Security at and from the Sea...

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Disclaimer

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It does not represent the opinions or policies of NATO and is designed to provide an independent opinion.

This briefing is not classified

and

therefore releasable using open sources!

1. COE's in general

- COE activities open to all Allies
- No cost to NATO.
- No duplication or competition with existing NATO capabilities, but added value.
- Conform to appropriate NATO procedures, doctrines and standards.
- Clear relationships between Sponsoring Nations and Strategic Commands through Memorandum of Understanding (MOU) and Technical Arrangements (TA).

MCM 236-3, dated 4 Dec 2003

COE Resources

- Different numbers of Sponsoring Nations
  - From one to nineteen in a COE.

- Operating cost
  - Per position: 6-27K € , but per diem to be paid additionally!
  - Additional costs for Host Nation.

- Manned on a national or multinational basis
  - Approx. 740 billets for 18 accredited COE.
  - Approx. 240 non-Host Nation positions.

- Impact on NCS PE manning
  - Sponsoring nations are encouraged not to populate a COE at the expense of NATO billets in the NCS.

Current COE Status

1. Joint Air Power Competence Centre (JAPCC / DEU)
2. Defence Against Terrorism (DAT / TUR)
3. Naval Mine Warfare (NMW / BEL)
4. Combined Joint Operations from the Sea (CJOS / USA)
5. Civil Military Cooperation (CIMIC / NLD)
6. Cold Weather Operations (CWO / NOR)
7. Joint Chemical, Biological, Radiological & Nuclear Defence COE (JCBRN / CZE)
8. Air Operations Analysis and Simulation Centre (CASPOA / FRA)
9. Command & Control COE (C2 / NLD)
10. Cooperative Cyber Defense COE (CCD / EST)
11. Operations in Confined and Shallow Waters COE (CSW / DEU)
12. Military Engineering COE (MILENG / DEU)
13. Military Medicine (MILMED / HUN)
14. Human Intelligence COE (HUMINT / ROU)
15. Counter – Improvised Explosive Devices COE (C-IED / ESP)
16. Explosive Ordnance Disposal COE (EOD / SVK)
17. Modeling and Simulation COE (M&S / ITA)
18. Energy Security COE (ENSEC / LTU)

