for the Battalion’s benefit and makes our job for the Corps easier even if synchronisation of effort is not an easy task.”*

102nd Force Protection Battalion

Being responsible for force protection, defence and combat support for command posts of Multinational Corps Northeast and Command Support Brigade as well as the protection of transport and marching troops, 102nd Force Protection Battalion is the only battalion within CSB called to arms only during the general mobilization and wartime. The organisation and functioning of the battalion with only 6 personnel operating in peacetime as the Advance Party and no other soldiers physically present in the barrack is interesting, albeit extraordinary complicated.

102nd Force Protection Battalion exists and does not exist at the same time. The role of the Advance Party composed of four officers and two non-commissioned officers of the 104th Support Battalion is to make sure the Battalion is operational shortly after the notification, explains Major Sławomir Gembariski, the Battalion Commander. Everything

is prepared: there is equipment waiting for soldiers, stored properly in the barracks and some additional equipment to be taken directly from national resources. There are reservists working in civil companies who immediately arrive in the barracks and, metaphorically saying, enter one door leaving the other one as fully equipped soldiers. There are assigned commanders of all companies and there are clearly defined tasks waiting for the battalion, too.



When fully developed, 102nd Force Battalion has an extended structure with a broad spectrum of responsibilities. Major Gembariski admits that *“The*

102nd Battalion is the most combat battalion within the CSB.” Eight companies and one headquarters, around 1,000 soldiers in total, deal with force protection, convoying and traffic regulations, engineering, anti-aircraft defence as well as widely understood logistics and

support. The battalion is equipped with, among other things, armoured personnel carriers of different types, off-road vehicles, anti-aircraft cannons, mortars, specialist vehicles and about 40 tons of explosives. These are the technical means to ensure safety for Multinational Corps Northeast and Command Support Brigade wherever they are deployed or relocated even if this requires combat fighting.

In peacetime, however, the military equipment of 102nd Battalion is mainly maintained, whereas equipment coming from national reserve is simply used by civilian companies.

In order to see what the Battalion is really like, you would probably have to look into a huge storage and garage area. Endless rows of vehicles and other items of military equipment, all marked with a 102nd Battalion sign, quietly wait for their turn, which hopefully will never come as this would simply mean war. Individual sets of equipment for each soldier are even more impressive. Placed on long shelves in absolute order prove that the Battalion is alive and each rucksack means a person. And this person can change and so the personal kit has to change, too. The amount of administrative work to be done concerning all reserve personnel assigned to the battalion is tremendous. All data concerning every single person is continuously updated in close cooperation with military recruiting authorities as well as national and local authorities. These are soldiers aged 19 to 65 years who may change their occupations and places of living or simply retire, and this information has to reach the battalion as soon as possible.

104th Support Battalion

A broad spectrum of logistic support provided for the Multinational Corps Northeast is the domain of 104th Support Battalion. While on missions or exercises, the Battalion builds up a so-called Field Headquarters Support Cluster, the

aim of which is to deliver logistic and medical services to every soldier of Multinational Corps Northeast and Command Support Brigade, thus, ensuring proper living and working conditions. Most of all, it is about accommodation, messing, laundry, medical support, place to rest etc. Field Headquarters Support Cluster is therefore a very important part of every command post in the field.

"We carry out tasks in a full spectrum of the logistic support in varied conditions. We use all the possibilities to train ourselves because we never know what task we will get," says the Battalion Commander Lieutenant Colonel Krzysztof Łukaszczyk. *"In a young unit like ours it is all about learning new things and getting better. Requirements for logistic units are constantly evolving and our role is to meet those requirements,"* he adds.

104th Support Battalion is able to transport more than 300 people at a time, prepare and serve at least 1,500 meals with the use of field kitchens and canteens, and stock up on at least 30,000 litres of water. The above mentioned is ensured by buses, forklifts, trucks with load up to 20 tons, fuel or water tanks and many other vehicles and specialist items of equipment. With such capabilities, 104th Support Battalion is able to ensure the functioning of MNC NE and CSB command posts during exercises and in the field.

