



**Supreme
Allied
Commander
Transformation**

Preparing the Individual for the Collective

Paul Thurkettle

Joint Education, Training and Exercise

Considerations



- What is ACT
- NATO versus National Training
- Individual versus Collective
- Seamless Coordinated Vision
- Small Team Training
- Training Virtually ?

What is ACT?

Mons, Belgium
USA ****



Allied Command Operations

- Operations
- Exercise Direction
- Mission Planning
- Air, Land, Sea

Norfolk, USA
FRA ****



Allied Command Transformation

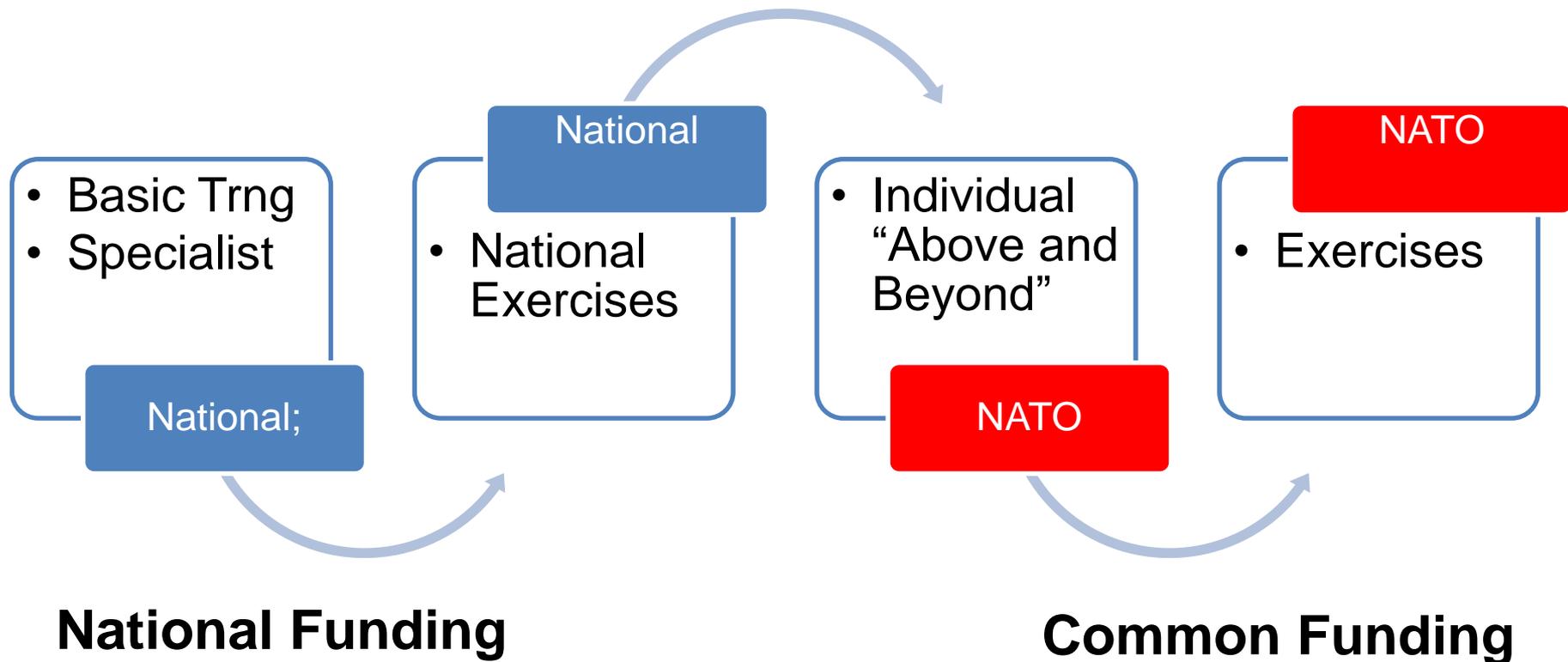
- Think Tank
- Capability Development
- Education & Training
- Exercise Planning

ACT – ACO Relations

NATO Education and Training



National/NATO Responsibilities





e-Learning support



Co-ordinated, streamlined, effective..