NATO Accredited

1. Crisis Management and Disaster Response (CMDR / BGR)
2. Military Police (MP / POL)

In Accreditation Process

1. Strategic Communications (STRATCOM / LVA)
2. Stability Policing (Vicenza / ITA)

In MOU Negotiations

1. Mountain Warfare (MW / SVN)

In Concept Development

Total: 23

COE Locations

CSW COE
Kiel / DEU

JAPCC
Kalkar / DEU

C2 COE
Utrecht / NLD

CIMIC COE
Enschede / NLD

NMW COE
Oostende / BEL

MILENG COE
Ingolstadt / DEU

CASPOA
Lyon / FRA

C-IED COE
Madrid / ESP

SP COE
Vicenza / ITA

CJOS COE
Norfolk / USA

CWO COE
Bodø / NOR

CCD COE
Tallinn / EST

STRATCOM
Riga / LVA

ENSEC COE
Vilnius / LTU

JCBRN COE
Vyskov / CZE

EOD COE
Trencin / SVK

MILMED COE
Budapest / HUN

HUMINT COE
Oradea / ROU

MW COE
Ljubljana / SVN

CMDR COE
Sofia / BGR

DAT COE
Ankara / TUR

M&S COE
Rome / ITA

NATO Accredited COE

In MOU Negotiations

In Accreditation Process

In Concept Development

2. C2COE – Utrecht (NL)

Timeline C2COE

Member Nations
New Mission
Transformation

Expert Centres
sharpen Focus
react-respond

SME
Products
Effectiveness
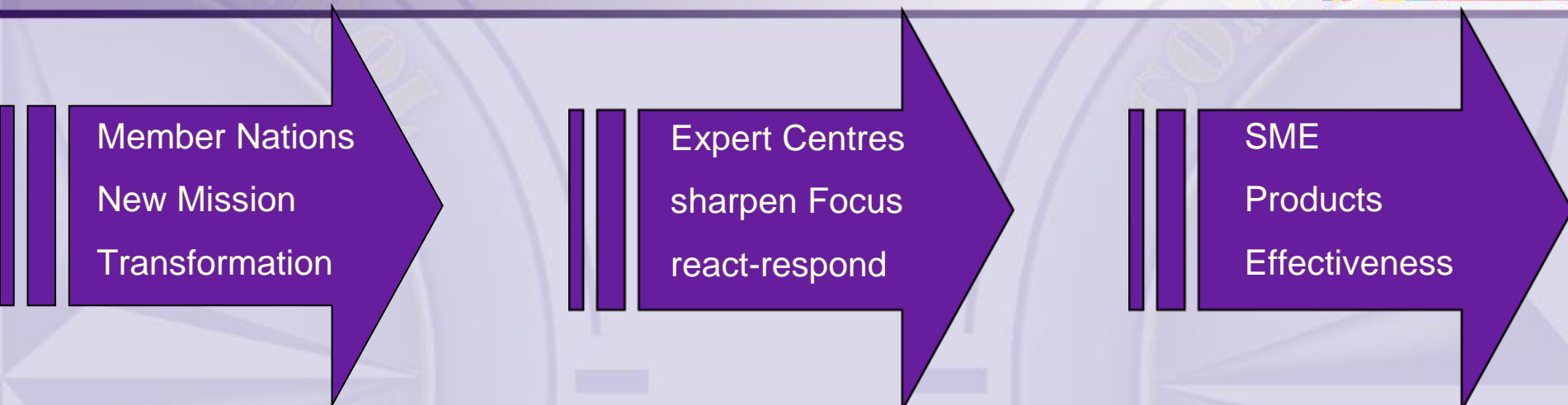
Steering Board POW

Prague Summit

ACT

ACO

COE
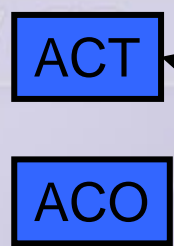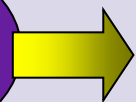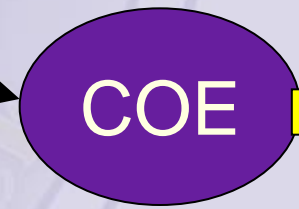
multinational

NOJ USA

NOJ EST

MC 324/1

MCM-236-03

Accreditation as IMO

2002 ......▶ 2006   2007   2008   2009   2010   2011 2012 2013 2014
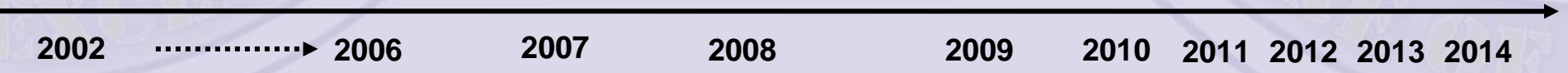
Mission and Vision C2COE

MISSION STATEMENT

"To support NATO, nations and international institutions/ organisations by providing subject matter expertise on all aspects of the Command & Control process with a focus on the operational environment."

NATO's Hub of Transformation

VISION

"To become a national and international main source of expertise in the domain of C2 by networking with SNs, ACT and ACO and other international institutions/ organizations"