In peacetime and beyond exercises, the Corps relies on its internal infrastructure and tasks given to the Battalion are rather limited. However, the Battalion keeps providing support to Command Support Brigade Headquarters located in Stargard Szczeciński and other CSB battalions. Some personnel providing for example transport services, but also equipment, including computers, are permanently allocated in CSB Headquarters. *"In our daily work up to 80% of our effort is focused on training whereas the remaining 20% or more is to support Command Support Brigade*

Headquarters or other CSB units," Lieutenant Colonel Łukaszczyk



evaluates the balance of daily work in the battalion. The training is a combination

of typical military training, like shooting or physical activity training, and specialist training related to soldier's tasks. For example, mechanics learn their job using equipment available in the battalion or cooks train in the kitchen providing meals to soldiers.

Daily training proves to be useful during regular Corps' and CBS exercises when elements of Field Headquarters Cluster are built. As mentioned by the Commander, establishing a field kitchen or even part of a tent site is a worthwhile exercise. For the needs of Corps' exercises, a frequent part of the training refers to relocation of command posts and, consequently, elements of Field Headquarters Support Cluster. Nevertheless, everything depends on the exercise concept.

Even though there are a lot of logistic units in Poland, not many of them can boast of functioning in a multinational environment on a daily basis. This is definitely a distinctive feature of this Battalion. This and other advantages and capabilities are cherished by the Land Forces Command, which also employs the battalion for national exercises.

610th Signal Battalion

Relocating, establishing and maintaining main, alternate and tactical command posts of the Multinational Corps Northeast as well as establishing and operating Information Technology platform in principle belong to 610th Signal Battalion's area of responsibility. On the one hand, it means building up the physical set-up: offices along with the fittings. On the other hand, it is the Communications Information Systems equipment,

inclusive of the Command and Control Information System Szafran, providing internal communication within a given command post.

“If I were to draw three islands representing three command posts, there would be a local area network and services provided locally for each command post – and this is



what we do. But in order to control and command, those islands need to send orders and information to troops, get information back

and have connections with higher commands or other units. These connections within a wide network area are provided by 100th Signal Battalion” - in this way Lieutenant Colonel Peter Bomhardt, the Commander of 610th Signal Battalion, illustrates the division of tasks between his battalion and 100th Signal Battalion.

As Lieutenant Colonel Bomhardt

reassures, the 610th Battalion is able to provide anything Information Technology (IT) wise but has to partly rely on fixed infrastructure to provide office space which entails certain limitations. Nevertheless, remus shelters and AXOR cabins are evaluated highly both on the military and civilian markets.

In peacetime, the battalion consists of the headquarters and four companies dealing with support, IT, physical set-up and basic training respectively. But during exercises or missions, when the activities of 610th are related to specific tasks, its structure is flexible enough to adapt to requirements.

The Commander of 610th Signal Battalion admits that the unit has a unique character. Subordinated to Deputy Commander of the 13th Armoured Division in a national chain of command, it remains outside the traditional organisational chart in a way. More often than from the 13th Armoured Division the Battalion receives tasks from the German Senior National

Officer at Multinational Corps Northeast as well as Commander of the Command Support Brigade. Looking back into history, it is the only battalion of Command Support Brigade that experienced cooperation with Allied Land Forces Schleswig-Holstein and Jutland in Rendsburg, Germany, the MNC NE predecessor, which formed the nucleus of today's Corps in Szczecin. It was only in 2007 that the Battalion moved from Rendsburg to Prenzlau to continue offering assistance to the Corps. Asked about daily work, Lieutenant Colonel Bomhardt claims it is for sure the source of pride, but also a constant necessity to justify needs that are often different from needs other German units have. As an example, there are probably no other units within the German Armed Forces which requested training in Szafran, a Polish Command and Control Information System used by Multinational Corps Northeast, which, not surprisingly, is completely unknown to the vast majority of German soldiers.





things you didn't know about NCOs

1. NCO education in NATO

In 2009 a new Non-Commissioned Officer (NCO) education programme was introduced in NATO with the purpose to give NCOs the same education opportunities as those of officers. The initiative was a consequence of evolving responsibilities NCOs bear especially while on missions, for example when NCOs face incidents or even take the lead to

manage them. A proper report sent back to the headquarters (HQ) is therefore essential. NCOs are also closest to the troops serving as a link to officers so their role is on the one hand to “translate” orders into practical performance and to lead the troops in most efficient way on the other hand. The idea is also to equalise the NCO education and make sure that all NCOs working in NATO have proper education. This will also serve as a reference to what

can be expected from an NCO both in NATO and home country.