Lt Gen Viereck Quotes –

Former NATO Joint Force Trainer



- *.....we must fight as one to defeat the modern enemy, not as separate thinking coalition, but as a force **educated and trained** as one.....*
- *..... An exercise is a group of individuals using **their individual skills** in a collective coordinated environment*

Augmentee Preparation Pre-deployment Training Exercises and Operations

- **>80% receive no pre-deployment training**
- **First education is at the Academics Phase of the Exercise or in country briefs**

Requirements Analysis



Missed Possibilities

Trident Juncture 2015

- 12 NATO nations
- 36,000 personnel from 30 nations
- No pre-deployment online preparation performed

Viking 2014

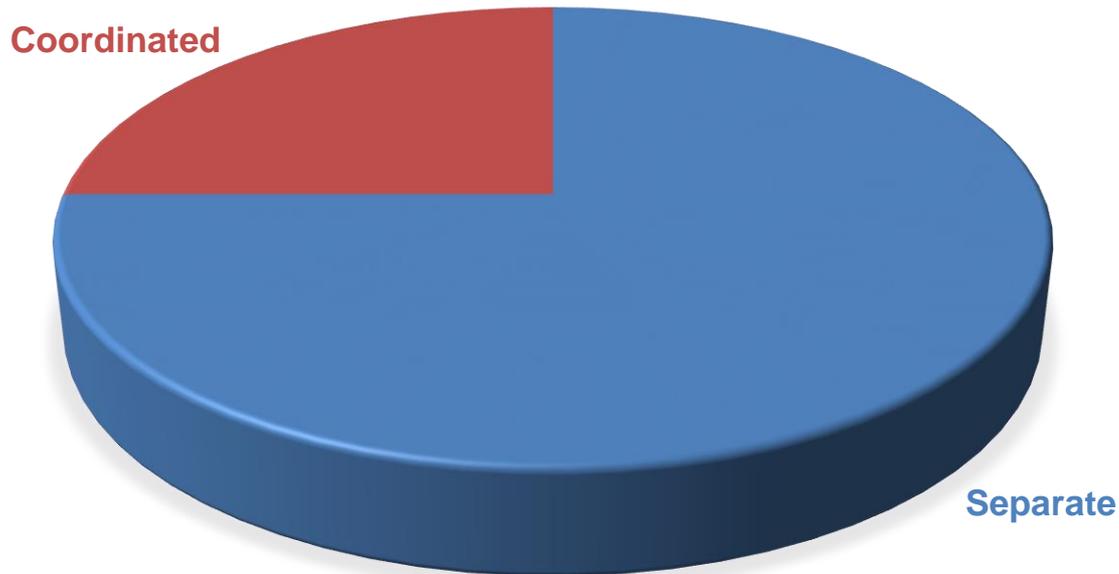
- 24 nations
- 2,600 personnel
- 33 Different organisations
- Online preparation not utilised as much as possible



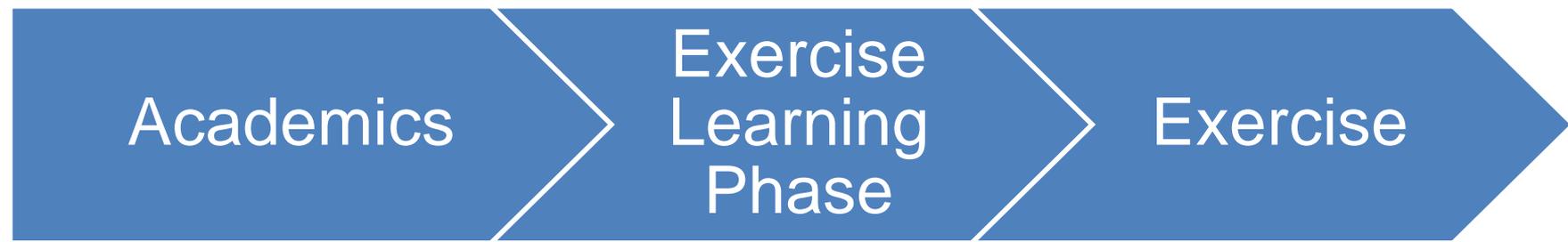


NATO Training Group Survey

SURVEY OF NATIONAL INDIVIDUAL/COLLECTIVE TRAINING



Collective Training



NATO Individual / Collective



- **Major Distractions**
- **“To busy to be distracted”**
- **Pressure to achieve**
- **Disconnection in mindset**
- **NATO Rules Confusion**
- **“Just not aware”**
- **“This is how we always do it”**