Community of Interest C2COE

NATO Member Nations

Multinational Steering Board

Expertise

Expert centres NATO nations

NATO agencies/schools

Other NATO CoEs

NCOIC

Academia/R&D centers

NATO preferred customer

ACO	ACT

Operational Control

Operational Coordination

Customer Coordination

Organization C2COE

DR01 Director
OF-5

DR02 Dep Director/Chief of Staff
OF-4

SS01 Section Head Support SecOfficer
CIV

OA01 Section Head Operational Assessment
MIL OF-4

AC01 Section Head Analysis & Concepts
MIL OF-4

EM01 Section Head Expertise Management
MIL OF-4

Support	Operational Assessment	Analysis & Concepts	Expertise Management
SS11 Office Management/ Foreign Liaison Office	**OA11 SO OA** MIL OF-4	**AC11 SO C2 Doctrine** MIL OF-4	**EM11 SO EM *** MIL OF-4
SS12 Financial Manager CIV	**OA12 SO OA** MIL OF-4	**AC12 SO C2 Technology** MIL OF-4	**EM12 SO EM** MIL OF-4
SS13 Public Info Officer CIV	**OA13 SO OA** MIL OF-3	**AC13 SO Leadership & Education** MIL OF-3	**EM13 SO EM** MIL OF-3
SS 14 CIV	**OA14 SO OA** MIL OF-3	**AC14 SO Human factors** MIL OF-3	**EM14 SO EM** MIL OF-3
	OA15 SO OA MIL OF-3	**AC15 SO Organization** MIL OF-3	**EM15 SO EM** MIL OF-3

Products C2COE

Expertise/Knowledge

Education and training

Lessons learned

Concept dev and exp

Doctrine development

C2COE

Sponsoring Nations

- SME Support (Operations, Exercises, Training, Conferences)
- Publications (Magazines, Handbook Best Practices)
- Briefings
- Website
- Webinar
- Seminar
- Studies (e.g. C2 Vision, C2 Agility)
- Advice/Analysis/Assessment

of assessing C2 capabilities...

A.   Challenges derived from assessments
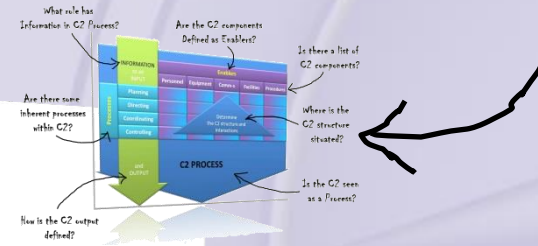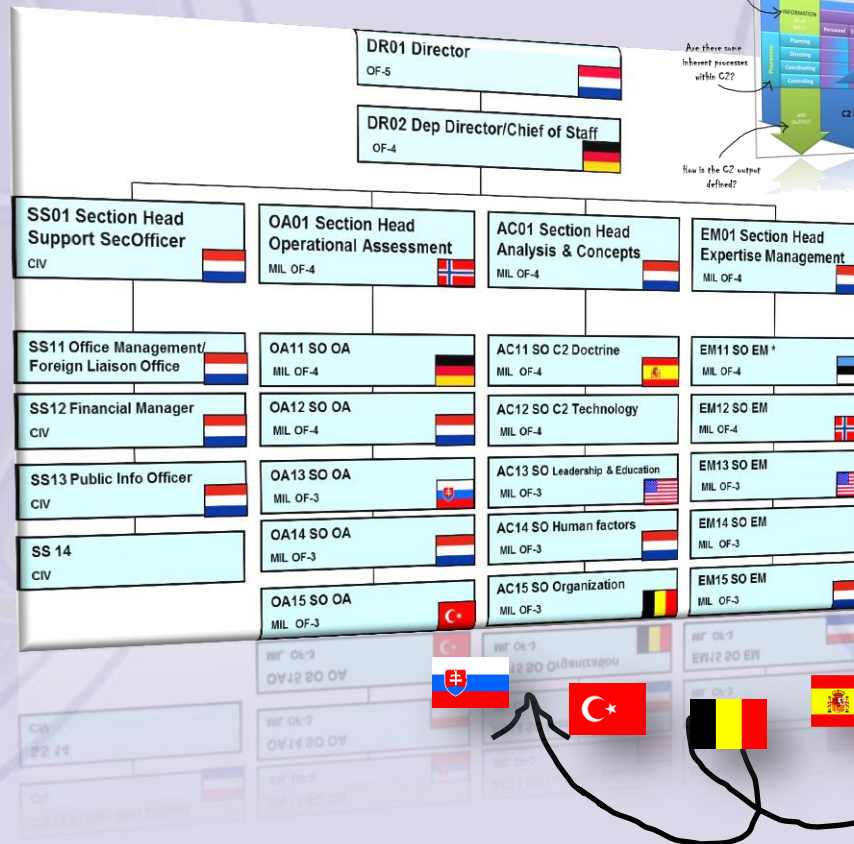
B.   Internal COE challenges