2. Why to train NCOs in HQ MNC NE?

NCO training is a form of education designed to help NCOs develop and update the education they already received from their nations. It allows NCOs to work more efficiently in a multinational environment; it also levels out the educational differences for the benefit of both an individual and the Headquarters. The main focus is placed not on basic military skills but rather on leadership, roles and responsibilities, communication, mentorship etc., in other words, all those tools allowing an NCO to develop and have the awareness

of things happening at HQ and in NATO. Not only do they train themselves in flexible

approach to all tasks assigned, but also gain some common values regardless of nationality. Better understanding of each other directly influences the quality of performance.

3. How NCO Board was born

Prior to the first MNC NE mission to Afghanistan in 2007, there was no special NCO training nor an NCO Board. There were “only” three Senior NCOs appointed by the Corps’ Framework Nations, i.e.

Denmark, Germany and Poland.

During our mission to International Security Assistance Forces (ISAF) in 2007, some of our NCOs were tasked to help to build up a Senior NCO Board within Headquarters ISAF in order to get all the practical things done and tighten up the discipline at HQ ISAF.

After return to Szczecin, this idea was transferred into the HQ and our own Senior NCO Board (SNNCO B) was born. Soon thereafter the first plan for an NCO course was prepared and brought into life with the support of instructors from the Mobile Training Team of the Joint Force Command Brunssum. Since this educational event turned out to be a great success, also junior NCOs got involved in the programme and some other NCO initiatives were conceived.

4. NCO education in HQ MNC NE

Based on the agreement with the MNC NE Chief of Staff and G-7 Staff Division responsible for training, the

SNNCO B has the overall responsibility for NCO education. Beyond the SNNCO B with a chairman, there are three working groups (WG) supporting

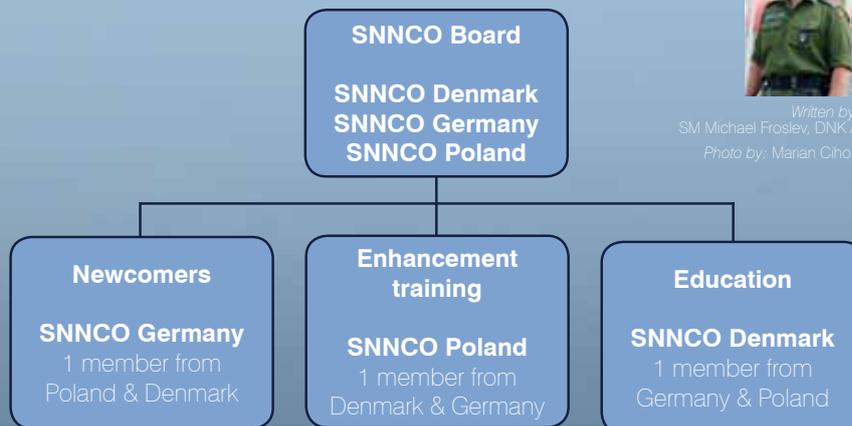
this effort. More specifically two of them deal with the development – WG Education is responsible for education in general, whereas WG Enhancement Training focuses on selected aspects of education, e.g. historical seminars. The third working group takes care of all NCO newcomers introducing them properly to work at HQ MNC NE.

5. Future of NCO education in HQ MNC NE

One certain thing is that education is here to stay because it is the only way to keep high standards this HQ has already displayed on many occasions. And even though “education” sounds easy, it is not. Mainly because of big rotations of personnel resulting in bringing the process back to the beginning. Relations have to be built up again to bring everybody on the same “sheet of music”. In this context, handing over all lessons learned from previous training events to successors is so important in order to further develop NCO education in HQ MNC NE. It is also essential to find people dedicated to promote and work on NCO education since there is no formalized NCO organisation. It may sometimes be a challenge to combine regular duties with extra tasks related to NCO education. However, tangible benefits of this form of education for both individuals and the Headquarters as a whole must not be underestimated.



