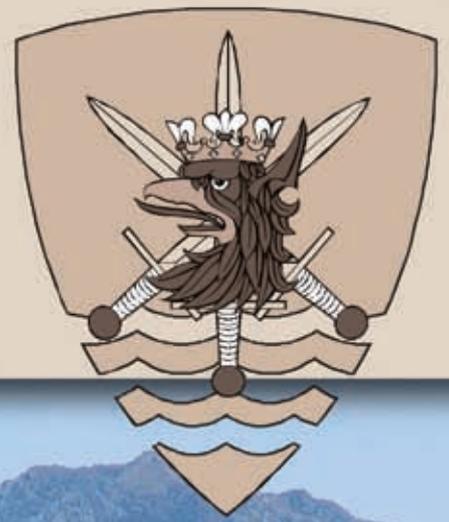


The Baltic Amber

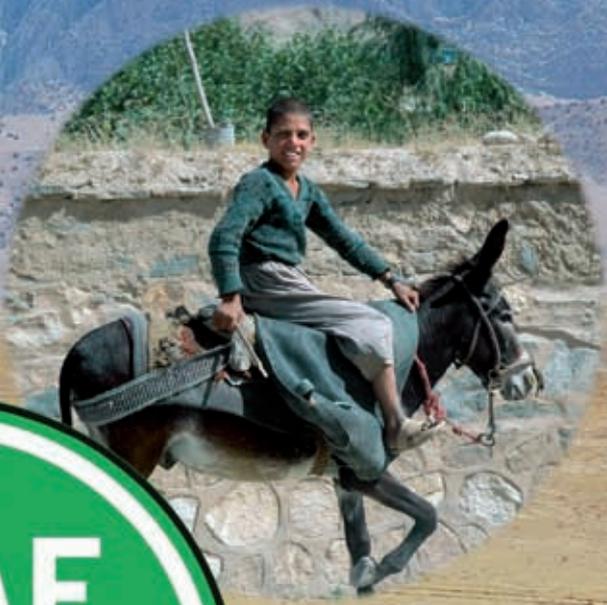
Multinational Corps Northeast Magazine



www.mncne.pl



Just in CASE!
check page 26



Third Edition - 2006



EDITORIAL COLUMN

Welcome to The Baltic Amber. In this issue we focus on the changes. Change of Commander, change of Chief of Staff, change of location from Szczecin to Kabul and change of our daily work from the cool Baltic to "hot" Afghanistan.

Heraklit (321 BC) was of the opinion that the only constant in the world is the change. And that could be true for MNC NE as well. You will see in the articles in this magazine that the life of our Headquarters is concentrated on adaptation to changing conditions ensuring that we are fulfilling our tasks.

We have not changed the layout of The Baltic Amber and we are also keeping the structure of our website. But we try constantly to improve the content and to be as updated as possible. We will produce the next issue of The Baltic Amber in March 2007 with focus on the deployment and the start of the mission.

Erik B. Bruhn
Colonel DA Army
ACOS G-1 Division/HQ MNC NE

The Baltic Amber
Multinational Corps Northeast Magazine
Third Edition – 2006

Editor-in-Chief
Colonel Erik Bo Bruhn (DA A)
ACOS G-1 Division

Publication Management
Public Information Office
Multinational Corps Northeast
Post Box 59, PL-70-961 Szczecin 6,
Poland
tel. +48 (91) 4445 120
fax. +48 (91) 4445 124
internet: www.mncne.pl

Editorial & Project Management
Commander Artur Bilski (PL N)

Editorial Team
Mss Anna Galyga (PL CIV)
Major Kim Donslund (DA AF)
Major Wojtek Wiśniewski (PL A)
Staff Sergeant Marian Cichoń (SK AF)

Graphic Design & Layout
Mss Anna Galyga (PL CIV)
Staff Sergeant Marian Cichoń (SK AF)

Pictures
Corporal Melanie Dewitz (GE A)
Warrant Officer Piotr Soboń (PL A)
Staff Sergeant Marian Cichoń (SK AF)

Printing
ZAPOL, Szczecin / Poland

**Special thanks to MNC NE
Language Group*

The Baltic Amber reflects to 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 HQ MNC NE.

The Baltic Amber is the authorised official magazine of the Multinational Corps Northeast, intended to inform and educate members of the Headquarters and assigned formations, as well as international groups and individuals.

Contents

Editorial Column	page 2
Impressum	page 2
From the Commander	page 3
I Wish I Could Deploy to Afghanistan With You	page 4 - 7
MNC NE Calendar 2006 - Selected Events	page 8 - 11
MNC NE: Many Nations Co-operate - Naturally Effectively	page 12 - 13
Treat My Successor as Kindly as You Have Treated Me...	page 14 - 15
The Corps "Core Business" Heading for Kabul Soon	page 16
From IDT via MST... To FAT!	page 17
Why FAT EAGLE?	page 18 - 19
Very Eager to Learn...	page 20 - 21
Desert Uniforms	page 22 - 25
The Exercise Director Wore Two Hats!	page 26
Definition Box	page 27
Visiting Joint Warfare Centre in Stavanger	page 28 - 29
Unified and United	page 30
My Dad in Afghanistan	page 31

From the Commander...



It is a great honor and pleasure for me to be appointed Commander of Headquarters Multinational Corps Northeast. After six years, the wheel of history has brought me back to Szczecin and to the extraordinary environment of the Corps. I had the opportunity already to co-command the Headquarters at the beginning of its existence and formation. Today, Multinational Corps Northeast is a completely different structure. Having achieved Full Operational Capability, the Corps is now a part of NATO's Low Readiness Forces prepared for commanding or taking part in full-spectrum operations.

The moment of my assumption of command coincides with the most challenging task and, at the same time, test for the HQ, being the deployment for the NATO mission in Afghanistan. This mission will provide evidence that achieving Full Operational Capability was well deserved and that our Corps is capable of being an important factor in the NATO command structure, even during such a demanding mission like ISAF X. This mission will definitely be decisive for the Corps' future position within the NATO structure, and it will strengthen our image in the public arena as a valuable asset for peace support operations.

For the first time in ISAF's history, a composite Headquarters has been created and our staff will take part in this undertaking. We will demonstrate our ability to cooperate but also meet numerous challenges, thus proving a high level of mission awareness. The training activities completed during the last six months, among them the comprehensive training package in Stavanger, in Norway, which I monitored personally, have clearly demonstrated that we can do the job and bring this mission forward. We will spend the next six months in Kabul together, and I will use this time to get to know you better. These experiences will be very helpful in commanding the Corps successfully.

It is one of my priorities to make sure that we as a Corps are treated as an equal, valuable and reliable partner within the NATO structures, especially those of high-readiness forces. I want to ensure that the Corps keeps on developing and operates effectively. That means that we have to constantly improve our high operational capabilities and to increase the number of our personnel, and of the allied nations, participating in the Corps as well.

My experience proves that a stable situation at home determines success in the professional field. This is why I will be sensitive to my subordinates' needs and their problems. After all, I am the type of person, who listens carefully to what subordinates say and offer. I want to encourage you to come forward with any problems and obstacles but do not forget about solutions.

Keeping in mind that treating others with respect will encourage them to respect you, we will work together to the Corps' benefit following the idea "Unity of Thought, Purpose and Action".

A handwritten signature in black ink, appearing to read 'Zdzisław Goral', written in a cursive style.

Zdzisław GORAL

Lieutenant General PL Army
Commander Multinational Corps Northeast

I wish I could deploy to Afghanistan with you!

Commander Artur Bilski is interviewing Lieutenant General Egon Ramms, the outgoing Commander of Multinational Corps Northeast



Cmdr Artur Bilski: Would you like to go to Afghanistan with the Corps as the Commander?