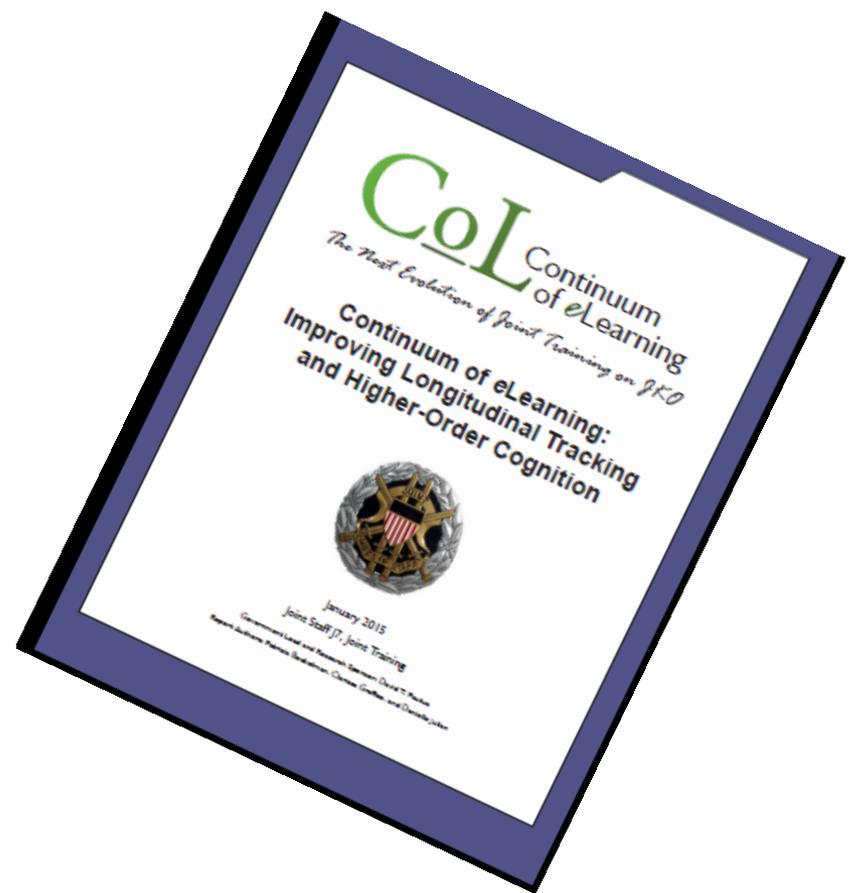
Wayne's Game

Let's not reinvent the wheel



Continuum of Learning

USA - Joint Staff Project



- 3 Year Project to research and develop an integration of blended learning into Joint Exercises
- Sound academic approach
- Support and acceptance across all branches and exercise leadership
- Now institutionalized in the Joint Training System
- Tools and courses developed for the project