Written by: SM Michael Froslev, DNK A.
Photo by: Marian Chon





first impression makes the difference

By the VOB Team

Accuracy, discretion, flexibility, reliability and high professionalism are virtues that each soldier embodies. These values are crucial for successful work of three soldiers of Headquarters Multinational Corps Northeast in Szczecin: Lieutenant Colonel Boris Schnelle, Major Henrik Knudsen and Master Sergeant Michael Rauhe of the Visitors and Observers (VOB) branch.

Quite often they are the first point of contact for visits of military units and commands as well as governmental authorities and citizens from a wide spectrum of the society who are interested in the work of MNC NE. The variety ranges from formal events to mere visits during which visitors receive more background information and get some insight into the work in a multinational environment. But it would not be enough to present only job descriptions; their attitude towards the mission, loyalty towards their own organization, personal dedication and enthusiasm about being a part of a multinational team are the real key to success. On

the other hand VOB cannot just be compared to similar branches in companies and governmental authorities because the tasks are fulfilled in the daily routine in the Barracks as well as on exercises and in missions so it is not a standard programme that can be offered.

Each soldier is familiar with the quote “adapt to the situation” and thus, being able to improvise with the objective to reach the best possible result no matter how difficult the circumstances might be, is contributing to a sustainable positive impression of their own unit. It is all about presenting one’s own efforts

towards the public and so it is a part of Public Affairs. Modern media environment demands to be present at all time and quite a lot has changed within this field over the past few years. Public Affairs is not only an absolute necessity for the success of the organization, it is an integral part of a corporate identity and the perception of work that is done there. But the boundaries dissolve and most of the time it is the matter of organizational structures that draw the lines whereas the common goal is decisive for all the Divisions and branches within the Headquarters: to carry the message of your unit to the outside world!



Photo by: Marian Cihon

While the personnel of the Public Affairs supply background information to the media, write articles, take care about the public image of the Corps and analyze visits in the aftermath, it is the main task and responsibility of VOB to prepare and execute events, meetings and visits to ensure adequate measures according to the protocol rules.

A formal part of VOB tasks covers ceremonial duties which are well known to each soldier taking part in line-ups, ceremonies of promotion and honoring soldiers, changes of command, parades, visits of superior commanders etc. A soldier can

either be a participant of such an event, member of a planning and organization team or even a leader. Nevertheless, it is an integral part of a military life. Even though the execution of such events is determined by orders or regulations, it is the empathetic effort that makes the event a very unique experience.

A successful visit is all about giving the guest a feeling of importance and uniqueness. Of course, there are guests entitled to some special honours as an expression of highest esteem, but each visitor regardless of rank or position should leave Baltic Barracks fully satisfied with positive experiences related to the Corps. Following the guidelines of comprehensive approach, other Headquarters' Staff Divisions support VOB in the preparations of visits, providing specialist information or any other required capacities. In that sense, VOB serves as a host for visits to Headquarters Multinational Corps Northeast.

All visits to the Corps can be categorized into 3 levels. Even though preparations do not differ much across the levels, the categorization implies a type and reason of a visit as well as the position held by a guest.

Level 3 refers to visits that meet expectations of the society, both military and civilian part intended to learn about the Corps' activities. Students, members of various organizations, associations, authorities, military units and commands as well as ordinary citizens representing different societies of all Framework Nations and Participating States visit Multinational Corps Northeast for information purposes. The foremost aim of such events is to inform the audience about the role, missions and activities of the Corps, thus, contributing to higher political and military awareness. These visits clearly depict progress that has been achieved in the European integration and multinational cooperation within NATO.

Level 2 visits indicate high rank or position of a guest and imply direct involvement of the Corps' Command Group in hosting the guest. Even though the visitors are provided with information about the Corps, these visits are often combined with something more than just standard lectures and may involve e.g. mutual or multilateral talks or discussing various aspects of cooperation etc.

Level 1 visits are ranked highest on the protocol agenda and they may exert an influence on political decisions. Headquarters Multinational Corps Northeast has experienced several events of this kind including visits of Presidents of the Federal Republic of Germany and Republic of Poland, members of the Royal Family of Denmark as well as prime ministers, ministers, secretaries of states, ambassadors and many high-ranking soldiers from all member countries and higher NATO commands. Programmes of such visits are often much extended and therefore have to be carefully prepared. Sometimes it takes even a few months and requires the involvement of other HQ partners to prepare such a visit in the best way possible, inclusive of all ceremonial and protocol aspects. These are also the visits that draw the biggest attention of both the Headquarters staff, and citizens outside Baltic Barracks.