LtGen Egon Ramms: It is a strange feeling to make the plans and preparations for the mission and to know that you will have to hand over in mid December 2006 and somebody else will be going to Afghanistan to deploy with the Corps. I wish I could go with the MNC NE to Afghanistan but a Polish successor will be commanding the HQ MNC NE at the time. However, I will be the commanding officer at JFC in Brunssum and I will try to take care of this Corps HQ because JFC Brunssum is the Operational Command for the Afghanistan mission. Obviously, I will visit the HQ ISAF in Kabul and I will meet the officers, non-commissioned officers and privates deployed to Afghanistan whom I shall remember from Szczecin. That helps a little bit.

- Do you think that the decision about the deployment to Afghanistan was premature? According to the plan, we were to deploy in August 2007.

No, it was not premature. We hosted the defence ministers' meeting on 21 February 2006 during which the ministers of the three framework nations asked me whether it would be possible for the HQ to deploy either in February or in August 2007. I clearly stated that if I received a decision in due time, the Corps would be

ready to deploy in February 2007. The decision was made a little bit late but the HQ did a good planning work in May and June and now we can say that the training was conducted according to the plan and with good results. So the time is ripe for the mission. We are ready!

- Under your command the Corps has been certified by North Atlantic Council as the NATO HQ of Forces of Lower Readiness. How will that shape the Corps' future?

I believe that this is a very important point. NATO has received an HQ of Forces of Lower readiness that can be used for a deployment or any other purposes such as exercises. If we had not passed the Full Operational Capability (FOC) in such a successful way as we did, NATO would not have taken this HQ into account. That is why it was very important, all the more so because we received a certification with which we can engage into discussions with the nations, or between the nations or between NATO authorities and our framework nations. We are an HQ that really counts among all NATO Corps Headquarters!

- What will be the future of the MNC NE? Is there a political will to sustain the Corps?

The graduate readiness forces concept of NATO includes the decision from 2001 that NATO would like to have three high readiness Corps HQs and six HQs of lower readiness. If you look at the realities right now, you will find seven and even eight high readiness Corps HQs in the future and only two of lower readiness. I do not think that this balance between the higher readiness Corps HQs and the lower readiness Corps HQs is in accordance with the NATO concept. You need the high readiness Corps to go for NATO Response Force operations or other urgent missions. But after employing high readiness Corps, an HQ of lower readiness can always be used to fulfil the mission further on or to relieve a high readiness Corps. If the framework nations or one or two of the framework nations intend to raise the level of this HQs to the high

readiness level, they will have to discuss it with the remaining framework nations. I can imagine that there is a certain interest to do so from the Polish or Danish side. But the negotiations with the Germans would be quite difficult because Germany is already participating in several Corps HQs of high readiness. To change the MNC NE HQ into a high readiness Corps, one would have to increase the strength at least by another 150 soldiers not to mention additional costs. This has to be negotiated. But I am personally confident that MNC NE has taken its position within the NATO-Corps family. And its position will be strengthened by the deployment to Afghanistan. It means that the position is much stronger than in 2003. Further discussions about the future are not necessary.

- You are ending your three-year term as the Commander of MNC NE. How would you assess these years?

Somebody else should answer this question: the Corps Committee, the framework nations. They may say "OK, he did a good job" or the contrary. Personally, I am satisfied with the work I have done. I took the command of the HQ in the period between Intermediate Operational Capability (IOC) and FOC. Although the HQ had passed the IOC successfully, I realised that there was a lot I would have to do as the commander of MNC NE. We identified the areas which



needed to be improved and we worked on them step-by-step, e.g. within the structure and organisation and we upsized the HQ. We passed the FOC very successfully and I can say that everything has been done to prepare the MNC NE HQ for its first mission deployment to Afghanistan. The 2,5 years have been very busy but also very satisfying. I have enjoyed it and it has also been interesting to experience the multinational character of the HQ.

- Which moments were the most difficult for you?

There were some areas which were not easy. One of them was, for example, the situation we had prior to and after the Capable Warrior exercise in 2004 when we identified structural deficiencies in the Corps HQ. After the exercise Capable Warrior, some people of higher HQ stated that with the organisation we had, it would not be possible to pass the FOC evaluation successfully. I realized how much work we had to do to prepare the Corps for FOC in November 2005. There was some resistance at the HQ to that because the HQ faced plenty of work, including changes in the structures, the SOPs,



the SOIs, etc. There were also some obstacles coming from the framework nations so I had to persuade the Corps Committee to support all the necessary changes. That has been the most critical situation I have had during my three-year term as the Commander.

- How did you learn about your assignment as Commander of MNC NE?

I got this information quite early, mid 2003, and it was something I had not expected. So I was surprised. I made a reconnaissance in Szczecin together with my wife. Well, if you do not know the circumstances here, then perhaps not all first impressions are positive. But now, as the time passed, I have to state that I would not like to have missed working at the HQ and with the people, including the civilian Polish environment in all areas. It has been a big experience. In many areas within the HQ, I have established some special relationships and the same applies to the city, the Province and the Church. My wife and I have been living for 2,5 years in a fully Polish environment and we like our Polish neighbours. And I think they like us, too. We have been enjoying our stay in Szczecin.

- What were your stereotypes about Poland? Have you been able to confirm or reject them?

As I look back and compare what I have experienced with the point of view of a typical German, I think it is very important that Germans change their opinions about their neighbours. What I have found out in Poland is that the people here are very open and very friendly, even if you speak and understand little Polish. And if you go to Szczecin or other Polish cities and ask about a church or a museum, you will always get a friendly answer. Polish people try at once to switch into German or English to help you. There is another important point which I would like to stress - the reliability of Poles. This is one of the biggest experiences that I have gained working with Polish people here in Szczecin and other cities. The openness and reliability are the most convincing abilities that Polish people have.

- How do you perceive Szczecin, especially looking at current German-Polish relations?

I always make a joke when I am asked this question. The reason why the personnel department in Germany selected me for the post in Szczecin was that we did not have any relations to the area and that we were Catholics. There was nothing that might have discouraged my family. So I came to Szczecin and Poland with a very open mind. During my first meetings with some city officials I realised I was received with reserve. And I tried to help it and clarified this awkward situation giving a very simple answer: I was born in 1948, three years after the end of World War II. That is why I was not able to take responsibility for what happened between 1933 and 1945, and in regard to Poland between September 1939 and 1945. Nevertheless, I always said that I would do anything, and this would never change, to avoid repetition of such a situation, such a wrong development in the future. And as a German, it was my responsibility to make sure that Germany would never create such a situation again. As for the Polish population and the Polish officials in the area of Szczecin, I must admit that nobody has ever blamed me for what happened during the war. With regard to the opening ceremony of the German military cemetery from World War II in Stare Czarnowo in which I participated together with the Voivode of West Pomerania Province and Bishop of Szczecin, it was a very interesting experience. It shows that Germans and Poles are able to cooperate together in a very good manner. This cooperation has to be increased and continued.

- Does that mean that you think that cooperation within MNC NE may help overcome the difficulties arising from the history of Europe?

I am convinced. We are neighbours. We live together "in the centre of Europe", a phrase I have borrowed from Norman Davis. It is important that Germany establishes the same relationship with Poland as we have with France. And the history of France and Germany used to be as difficult as the relations between Germany and Poland. So it is possible to overcome these obstacles and become really good friends through a close relationship, good neighbourhood and good friendship over the lifetime of one or two generations. I must state warmly that I am convinced that the Polish side is full of good intentions. I believe that this direction and this approach will be dominating the relations between Germany and Poland and I can assure you that chancellor Angela Merkel or president Horst Köhler are working in the same direction. I believe that they even



have special positive relations with the Polish people. The work we have been doing within the HQ and in the region is one of the tools in this process.