C.   No common understanding of C2

Challenges from assessments

Different structures
and missions

Broad variety of
components

Different attitude

Internal C2COE challenges

9 different Nations = X different approaches

No clear C2 definition – difficult to focus

Constant rotation – SME levels differ

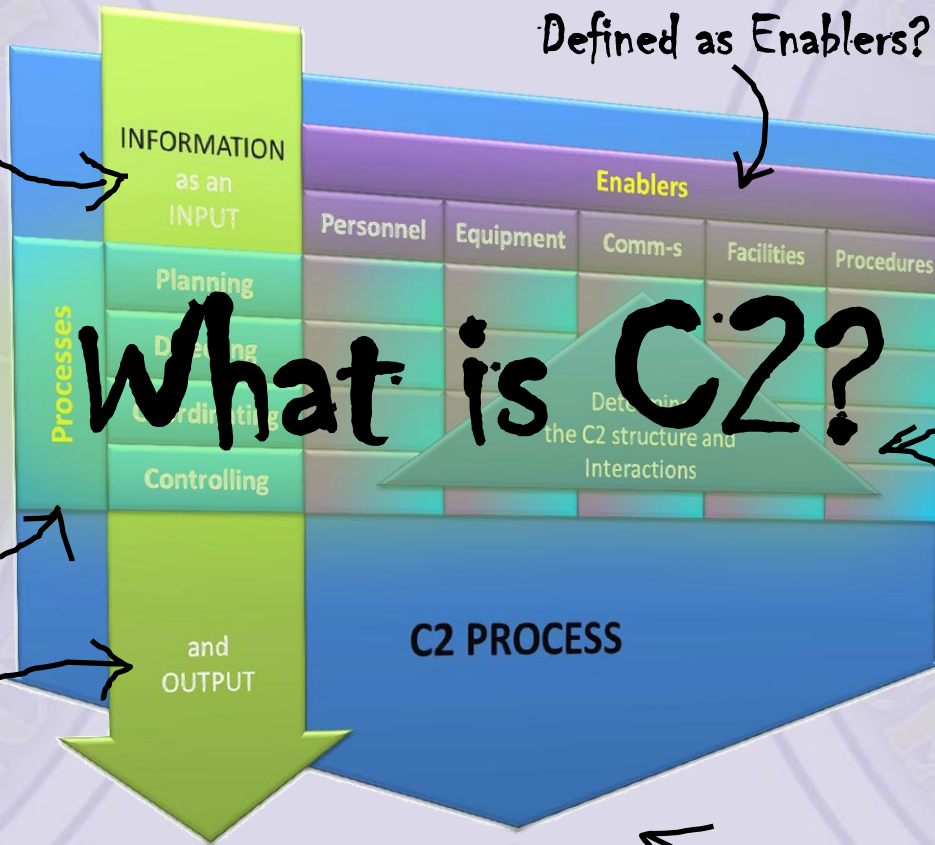|			
DR01 Director OF-5			
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SS01 Section Head Support SecOfficer CIV	**OA01 Section Head Operational Assessment** MIL OF-4	**AC01 Section Head Analysis & Concepts** MIL OF-4	**EM01 Section Head Expertise Management** MIL OF-4
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	OA15 SO OA MIL OF-3	**AC15 SO Organization** MIL OF-3	**EM15 SO EM**

No common understanding of C2

What role has Information in C2 Process?

Are the C2 components Defined as Enablers?

Is there a list of C2 components?

Are there some inherent processes within C2?

What is C2?

INFORMATION as an INPUT

Processes

Planning

Controlling

and OUTPUT

Enablers

Personnel | Equipment | Comm-s | Facilities | Procedures

Determining the C2 structure and Interactions

C2 PROCESS

Where is the C2 structure situated?