So all in all, VOB is far more than just a welcoming board. Flexibility and looking for fast solutions if plan B is required are always expected from the members of the team. It is to ensure proper reception of all guests and their satisfaction from the visit. For that reason, VOB in cooperation with other Divisions plans and executes programmes of each visit adjusted to the visitors' needs and expectations. Through that activity, it also contributes to the positive image of the Corps.

ever heard of CIMIC?

Even if you have not heard the term itself, you surely know something about CIMIC. Every soldier is potentially a CIMIC officer as CIMIC stands for civil and military cooperation. You have family or friends beyond the military environment, don't you?

If yes, then you do cooperate with civilians. How often do you negotiate things with your wife?

Indeed, CIMIC is also about negotiations.

In the military world, CIMIC applies to all possible levels of cooperation. On a tactical level, an ordinary soldier establishes relations with an ordinary civilian; on an operational level, CIMIC staff work on the ground to promote civil-military cooperation, whereas on a strategic level heads of states and commanding generals meet to discuss various topics. However, it took some time for the military to understand that civil-military cooperation is an essential factor in moving a military operation forward.

As a consequence of evolving nature of a military conflict, military planners have come to realize that something more is required to settle a conflict down than just supreme firepower and air superiority. Conflicts of our times are often characterized by blurred lines between adversaries and civil population being willingly or unwillingly involved in the conflict. Therefore, their fate cannot be simply left aside while planning a military operation. In order to bring about peace and stability, a comprehensive and holistic approach of all organisations present in the area of operation, both military and civilian, shall

combine their efforts. Moreover, war-ridden nations affected by conflicts often need intensive economic and political support to create necessary foundations for a state, which cannot solely be offered by the military. Combining efforts is not as easy as some people might think; members of the military and civil organisations need to learn to trust each other and work together. We have learned in recent years that this type of cooperation does not come easy and simply takes time. Nevertheless, no one has invented a better way to bring relief to civilian people involved in conflicts.

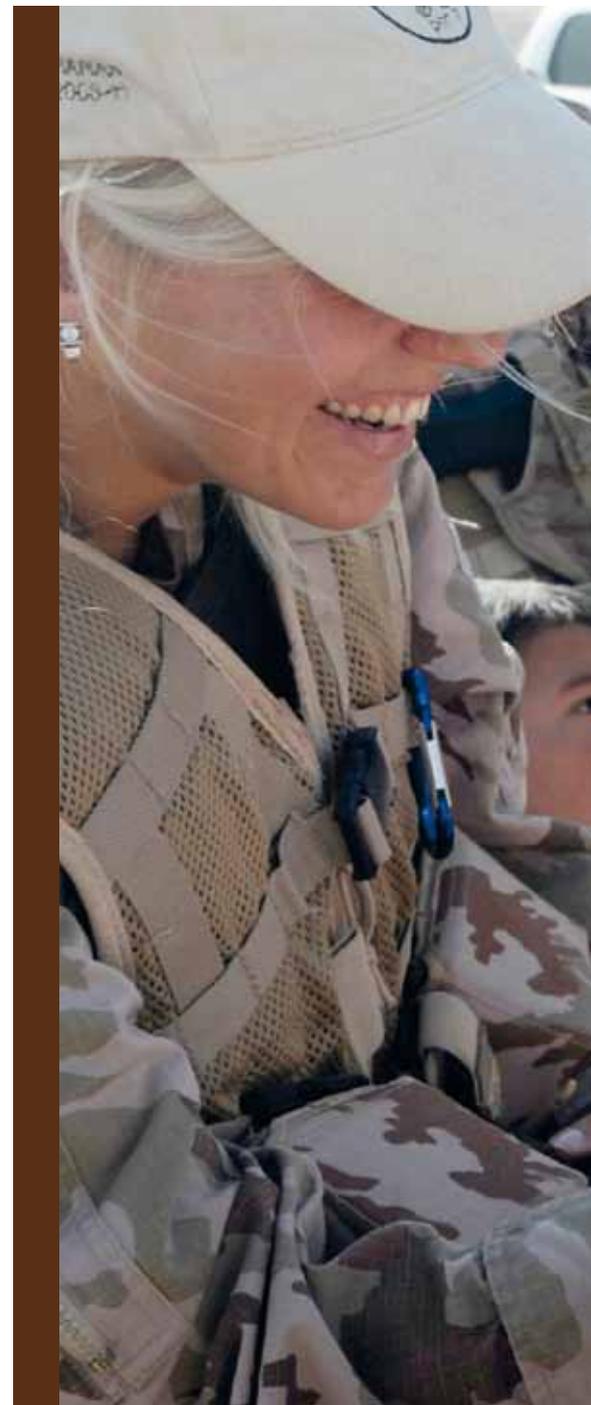
In accordance with the NATO Military Committee Document MC 411/1, CIMIC is defined as *"the coordination and cooperation, in support of the mission, between the NATO Commander and civil actors, including national population and local authorities, as well as international, national and non-governmental organisations and agencies."*