- What is the message you would like to leave to the HQ personnel and the new Polish Commander?

There is one big message I would like to send: all members of the HQ should act in the interest of the HQ. There are sometimes differences as to what German interests, Polish interests, Danish interests and interests of others are. The first question that should simply always be asked is: what is the interest of the HQ and will it produce benefits for the HQ? In my opinion, all members should head in one direction so that everybody knows what to do. This would be the most important message before I leave. And such attitudes of HQ personnel would promote all kinds of future positive developments at and outside the HQ.

- Thank you for the interview. On behalf of the staff, we wish you the best of luck on your new post.



Fuel consumption (1999/100/EC and 2004/3/EC) in combined driving for Saab 9-3 SportSedan depends on car version from 5,4 till 10,8 l/100 km. Carbon dioxide emission (1999/100/EC and 2004/3/EC) depends on car version from 147 till 259 g/km. For more information about vehicle scrapping, possibility of salvaging and recycling visit www.saab.pl

Saab International & Diplomat Sales



Why not enjoy some time in the seat of power?

As a member of the diplomatic or military corps or a foreigner staying abroad, you can take advantage of an excellent opportunity. It's the Saab International & Diplomat Sales Programme, and it's your chance to get a great deal on any new Saab – including the powerful Saab Aero range.

You get one of the world's safest and top-performing cars at a very attractive price. All backed by our personal service and extensive support.

- A quality car at a very attractive price.
- Customisation for your Saab's final destination.
- Professional assistance with all the necessary paperwork.
- Extensive delivery programme.
- The option of taking delivery at our factory in Sweden.
- One-year free Saab Assistance Service.
- Generous factory warranty.
- Free shipment to an authorised Saab dealer in the US (US spec only).

**Saab 9-3 SportSedan
Linear 1.8i**

Price from:

16 497 EUR

For more information on the Saab International & Diplomat Sales Programme, please contact your Saab IDS agent in Szczecin: „Kozłowski”, ul. Małopolska 12, tel. (+48 91) 431 42 20

You can learn more about Saab and our entire product range at www.saab.pl



Saab Automobile AB is a member of the GM Group

MNC NE Calendar 2006

Selected events

8th July - HQ MNC NE Golf Tournament

Danish, German, Polish and Slovak golf-players gather at Binowo Park Golf Club, Szczecin, to fight for the golf trophies and prizes. Though the temperature reaches 35° Celsius, the participants enjoy the competition. The HQ MNC NE presents a strong team for this tournament.



27th July - Icebreaker “Stettin” in Szczecin

The officers from the HQ MNC NE together with Mr. Zbigniew Zalewski, the Vice-president of Szczecin and Mr. Bartłomiej Sochanski, the Honorary Consul of Federal Republic of Germany in Szczecin take a night cruise with the oldest and the biggest steam icebreaker ‘Stettin’ on the Odra River.

10th August - Polish Armed Forces Day

The Polish Armed Forces’ Day commemorates the battle referred to as “The Miracle on the Wisła River”. It is a very special event for Polish officers serving in the MNC NE, as they receive medals and become promoted. This time, the Polish Minister of Defence decorates also German and Danish officers with the Bronze Medal of The Polish Army.



25th August - Bavarian Politicians visit HQ MNC NE

“Shaping future relationships with Polish colleagues” brings Bavarian politicians to Poland. Apart from learning about Poles, the visitors are introduced to the military competence of the HQ’s soldiers, in particular the German soldiers. The politicians let the German soldiers know that the Parliament supports them and is aware of how important their role and work are.

30th August - Mission Specific Training

The HQ MNC NE organizes a one-day Mission Specific Training before the deployment to Afghanistan. The soldiers learn about terrorism and its characteristics as well as the current situation in Afghanistan. It is also an occasion to share the knowledge and experiences gained during a reconnaissance trip to Kabul by selected personnel from the Corps HQ.



29th August - 8th September - Exercise Compact Grey 2006

380 soldiers from 610th German Battalion, 100th Polish Battalion and Advanced party from the Multinational Corps Northeast practice their skills in the field during the six-day Compact Grey 2006 exercise. The aim is the technical interchange between two different communication systems, which is ensured by the common training of both signal battalions.

4th September - Fun, Fun, Fun

The Allied Non – Commissioned Officers' Club of Headquarters Multinational Corps Northeast organizes the Family Barbecue 2006. The MNC NE members, their families and invited guests spend this wonderful, sunny afternoon together. Both the children and the adults have a lot of fun in the Jutland garden.



18th - 22nd September - FAT Eagle 2006

The Command Post Exercise FAT Eagle (Functional Area Training) is a part of preparations for the deployment to Afghanistan. The aim is to achieve a common understanding of ISAF's organization and structure, job descriptions, doctrines and Standard Operation Procedures (SOPs) as well as to ensure that each staff officer is educated and trained to the extent possible.

22nd September - Crown Prince of Denmark visits HQ MNC NE

The Crown Prince and the Defence Minister of Denmark pay a visit to the HQ and get familiarized with the Command Post Exercise FAT EAGLE 2006. In special briefings the honoured guests receive detailed information about the HQ MNC NE and its "Road To Afghanistan."



4th October - German Unity Day

The honoured guests and representatives of all nations of the Corps take part in the celebration of 'German Unity Day'. The participants listen to speeches delivered by Lieutenant General Egon Ramms, Bartłomiej Sochanski, the Honorary Consul of Germany, and Zygmunt Meyer, the Marshal of Westpomerania.

19th October - Soldiers' Training in Stavanger, Norway

From 9th to 18th October about 160 officers and NCOs take part in the Mission Rehearsal Training at the NATO Joint Warfare Centre (JWC). The officers get familiarized with current cultural, political or religious conditions in Afghanistan as well as possible situation developments there. The continuity of standards and mission awareness are promoted.



17th - 26th October - Steadfast Cathode 2006 in Istanbul, Turkey

The Corps team integrates the MNC NE Communications and Information Systems (CIS) with the NATO Core Network. In all, 500 soldiers and civilians from 19 countries test the interoperability of the equipment in pre-planned configurations in order to work out the most effective set up for the upcoming NATO exercises and worldwide missions.

23rd October - Visit of International Media at HQ MNC NE

A group of journalists from different countries, including Belgium, China, Canada, Egypt, France, Great Britain, Russia, Ukraine and the United States visit the HQ MNC NE. Lieutenant General Egon Ramms gives a briefing on the history, structure and tasks of the HQ MNC NE as well as the upcoming mission in Afghanistan.



9th - 20th November - Exercise Unified Endeavour, Fort Bragg, USA

48 members of HQ MNC NE take part in the Command Post Exercise (CPX) codenamed Unified Endeavour at Fort Bragg as a part of preparations for the deployment to HQ ISAF. The MNC NE personnel are exercising their roles in HQ ISAF, getting familiarized with ISAF and US procedures and getting to know each other within the core of ISAF X before going on the mission.

3rd November - Mission preparations proceed

Simultaneously, as another part of the Mission Specific Training designed for the soldiers only, a briefing for the Danish soldiers going to Afghanistan and their families takes place. Not only the Afghan culture and history are presented, but also some practical tips e.g. on what to take to Afghanistan.



24th November - US Flag Raising Ceremony

The US flag starts to flutter among the flags of Czech Republic, Denmark, Estonia, Germany, Latvia, Lithuania, Poland and Slovakia. The United States officially becomes the ninth member-nation of the Headquarters and a US Officer starts his service at the HQ MNC NE.

MNC NE: “Many Nations Co-operate – Naturally Effectively!”