How is the C2 output defined?
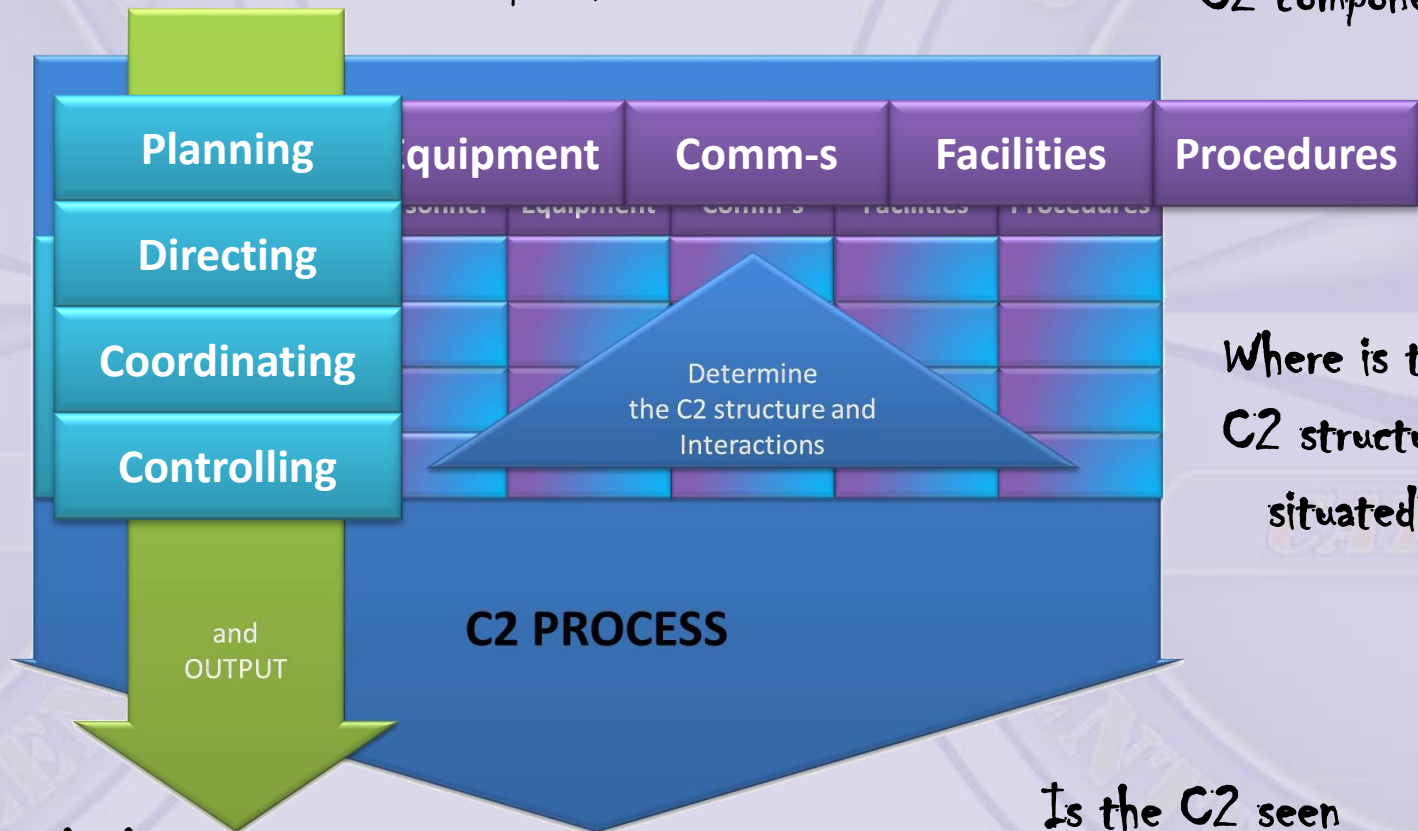
Is the C2 seen as a Process?

Model of C2: C2COE first steps

What role has Information in C2 Process?

Are the C2 components Defined as Enablers?

Is there a list of C2 components?

Planning

Equipment

Comm-s

Facilities

Procedures

Directing

Are there some inherent processes within C2?