In order to be able to function as a link between the military leader and the civilian environment, CIMIC has to assume a number of tasks, including inter alia:

- establishing liaison teams both to domestic government institutions of a respective theatre country on all levels, and to all other national and international organisations operating there;
- determining the living conditions of the population and monitoring the social and political development in all regions of the respective military leader's area of responsibility;
- coordinating development projects conducted by the military with civilian relief organisations;
- supporting the civilian population in regions where civilian relief organisations are not available yet;

- assisting in the military planning of operations;
- and, last but not least, providing advice to the commander in all areas affecting the civilian environment and impacting on the military planning.

Even though the above mentioned roles seem clearly defined, it is important to underline the specific role of CIMIC elements which have nothing in common with intelligence activities. Their main role is to support, not compete with military undertakings as well as activities of international and non-governmental organisations. Although CIMIC is a part of a military organisation, it attempts to hold rather an independent position but acts within the mandate given to



the military.

So-called CIMIC Centres, which become operational on missions, are usually formed outside military compounds so that they can be easily accessible to those whom the Centres address. It is the place where exchange of information between military personnel and civilian representatives of various organisations takes place. Even though CIMIC Centres do not replace military decision makers in any way, they do support the mission promoting military activities and coordinating efforts with the civilian actors present in the area of operation.

CIMIC officers listen to people's needs and expectations and, in this way, they help to orient military actions in a given direction. Typical problems CIMIC officers deal with may include missing or displaced persons, refugees or any other people who need help. CIMIC Centres or tactical support teams,

sent to more distant areas, serve as liaison cells and help to conduct a great number of projects the aim of which is to make people's lives better and easier. These projects may refer to health care, infrastructure, education, public safety or culture etc. CIMIC directly addresses local communities and assists in building schools or hospitals, providing necessary medical or any other equipment, renovating public buildings, building wells, roads and bridges or installing electric devices. It conducts a number of cultural programmes, too. All these projects require close contact with civilian population on the one hand, and international and non-governmental organisations on the other hand. Consequently, it is of utmost importance for a CIMIC officer to be an open person capable of active listening, creating bonds and relations to people, and negotiating.

CIMIC in its actions is supported by

functional specialists, both military and civilian, from areas such as economy, justice, infrastructure, culture, agriculture, health care, public affairs, humanitarian aid and many others. This proves a real comprehensive range of activities covered by this function.

Beyond varied mission tasks, CIMIC also comes into play prior to the deployment, during preparations for a mission. Having extensive knowledge, CIMIC officers contribute to familiarizing the soldiers with the history and culture of the respective theatre country. The better the living conditions, concerns, needs and desires as well as national culture are understood, the safer one can mingle with the population, take care of their requirements and understand their actions. And this, in turn, is an important element if one wants to prevail in today's missions.



Written by:
LTC Dietmar Eichmann, DEU A
Photo by: ISAF PAO



Get to know all Danes? Go to NSE!

It is February 2001. My first day of work at Danish National Support Element. Only 4 hours for starters but, anyway, just after one hour I was dreaming of finally coming back home. I was surrounded by new things, new people and new tasks. Anything I remembered from my previous job simply flashed away because I had to learn the new environment from scratch. I even recall my silly questions such as: “Where can I get some office materials from?” or “How to get a key to the toilet”. There were nine of us at the Element at that time and we offered our assistance to as many as 52 Danish families.