Anna Galyga is interviewing Brigadier General Josef Heinrichs, the new Chief of Staff of Multinational Corps Northeast



Anna Galyga: *What are your expectations related to your new post?*

BG Josef Heinrichs: In March this year, when my national authorities decided that I would be selected to become Chief of Staff, Headquarters Multinational Corps Northeast, there was no talking about an ISAF mission in early 2007. I knew a little bit about this HQ, but not that much. The first thing I did was to search the Internet for MNC NE. The homepage made me a little bit more familiar with the HQ and the city of Szczecin.

Afterwards I contacted Lieutenant General Ramms, the Commander of HQ MNC NE – he welcomed me to become a member of this great organisation and to live in this great city with my wife.

When the decision was made that HQ MNC NE will be deployed to Kabul/Afghanistan as part of HQ ISAF in early 2007, the German Ministry of Defence decided that I

should move to Szczecin prior to the planned date to be able to participate in the mission preparation training. So, I arrived five months before the official rotation date. That gave me the unique opportunity to get to know the HQ and its members without having a PE post – as a guest rather than as a member of the HQ.

The people working within an organisation are its key element. And I could learn that there are great people working within the HQ – military and civilian, from eight different nations, all of them very open-minded and supportive to me as the newcomer.

- What are the challenges you will be confronted with as COS?

In the current situation, with the HQ getting ready for its first deployment to a mission in an unfriendly and dangerous environment, there are two big challenges:

on the one hand, we, the military personnel of HQ MNC NE, must do a good job over there in Afghanistan to help the Afghan people and to support their government. On the other hand, as Chief of Staff of HQ MNC NE, it is my biggest concern to make sure that all our people will return healthy to Szczecin next summer when our mission will be over.

In HQ ISAF, we will provide nearly 20 % of the entire headquarters only. Our people will be spread all over the HQ, and I will not be Chief of Staff over there, but Director Combined Joint Operations Centre. Only few members of our personnel will work directly for me. As Chief of Staff HQ MNC NE, I will try to keep our community together.

As you know, we will have a new Commander. The future priorities, the points of main effort, the future training schedule, and – above all – the HQ MNC NE's further development will depend on his decisions. And it will be my job as Chief of Staff to make it happen.

- What will be your priorities as COS?

First of all, I want to thank my predecessor, Brigadier General Henryk Skarzynski, Polish Army, for handing a very well working staff over to me.

As a standing HQ in the NATO force structure, HQ MNC NE must be operationally effective. In 2005, our HQ could prove that it meets NATO-standards when it was certified as a Graduated Readiness Forces (Land) HQ. To keep this standard and improve the HQ's capabilities will be my first priority. With the deployment to Afghanistan, we are given the chance to show our ability to lead a big mission – we must succeed in this mission to remain relevant.

The other big priority will be the implementation of the new Permanent Headquarters and Field Headquarters structure. And not to forget the integration of all the newcomers from new and "old" nations who will show up between late 2007 and early 2008.

- What is the idea of your role at the HQ?

All general officers in the Command Group of Headquarters Multinational Corps Northeast always have a twofold role to play, i.e. a multinational and a national one.

As far as the function of the HQ is concerned, my role has been described in the job description. As Chief of Staff of HQ MNC NE, I have to co-ordinate all staff work to make the HQ an effective and efficient organisation available to the Commander. That means as well that the Chief of Staff has to be the spider in the net. Next to this, the Chief of Staff is the first adviser to the Commander. This role has to cover all areas, not just the staff work. The adviser role in particular can be touchy – there must be a climate of trust between the Commander and his Chief of Staff.

The general officers of HQ MNC NE are also the highest-ranking representatives of their countries. When wearing this hat, I have to support German positions. Sometimes, it might be difficult to balance national positions against multinational requirements as well.

- What do you think about the multinational environment of the HQ? Have you got an experience in working in a similar environment? What kind of advantages and disadvantages can you identify?

I know the rumours about multinational HQ very well. In most cases, people, who never worked in an international environment, claim multinationalism to be an ineffective way of doing jobs. Some years ago, for example, there was a long version for the abbreviation "NATO" – "No Action, Talks Only".

Several years ago, I worked in the United States with officers from 43 different nations from all over the world. It was not always easy, but in the end the results of the work were better than from only one nation.

I am convinced that the advantages of multinationalism outnumber the disadvantages by far. In a specific situation, the influence of different educations, experiences and cultures leads to more appropriate assessments of this situation and, as a consequence, to more suitable decisions. The only disadvantage that I see refers to the language capabilities of the people working together. This can sometimes lead to misunderstandings. In a standing multinational HQ like HQ MNC NE, however, where people from different nations work together on a daily basis, there is no big chance for misunderstandings.

Altogether: **MNC NE can stand for "Many Nations Co-operate – Naturally Effectively!"**

“Treat my successor as kindly as you have treated me...”

Anna Galyga is interviewing Brigadier General Henryk Skarzynski, the outgoing Chief of Staff of Multinational Corps Northeast



- Anna Galyga: As your tour of duty is coming to an end, what are your feelings and impressions about working at the HQ?

BG Henryk Skarzynski: Undoubtedly, it was a privilege for me to be assigned to this post, as I had not served in international structures before. Admittedly, I held an equal post of chief of staff at the 1 Corps but only in the phase of its establishment. So when I took the post of the Chief of Staff at HQ MNC NE it was totally different. The Corps had been well-organised, had successfully passed the Intermediate Operational Capability and all efforts centred on Full Operational Capability certification. I want to stress the fact that I was well received by everyone, with no exception. We should not forget that at that time the personnel was mostly made up of representatives of the Framework Nations (Poles, Danes and Germans) and some few Partnership for Peace representatives (from Latvia, Lithuania, and Estonia).

- What is your assessment of the multinational environment of the Corps?

When discussing multinationalism we must be aware that working in a multinational environment involves numerous challenges. The military education systems of the individual countries may serve as an example. On the one hand, the differences generate creative discussions that may produce really good results. On the other hand, initial discussions and cooperation may be difficult when you realize that you do speak of the same things but with a different approach.

English might have also been another difficulty in the cooperation. I reckon the English currently spoken at the HQ much better than back then. For that matter, the use of English, the official language of the HQ, was one of the criteria applied during the FOC. This ability was even deemed very high by the servicemen who were augmentees.

- As the Chief of Staff, what can you perceive as your biggest success during your tour of duty?

To say it as a joke, it is a success that I have survived here the three years. We have managed to establish a great team which has been able to think creatively, work hard and persistently pursue a defined goal. The credit for this goes to the entire staff. The efforts produced the successful FOC test passed in an excellent manner during the Compact Eagle exercise held in 2005. All the assessed criteria were deemed 'satisfactory without comments'.

Besides, I have been able to find some time to do sport, which was not possible before.

- Do you remember the most difficult situation during your tour of duty?

Certainly, the first couple of briefings and COS/ACOS meeting were most difficult owing to the language difficulties. Fortunately, I was received warmly and with understanding, which helped me to settle in at MNC NE relatively fast so working here has been pleasurable.

- What is your assessment of the preparedness of our HQ for the mission in Afghanistan?

I do not think that any headquarters have prepared for a mission as systematically as we have done. Admittedly, as announced previously, we were to become ISAF XI headquarters and finally we are to become part of ISAF X composite headquarters, which has reduced preparation time by half a year. Nevertheless, all the prescheduled preparations have been properly conducted, starting with team training, staff training and exercises held at the HQ and ending with reconnaissance and exercises such as the one held at Joint Warfare Centre in Stavanger. I am convinced that each regular soldier to deploy to Afghanistan is thoroughly prepared for tasks related to his post.

- Would you also like to deploy with the staff to Afghanistan?