Coordinating

Determine the C2 structure and Interactions

Where is the C2 structure situated?
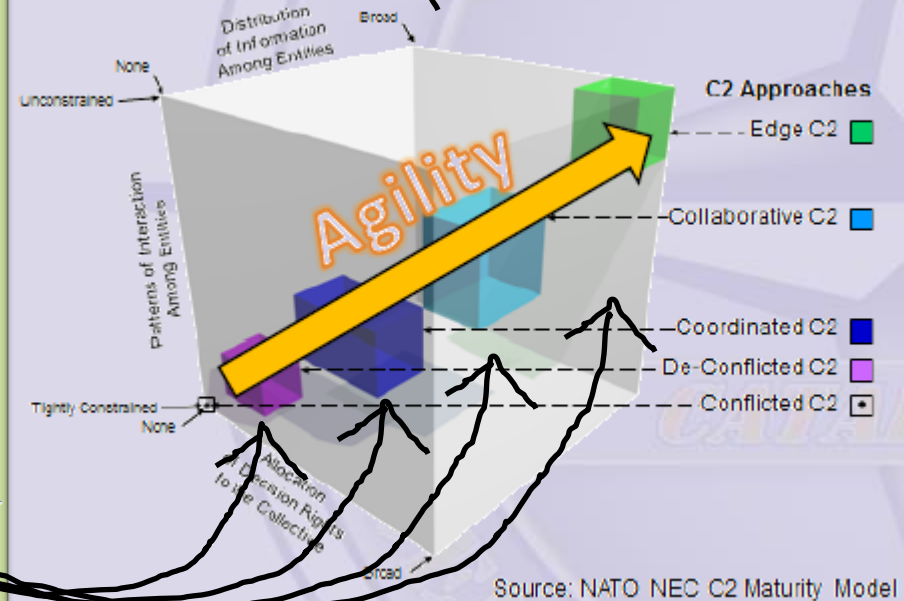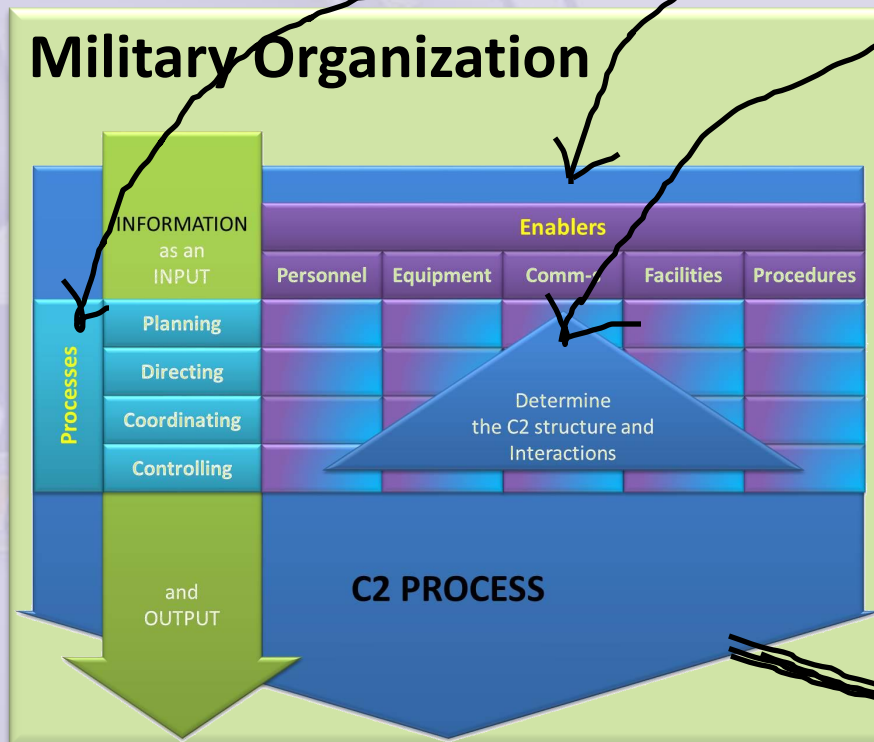
Controlling

and OUTPUT

C2 PROCESS

How is the C2 output defined?

Is the C2 seen as a Process?

C2COE and SAS-104

Ability to move from one C2 approach to another

Questions ?

www.C2COE.org