As the time passed by, I got used to the nature of work at the Element: always humming, diligently but joyfully. I also had to get used to constant and inevitable rotation of the Element’s personnel both the soldiers and their families. In fact, taking into consideration the number of Danish Armed Forces, I can proudly and slightly humorously state that I know the majority of Danish soldiers in Denmark...

My colleagues’ and my work at the Element is all about staying in close contact with the Danish families and helping them in any life situation. Any means literally any in this case. We have faced moments when children were born or someone dearest passed away. We have dealt with car accidents, stays in hospitals or alarms at 3 am. We have dealt with Polish bureaucracy, with laws and regulations being constantly changed. Even though it might have been an attraction for Danes, it was quite a challenge for us to manage it.

NSE on (rescue) mission

Our biggest test was the Corps’ 6-month mission in Afghanistan in 2007 when we had to take care of the Danish families staying in Szczecin. With our manning reduced to four personnel only we handled hundreds of new responsibilities and tasks such as car servicing, changing tyres,

taking care of houses etc. To my surprise this was the best time of my work. It was also a time filled with funny situations. Once, we received a phone call from Denmark on a goldfish left in a house. Since the goldfish needed some food to survive, the two of us – Monika and me – set off for a rescue mission. Everything worked pretty well until it turned out that we, the rescue team, had no keys to the entering gate. Knowing well from the experience that no problem should be left unsolved, we simply jumped over the fence and then split to speed up the rescue mission a little bit. I started the search from the loft, while Monika began in the basement. The fish was eventually found in one of the rooms upstairs barely showing signs of life and floating below the water surface. Not much could be done to save its life except for giving it some fresh water. Even mouth-to-mouth would not have been much helpful in this case. My wondering on the fish’s fate was interrupted by Monika’s scream which made me freeze in a second. There was a dead body in the basement. I ran downstairs and there it was. A dead mouse, small and grey. And dry as a bone. This was the first (and fortunately the last) ISAF casualty.

Masters of solving unfeasible matters

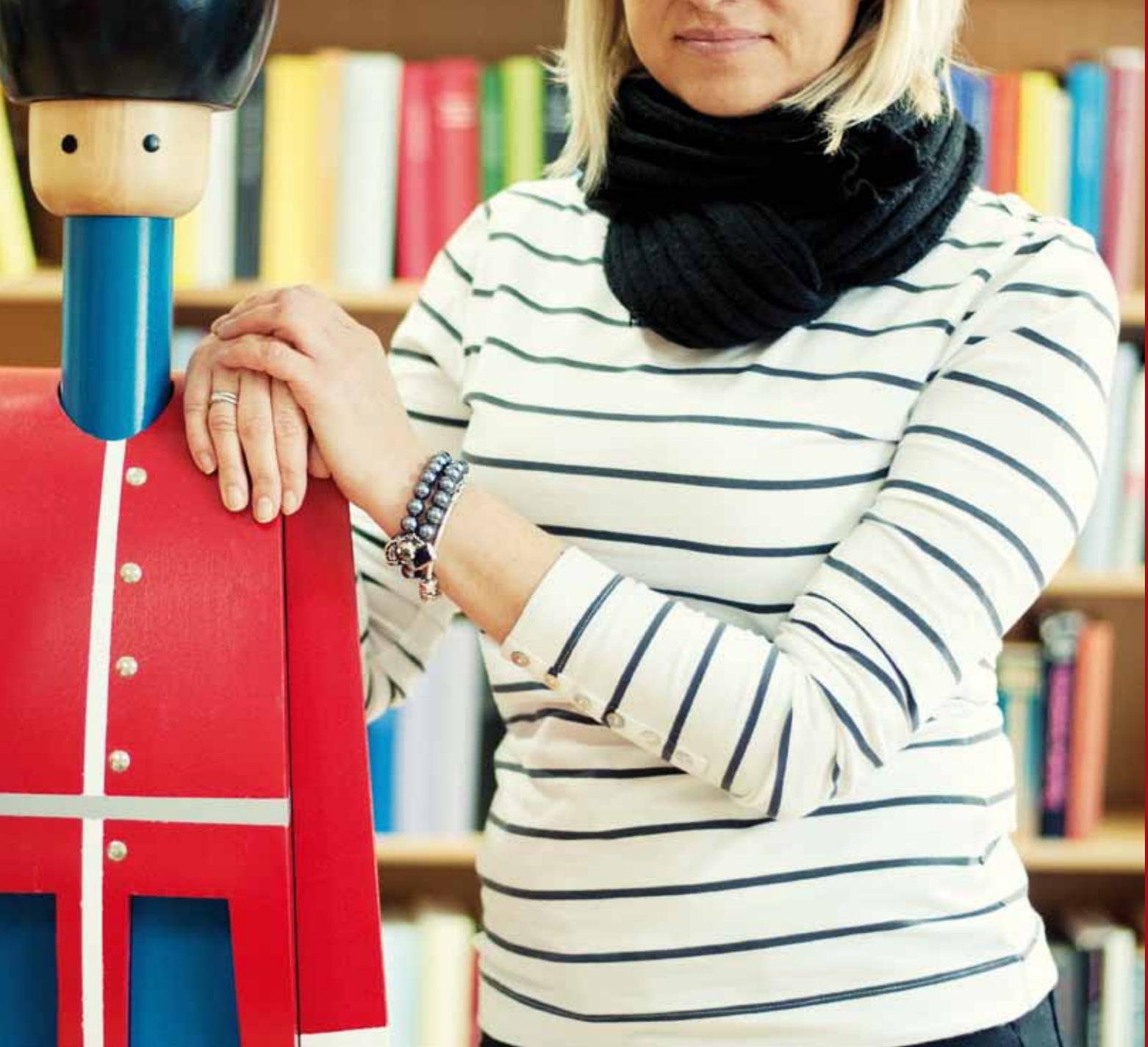
Phone call, Friday, 11 pm. A Danish soldier expresses his big concern about some missing flowers in his home garden. We are asked to send security teams more often for inspections. Of course, we have arranged that but, at the same time, another story came to my mind with the same soldier playing the leading role.