I would like to participate in the mission. However, according to the Corps Convention, the command group is to rotate every third year. Unfortunately, the

deployment falls on the final part of my tour of duty which otherwise would last until 27 January 2007. Consequently, the Corps Committee has decided to shorten the Corps Commander and Chief of Staff's tours of duty to 15 and 14 December 2004 respectively to allow the successors to get prepared for the mission.

- What is the significance of the mission for the future of the Corps?

The decision on the establishment of a NATO corps in the territory of the Republic of Poland and the many years' preparation process focused upon one goal – the readiness of the Corps HQ to carry out tasks given by NATO. With the presence in Afghanistan, HQ MNC NE will prove its readiness and worth. And the confirmation of the need of the Corps is the fact that it has been assigned to the mission so soon after the FOC. The NATO Headquarters has made a rotation schedule in order to equally employ all the headquarters of this level until the end of the mission, which is the achievement of the defined strategic goals and the establishment of democratic rule in Afghanistan.

- What are you going to miss most after the end of your tour of duty at the Corps?

What I am going to miss? The great people, with whom I have been working here, as well as frequent international meetings that have been very interesting and instructive.

- What are your professional plans for the future?

The Minister of Defence will decide about my professional future.

- What would you like to tell your subordinates in conclusion?

First of all, I wish to thank all for the great co-operation, kindness, patience, understanding and constructive criticism. I have learnt a lot from you, Gentlemen! Treat my successor as kindly as you have treated me. Always be creative and persistent. Anything is achievable, if not now then later. If you are friendly and kind, you will achieve the goal and fulfil any tasks.

EXERCISE NAME: ISAF X

PLACE: HEADQUARTERS ISAF IN KABUL

TIME: FEBRUARY THROUGH JULY 2007

THE CORPS' "CORE BUSINESS" HEADING FOR KABUL SOON

The Operational Backbone

HQ MNC NE will deploy more than 150 officers and non-commissioned officers to Kabul-based ISAF HQ as part of ISAF X. Given the ISAF HQ's total strength of nearly 850 military personnel, the Corps as a matter of fact will not fill all ISAF HQ posts. However, MNC NE will be the largest sender, thus representing, as could be said, the operational backbone of the ISAF X Mission Headquarters. This is why MNC NE will man the majority of posts in the staff divisions CJ2 (Intelligence) and CJ3 (Operations and Operational Planning), including the posts Chief and Deputy Chief. Two Colonels from MNC NE head INFO OPS (Information Operations) and CJ4 (Logistics) respectively with half of the staff provided by MNC NE personnel. Moreover, the new Commander MNC NE, Lieutenant General Zdzislaw Goral, and his Deputy Commander, Major General Jan Brun Andersen, will both deploy, taking on the positions of ISAF Senior Military Advisor to the Afghan National Army and Deputy Chief of Staff for Operations respectively.

No Chain is Stronger Than Its Weakest Link

The divisions CJ1 (Personnel), CJ5 (Planning), CJ6 (Communications) and CJ9 (CIMIC) in HQ ISAF will have a smaller, although still substantial, number of officers and non-commissioned officers from MNC NE among their staff. These divisions and branches are predominantly manned with soldiers from other nations, coming from various regiments and services. The US four-star general McNeil will be in command of the entire mission.

As a matter of fact, every man in a mission, headquarters or branch is important and counts, since no chain is stronger than its weakest link. However, it is of operational importance for MNC NE to be tested to the maximum in the classic military areas intelligence, operations and logistics. And this will soon be the case, in February 2007.



EXERCISE NAME: FAT EAGLE (FAT II)

PLACE: BALTIC BARRACKS

TIME: 18th - 22nd SEPTEMBER 2006

FROM IDT VIA MST... TO FAT!

The Baltic Amber brings a recapitulation and an overview of training highlights of the last 6 months...on the road to ISAF & Afghanistan.

Nutrition or Military Training?

The headline "From IDT via MST to FAT" may remind you of a selling proposition for a nutritional product or of your doctor instructing you on how to lose weight. However, it has nothing to do with either one. Instead, the headline encompasses various codenames for MNC NE Headquarters' training programme meant to prepare the Corps for their duties in the ISAF Headquarters in Kabul/Afghanistan that will begin in February 2007. The Corps will send more than 150 officers and non-commissioned officers, both active duty and reserves, to the ISAF HQ, and during the last 6 months these soldiers have worked their way through a rather comprehensive "mission preparation training" programme.



Training at Home and Away!

The programme consisted of the following elements: individual deployment training (IDT) and advanced individual deployment training (ADV IDT), mission-specific training (MST) and mission preparation lectures (MPL) as well as functional area training I & II (FAT I & II), key leader training (KLT), mission rehearsal exercise (MRT/MRE), and a Permanent Headquarters exercise (PHQ EX).



The majority of these training activities took place in the Baltic Barracks in Szczecin. Some activities, however, were carried out at NATO's Joint Warfare Centre in Stavanger/Norway and at Fort Bragg in the United States. In addition, each soldier receives the individual deployment training (IDT) from his own nation. The entire training programme will continue until departure for ISAF in late January, with the Christmas break as the only well deserved intermission.



Read the articles from Szczecin, Stavanger and Fort Bragg.

The following pages give our readers insight into the training and exercises that took place in Baltic Barracks in September (Exercise FAT EAGLE), at the NATO Joint Warfare Centre Stavanger in October, and at Fort Bragg, North Carolina, in November.

WHY FAT EAGLE?

FAT is an abbreviation for “Functional Area Training” and to understand why this training and exercise really was needed, The Baltic Amber talked to Danish LtCol Graven Nielsen, Chief of “Exercise Scenario Control”. Graven Nielsen is normally positioned in the G-3 division as a Staff Officer in its Operations Branch. The LtCol will deploy with the Corps to ISAF to work in Operations there. For this exercise, however, he worked on the other side of the table in order to control and manage the “Scenario”, thus challenging the training audience in an appropriate manner.

MAJ Kim Donslund: *Throughout the week we have heard expressions such as SOPs, job descriptions, doctrines and coordination, but what was that exercise really about?*

LtCol Henrik Graven Nielsen: The exercise was really about training. To “work” people in, get them familiar with the ISAF situation and the situation and procedures their branches or cells are to deal with so that we would be ready for further training and an even bigger exercise in Stavanger.

- What learning did the Corps want its soldiers to keep in their minds when they went home to their families after the exercise?

Training is important and we are not perfect. Even the best man can improve. And therefore, this week all participants spent hours and hours familiarizing themselves with the ISAF situation scrutinizing the procedures and the processes. But also coordination

and team building was important. At the end of the week everybody realized whom they were mostly in contact with pending the given incidents and they knew their counterparts’ patterns much better. This was an important aspect of the exercise whose aim was to prepare us for the mission as well as possible.

- So it was about the optimisation of the internal cooperation in one’s own division, branch or cell and the interactions between these as well?

Yes, it was. Although that exercise did not appear small, it was still a small-scale exercise. But during the wider training in Stavanger and also during the real mission we will be in contact with an even greater variety of different personalities, cells, branches and organizations. And this perspective was very important.

- In short, did the exercise provide enough activities for soldiers not labelled “primary training audience” but “secondary training audience”?

Yes, I believe there was enough to do for them this week. We also needed them to act and co-play to put pressure on the primary training audience. They were, of course, the secondary training audience so during periods with less pressure on them, they were instructed to look into their own stuff and familiarize themselves even more with their standard operating procedures. The reason why we were forced to define a secondary training audience was that these ISAF HQ Divisions/Branches/Cells will have a much lower percentage of personnel from our Corps. In Stavanger, these remaining soldiers will be present but I believe that we prepared our guys as best as possible for Stavanger.

- In short, how was this exercise architected?

The decision to conduct the exercise was taken two months ago and it was determined that we would train in the ISAF IX structure. We took an ISAF IX scenario

of real-life-events. We did the exercise here in the barracks, which was the fundament of the exercise. Then we built up a look-alike HQ ISAF to the extent possible. And whether we would occupy the gym, a building or a container was not really important. We just had to have a place to sit and work.

- How was the exercise scenario designed?

It was divided into the real-life-Afghanistan, i.e. what was actually going on "live". And then we added three vignettes or major incidents. And the three vignettes were incidents that had previously taken place in Afghanistan, which we then put in as a supplement into the real picture that was going on in ISAF the last week. Our three vignettes were an earthquake, a hard landing of a helicopter and a riot in the centre of Kabul. The three vignettes were then used during our exercise to train the audience.

- Did the events overlap each other?

They did in the sense that the earthquake was not a situation you coped with in one day. It was obviously a long-term issue, an overarching thing lasting over the entire exercise. The hard landing, on the other hand, was a two-day issue and the riots were a one-day issue, even though it could have been longer.

- What personnel was here to help you control the exercise scenario and play-in and inject the agreed exercise incidents at the right time and level?

We set up an exercise control organization and then we had support from outside, from NATO commands as well as from NATO-nations to help us build and run it. All in all, they were around fifty people - and of these about twenty five externals - divided into higher control (HICON), lower control (LOCON) and also support to the flanking positions (FLANCON). We also enjoyed support from Subject Matter Experts (SMEs) who were crucial for an exercise like that because they brought in relevant and updated experience from Afghanistan. So all in all, we have built a strong team which coached and interacted with the training audience to move forward and cross new boundaries.

How was the exercise?

If you want to hear the truth, go to the horse's mouth, according to an old saying. Thus, The Baltic Amber interviewed 3 soldiers asking for their spontaneous feedback. We asked them the following questions:



Lieutenant Colonel Smola, German Army, will assume the position of Chief of JIC (Joint Intelligence Centre) in HQ ISAF X, in CJ2.

In your opinion, what were the best two things or lessons learned for you and your branch during FAT exercise?

Working on the ISAF order and producing ISAF products and comparing them with the current ISAF products as well as training internal procedures.

Did the exercise scenario incidents provide you and CJ2 with a solid and realistic training opportunity?

Partly. We had already info coming from ISAF and didn't need these incidents for internal training. But interaction between the areas i.e. to our colleagues in CJ3 and others was useful to train, but there was not sufficient time for that interaction. However in Stavanger we will get a new chance.



Major Čurný, Slovak Army, will assume the position of Dayshift Director of CJOC (Combined Joint Operations Centre) in HQ ISAF X, in CJ3.

In your opinion, what were the best two things or lessons learned for you and your branch during FAT exercise?

To be more patient and even more importantly, that nobody is perfect. But by cooperating in a good team spirit we learned from our mistakes and rode upwards on the experience curve.

(Continued on page 21)

EXERCISE NAME: FAT EAGLE (FAT II)

PLACE: BALTIC BARRACKS

TIME: 18th - 22nd SEPTEMBER 2006

VERY EAGER TO LEARN...

To enhance the learning process and prepare Corps personnel in the best way possible, MNC NE had invited a number of SUBJECT MATTER EXPERTs (SMEs) to the exercise. SMEs are officers and soldiers who have up-to-date and first hand experience from ISAF. SMEs were a very important ingredient of the FAT exercise, providing the latest about reality in ISAF operations and the ISAF HQ procedures. The Baltic Amber spoke to one of them, *LtCol James Garven*, a Scotsman of the UK Army.



MAJ Kim Donslund: *What is your job back home?*

LtCol James Graven: My job is in a joint training and development division of the Joint Warfare Centre in Stavanger and I form part of the team that writes the preparation exercises for the staff deploying to HQ ISAF.

- What was your job in ISAF?

I spent just over a month in ISAF and I went down there
20

to gain some experience for myself to enable a better scripting and exercise rating. I worked there as the Combined Joint Operations Centre (CJOC) shift director.

- Have you felt well received in the cells and branches during the exercise? Was the MNC NE personnel open-minded and open to coaching?

The cells were eager to be coached and they were thirsty for knowledge. I just felt a bit stretched that I did not have complete knowledge in all areas about every subject. But also something is very evident about ISAF. It is a dynamic operation and it changes and moves on. And common practice and procedure evolves week-to-week and month-to-month. So the longer you stay away from the theatre, the less up-to-date you are. So for these exercises when preparing new staff to go out there and bringing together the Headquarters before they deploy, it is important to always get subject matter experts with recent up-to-date experience.

- What surprised you most when you came to Afghanistan?

I think that the thing that surprised me most was the nature of the conflict. The British army gets involved in conflicts around the world quite frequently. But still, sitting on the fringes of deployments, I was unaware of the complete high intensity - the pace and tempo of the operations that are running down there - and at night it is often visible on the log sheets "Twenty or so Taliban attacking the position" or numbers even greater than that.

Well, that is not quite what the rest of NATO - and some of our armies stationed at home not committed to operations - think that is happening in Afghanistan. It is not traditional peace support operations that we were seeing in the Balkans or in some areas of Iraq. It is really high intensity and we need to understand that.

- Do you think it will take them long to settle in... in the ISAF HQ once they get there?

No they will quickly settle in. Time passes ever so quickly down there. Before they know it, they will be ready for their leave, and shortly after that they will be home and they will say “where did that six months go”. They will be well received there because the Headquarters is no longer turning over almost a hundred percent of the staff every six months and people will start to trickle in. So a new face is always welcome. And they will not need to feel alone because there will be an element of the headquarters that are staying in. Therefore they will have that opportunity to learn from experience on the job before they are effectively flying solo. And before long, they will be the experienced guys and there will be a new guy coming in behind them.

- What do you think will be the major take-out of this exercise?

I think in a number of areas situational awareness will be one of the take-aways from this. The operation is so fast moving, the individual incidences that run. No sooner have we got to catch to one then there is another one on the horizon. And for every incident there are fresh challenges for the staff to make sure that their commands and their men on the ground are probably supported with the right information at the right time. And so situational awareness and the dynamics have speeded up the operation with the two things these guys will take away.

- Was the scenario with its vignettes giving a realistic atmosphere and picture?

Yes. We have taken for this exercise actual incidents that happen quite frequently in Afghanistan. And the exercise was carefully constructed to allow the training audience a slow build-up to bring in the first incidents on Day One, which would run on into Day Two. On Day Two we could start an extra incident there and gradually build up the pace of the operation for the training audience. But the vignettes and the scenarios that were used are all scenarios that are commonplace in Afghanistan. And of course those that were involved in the exercise scripting and writing, regularly update them from recent experience in theatre.

How was the exercise?

Did the incidents you and CJ3 had to face during this exercise give you a realistic chance to train?

Yes, they gave us a very realistic chance to train because they reflected realistic situations. And this kind of incidents happens almost every day. As a shift director of the CJOC I can see that. Because during the whole week we were also linked up to and followed the real ISAF-incidents.



Major Czyzewski, Polish Army, will assume the position of Staff Officer in HQ ISAF X, “Information Operations”.

In your opinion, what were the best two things or lessons learned for you and your branch during FAT exercise?

Mainly two things: Experience with exchanging information between our cooperative branches (in real life that would be the Effects Branch, Targeting or maybe Joint Fires). This is one thing. And second thing is to coordinate everything within our branch. It is important for understanding our task, and our responsibilities.

Did the incidents you and CJ3 had to face during this exercise give you a realistic chance to train?