Known for scrupulosity and foresight, this soldier planned the First Communion of his daughter in a smallest detail. Already one year prior the event everything was ready right down to a T. Or at least it seemed this way. So there was a special brochure on how the tables and all the decorations should look. Another one described how bouquets should be arranged with some photos attached. Yet another one detailed who was to pick up the flowers, from



from the diary

which place, and at what time. There was a brochure specifying the exact height the roses and how much water there should be in a vase. There were precise details concerning the atelier at the photographer’s, not to mention the number of photos, prices and what they actually should contain. In fact, it took Monika several hours to arrange all that with the photographer. There was also a brochure for a bus driver and so on and so forth. And then the big day came. And it happened. Monika called me to say the church would not be available for the ceremony on that day any more. It took me a few moments to realize what that actually meant and how



of danish national support element

terrifying this news was. But it was true. By complete accident, a concert had been arranged at the protestant church and no one bothered to inform the family. It was left on my shoulders to inform the family risking their health. Indeed, the scream I heard in the receiver could wake up the dead. So Danish NSE had to take action and move heaven and earth to find a church and an organist and to inform all guests about the new site of the ceremony. All in all, the event went smoothly but one of the guests, Lieutenant Colonel Hans Teglers, never received the information. He tried to get on the right place running from one church to an-

other. Short of breath and sweaty he eventually managed to join the end of ceremony.

Danish NSE Family

Danish NSE is all about people who are working there. We all have our private lives with some small and bigger problems but, we nevertheless do our jobs putting a lot of heart into it. And this is because we do like our jobs. And we are a great team who enjoy good humour in the daily routine. Once, our colleague ordered a new office chair but was absent on the delivery day which also coincided with the delivery of

some medical equipment. Among the medical items were special armrests for taking blood samples which actually resembled leg rests of a gynaecological chair. We put them into the original chair packaging and waited for a reaction. The view of our colleague trying to assemble the chair according to the manual and his face expression showing complete dismay as he entered our office carrying the armrests was simply priceless...



Written by:
Dorota Matzen

BA

The Baltic Amber
Multinational Corps Northeast Magazine



Headquarters
Multinational Corps Northeast
Baltic Barracks
ul. W. Lukaszynskiego 33, 71-215 Szczecin, Poland
www.mncne.pl
contact@hqmncne.mil.pl