Yes and no. Yes, because we reacted on a short notice to fill out some other obligations to establish contact with our co-partners, to react according to development of the situation. On the other hand there were no means, no activities, except maybe for Public Information to inform people that there had been a technical problem.

And Public Information (PI) was not a real player in the exercise, because MNC NE personnel will not take on this position in ISAF X.

Yes, but from our point of view it would be the only means to inform, to prepare interviews. That’s why we had to speed up a little about the PI, be creative and simulate.



Czech Republic
Česká republika



Kingdom of Denmark
Kongeriget Danmark



Republic of Estonia
Estii Vabariik



Federal Republic of Germany
Bundesrepublik Deutschland



Republic of Latvia
Latvijas Republika



Republic of Lithuania
Lietuvos Respublika



Republic of Poland
Rzeczpospolita Polska



Slovak Republic
Slovenská republika



THE EXERCISE DIRECTOR WORE TWO HATS!

MNC NE Deputy Commander, Major General Jan Brun Andersen, acted as Exercise Director during FAT EAGLE, but also trained in his ISAF job. The Baltic Amber interviewed the General on the last day of the exercise.

MAJ Kim Donslund: General, what was, in your view, the most important for your staff to train during this FAT II?

MajGen Jan Brun Andersen: Getting to know each other in divisions, branches, and cells. And then of course a lot of details concerning SOPs and procedures, which are important. Fortunately, we have the necessary time to master all that.

- The next exercise will be the Mission Rehearsal Exercise (MRE) at the NATO Joint Warfare Centre in Stavanger. How will your staff benefit from that exercise? Is there a need at all for further training?

For sure there is a need for training. The next training in

Stavanger can add value to the aspects identified during this weeks training. And hopefully it will result in further increase of efficiency in all branches. In FAT EAGLE we were only training staff who belonged to MNC NE. Hopefully in Stavanger we will also train other people coming from other Headquarters or contingents, but who will be part of ISAF X Headquarters as ourselves.

- Will Stavanger be another exam in line with the NATO exam MNC NE went through last winter?

No. We passed the exam last year in November. Now we are training for the mission.

- Finally General, was it a nice and easy job to be the Director of this exercise and at the same time act in your coming ISAF job as Commander Deputy Chief of Staff for Operations?

Very easy, as I received a lot of good assistance and support from my men. I would almost go as far as saying, that I have never had an easier job before, and I feel confident that we will be completely ready for the mission.

EVER FELT CONFUSED READING NATO DOCUMENTS AND SEARCHING ABBREVIATIONS IN BORING GLOSSARIES?

YOU DON'T HAVE TO ANYMORE!

Public & Information Office
Multinational Corps Northeast
proudly presents:

- 2000 entries
- alphabetical order
- illustrated
- clear layout
- available in hard copy, CD or at <http://www.mncne.pl/glossary.pdf>

DEFINITION BOX

International Security Assistance Force (ISAF) - ISAF was established to assist the Government of Afghanistan (GOA) in maintaining security, so that the GOA, the International Community, and the United Nations can operate in a secure environment enabling reconstruction efforts in Afghanistan.

Functional Area Training (FAT) - a part of the Mission Rehearsal Training conducted in a form established by branches and cells' leaders. The aim of FAT is to ensure that staff branches, sections and cells possess an understanding of the mission-related doctrine, tactics, techniques and procedures specific to their functions.

Mission Specific Training (MST) - a part of the Mission Rehearsal Training conducted as a series of lectures and demonstrations. The aim of MST is to ensure that personnel selected for the deployment possess common knowledge and understanding of the country and mission related issues.

Battle Staff Training (BST) - a part of the Mission Rehearsal Training which usually takes the form of "vignettes"- or "injects"- based exercise, where personnel from all functional areas practice the execution of core staff and security procedures, battle rhythm, cooperation and integration activities. The aim of BST is to ensure cross-functional readiness of the staff to be deployed and to produce rapid and accurate staff work in support of the mission.

Mission Rehearsal Training (MRT) - the overall training programme which usually comprises the following types of training blocks: Individual Training, Key Leader Training (KLT), Mission Specific Training (MST), Functional Area Training (FAT), Battle Staff Training (BST), Mission Rehearsal Exercise (MRE), Counterpart Training.

Mission Rehearsal Exercise (MRE) - a part of the Mission Rehearsal Training conducted as a kind of Command Post Exercise. The aim of MRE is to build a capable, confident and cohesive team sharing a thorough understanding of the mission, structure, policies, plans, procedures, capabilities and limitations.

Functional Area Systems training (FAS) - a part of the Functional Area Training (FAT) conducted as a series of lectures, briefings and demonstrations. The aim of FAS is to ensure that personnel selected for the deployment demonstrate a certain level of skills necessary for operating all tools used in the appropriate functional areas.

Joint Warfare Centre in Stavanger is a subordinate component of the Supreme Allied Commander Transformation (SACT). It promotes and carries out NATO's experiments, analysis and doctrine development to improve capabilities and interoperability. The JWC conducts and enhances joint and combined training at the operational level for NATO supporting operational commanders. In this regard, it focuses on preparing, managing and executing collective battle staff joint training for the Combined Joint Task Force (CJTF), NATO Response Force (NRF), and Component Command HQs and for NATO HQs deploying to operations.

EXERCISE NAME: Mission Rehearsal Exercise

PLACE: STAVANGER, NORWAY

TIME: 9th - 19th October 2006

VISITING JOINT WARFARE CENTRE IN STAVANGER

More than 150 Soldiers From the HQ MNC NE Participated in the Mission-Rehearsal Exercise, MAJ Wojciech Wisniewski was one of them.

The mission-rehearsal exercise (MRE) that took place from 9th until 19th October 2006 at the Joint Warfare Centre (JWC) in Stavanger, Norway, was one of the major events in the preparation process of Headquarters, Multinational Corps Northeast, for its deployment to Afghanistan in January-February 2007 for ISAF X.

More than 150 personnel from HQ MNC NE, among them national augmentation personnel, and many soldiers from other NATO Headquarters, who had been assigned to posts in the composite headquarters in Kabul, had a unique chance to meet prior to the mission itself. During the exercise, all participants also had the great opportunity to get to know both the current and the future ISAF Commander, four-star generals Richards and McNeil.

The JWC-personnel ran the training. Subject-matter experts (SME) from the Joint Forces Command Brunssum (JFCB) and staff officers from the currently deployed ISAF IX supervised and supported the exercise.

Looking at the organizational side of the exercise and comparing it with the way our own Corps runs such kind of events, I realized the high level of performance that the personnel of our Headquarters has achieved in that sector, running all the exercises with such a small peacetime establishment (PE) structure.

Operational Update

The exercise programme was divided into three main parts. During the first one, the participants attended a mission-specific training (MST) and a functional-area systems training (FAS). This phase was meant to update the ISAF X personnel on the current situation in Afghanistan and ISAF, as well as to help the participants to improve skills necessary to operate computer tools used in the Headquarters ISAF.

Focus on Team Building

The second part comprised battle-staff training (BST) and functional-area training (FAT). That part was focused on a C-IED issue and on developing the collective understanding of the role, procedures and staff requirements. Furthermore, the functional-area training was focused on the internal interaction and cooperation within the branch, on building teamwork as well as on creating the confidence and ability to begin interacting with other branches and divisions.

The Exercise

Part two was a kind of warmup stage followed by the most important phase – the mission-rehearsal exercise (MRE).

The exercise aimed at improving teamwork capabilities, the cooperation and coordination with other branches and divisions as well as personal skills acquired during the functional-area training.

The scenario prepared for the MRE was taken from

previous ISAF operations and developed during the exercise with insertions issued by both subject-matter experts and the exercise control (EXCON) personnel.

Goals Achieved

The overarching objectives for this part of the mission-rehearsal training (MRT) were to promote continuity and common standards, to establish mission and functional-area awareness in each individual and to facilitate and to rehearse staff actions and interactions.

Taking these objectives and personal experiences as a basis, the appropriate division and branch chiefs underlined the necessity to start the process of team building and to get familiar with the staff procedures required in ISAF.

My personal intent as a staff officer assigned to the Information Operation Branch (IOB) was first of all to meet the people I will be working with in Kabul. It turned out that this was a common approach of most of our team members. We began by introducing ourselves shortly. As a next step, we learnt about the organization of our branch and about the individuals' responsibilities. Finally, we tried to define our strengths and weaknesses, so that we could organize the information operation work cycle in the most efficient and, at the same time, effective way. I was really impressed with the professionalism and experience some of my teammates presented. The Deputy Chief of Information Operation Branch, a British Lieutenant Colonel, immediately took responsibility for an organizational part of our daily routine. The most important aspect, however, was the preparedness of all of them to help and share their knowledge with others.

On the last day of the exercise, I gained the impression that we had done a truly satisfying job and had created a really good team. I am convinced that the members of Information Operation Branch will manage to do their staff work and accomplish all the tasks.

We also hope that as a branch we provided people with a common platform of understanding what information operation is all about.

Consequently, we believe that the ISAF X personnel have got a proper idea of how the Information Operation branch works as well as coordinates and conducts various activities.

Apart from the team-building process inside the branches and divisions, the exercise participants from Headquarters Multinational Corps Northeast had also another opportunity to develop the relationships among themselves. Our personnel were accommodated in a place called HV 08 that was located in a far-flung corner of the city (in reality 20 km outside the city) – the home of the Headquarters of the Rogaland HV-District. Spartan and not necessarily comfortable standards of living made a proper rest a bit difficult to achieve, but at the same time they created favorable conditions for specific ways of a social life within the Corps family.

The last point I would like to highlight is our shared success. The product we have prepared in our Headquarters called "Glossary of acronyms and brevity codes", which presents some of the massively produced NATO- and ISAF-terminology in a bit more "accessible" way, took the exercise participants by storm to become the most well-known and sought-after object of desire. Those who were lucky enough to get a copy of the little book in their hands saved themselves a lot of stress. It also definitely increased the level of cooperation and understanding.

Objective Met

To summarize, the overall exercise objective was achieved in the opinion of all subject-matter experts, EXCON- and JWC personnel. The ISAF X staff personnel were perceived as fully capable to take over their responsibility and to add their own value to the ISAF achievements.

EXERCISE NAME: Unified Endeavor

PLACE: Fort Bragg, United States of America

TIME: 9th - 20th November 2006

Unified and United

Forty-eight members of MNC NE participated in the exercise "Unified Endeavor" in Fort Bragg, which took place from 9th until 20th November. Fort Bragg is home to the XVIII Airborne Corps, which includes the 82nd Airborne Division. In addition to the 82nd DIV, US Joint Special Operations Command and related units are based in Fort Bragg as well. Day by day, 30 000 to 40 000 soldiers serve on the base, which is huge by European standards, given its area of approximately 650 square kilometers. Soldiers live on the base with their families, and you will find everything there, beginning with highways over primary, secondary and high schools up to two 18-holes golf courses, shopping malls, Burger King and other restaurants. So, there is no need to leave the base, except for trips into the nature of North Carolina.

The exercise "Unified Endeavor" was a US-led Command Post Exercise (CPX) conducted to train the US-units that were about to deploy to Afghanistan to form the Regional Command East (RC (E)) within the NATO-led ISAF force structure. Units that did not belong to ISAF were trained as well; they will be part of the coalition operation "Enduring Freedom" led by the United States. Headquarters, 82nd Airborne Division, represented the primary training audience (PTA). Over 850 personnel were trained within the PTA. The US Joint War Fighting Centre (JWFC) provided support to the exercise "Unified Endeavor" (UE 07-1). UE 07-1 was conducted not only in Fort Bragg, but also in three other places. The exercise organization included about 1300 persons, many of them civil contractors. Personnel from ISAF IX also supported the exercise by contributing their latest experiences and know-how to support both MNC NE and RC (E). Other NATO-HQs and Centers of Excellence, such as the Joint Warfare Center based in Stavanger, Norway, were represented as well. All in all, not less than 15 nations were represented in the exercise.

For HQ MNC NE, this exercise was the last part of its preparations for the deployment to HQ ISAF. Members of MNC NE are supposed to fill 165 positions in HQ ISAF, which is approximately one fifth of the HQ.

During "Unified Endeavor", MNC NE personnel under the command of Major General Jan Brun Andersen exercised in the role as HQ ISAF, which allowed the PTA to get accustomed to ISAF procedures. Not least, this made it possible for key members of both MNC NE and 82nd Airborne within the core of ISAF X (RC (E)) to get to know each other before

deploying to Afghanistan. Being under the command of NATO as a subordinated RC was a rather new experience and an eye opener for the PTA as well as for some of the US personnel supporting the exercise. There is no doubt, though, that the exercise both improved the cooperation and created a good basis for a concerted approach toward the common task in Afghanistan during ISAF X.

During the first day, MNC NE personnel practiced day shift and night shift procedures, and appropriate hand-over briefings were rehearsed. The backbone knowledge gained from all previous exercises proved its worth even with the relatively much smaller 'MNC NE Fort Bragg' set-up. US-liaison officers were attached directly to the MNC NE/ISAF Headquarters, and subject-matter experts coming directly from the current ISAF HQ supported both MNC NE and 82nd Airborne DIV HQ. We met some of the colleagues that we are to replace in Kabul by February next year, and some of those who by then will be in our subordinated unit in the Eastern region. Acquiring the ability to visualize a face when hearing or reading a name in some future phone calls or mails was an important part of our internal exercise goals.

On a more personal level, the experience with US personnel was that their approach to operations, especially on the tactical level, is more robust than we are used to, and the professionalism in planning and executing tactical-level operations is very high. The holistic approach to tactical operations was not commonly used by the 82nd Airborne, but members of MNC NE were able during common planning discussions to influence the hard-line approach of the planners in 82nd DIV, and a common understanding of how to operate was achieved to some extent at least.

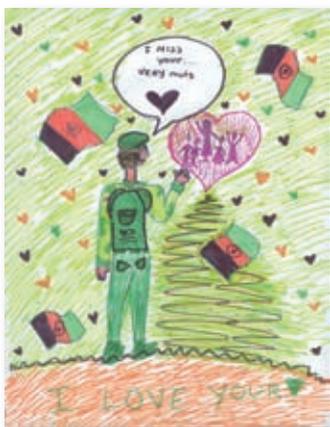
Making use of the opportunities existing during times of a lower level of activity, MNC NE personnel were very active outside the exercise buying the latest gadgets for the upcoming mission such as USB sticks, MP3 players, laser pointers and flash lights. When off duty, some even managed to play golf or drive a Harley Davidson.

So, the general conclusion is that it was a good exercise that made it possible for the MNC NE personnel to establish some good personal contacts in RC (E) and to have some quality time off duty.

My Dad in Afghanistan

Children's visions of the world reflect adults' visions with a dash of imagination, curiosity, innocence and simplicity.

Soldiers going to Afghanistan leave their families behind. Let's have a look at the children's ideas and how they imagine their dad's duty and life in Afghanistan. They really know more than we could expect.





**HEADQUARTERS
MULTINATIONAL CORPS NORTHEAST
BALTIC BARRACKS**
ul. Łukasieńskiego 33, 71-215 Szczecin Poland
www.mncne.pl
contact@hqmncne.mil.pl