Joint Integrated Online Learning

Next Evolution of Joint Training on JKO

Continuum of eLearning

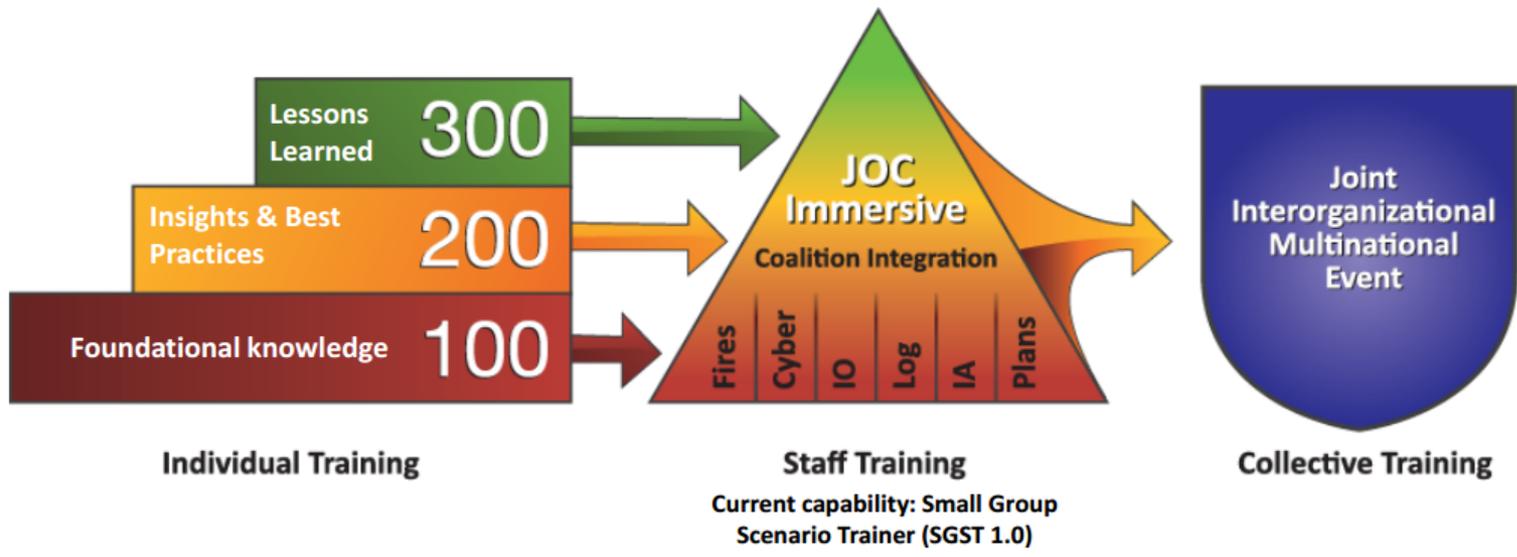
Measured, Aligned, Engaging
Instructional Tools

Joint Ops Center

Immersive
Desk Top M&S
Scenario-based
JFC Staff Training

CCMD/JTF

Collective Training
Blended, Integrated
Academics & Exercises

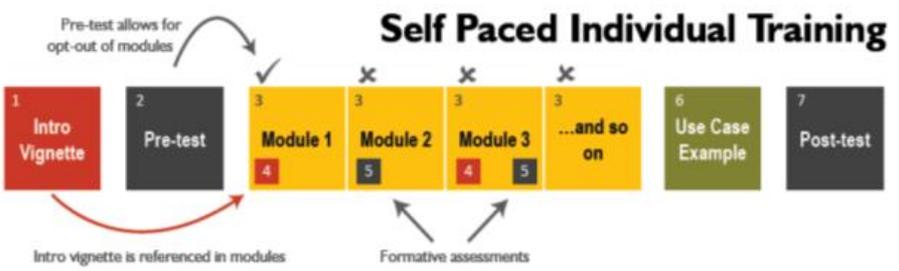


Continuum of Learning

Why

1. Sustain “band of excellence” in Knowledge, Skills, and Abilities (KSA) before/between exercises; tailored to build staff competencies; supportive of collective exercises
2. Reducing the “untrained” in comprehensive, measurable and sustainable ways

How



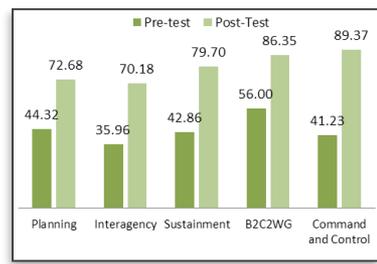
Online Small Group Training



What



SELF PACED TNG BASED ON INDIVIDUAL KNOWLEDGE



METRICS



CLASSROOM ACADEMICS

TAILORED REMEDIATION



SMALL PRE-EXERCISES

SMALL GROUP REHEARSALS + AAR, METRICS, REMEDIAL TNG



FULL-SCALE EXERCISE

SUPPORTS COLLECTIVE EXERCISES

JFC 100

- J30 P-US1141 JFC 100 Module 1: Introduction to Joint Fundamentals - (2 hrs)
- J20 P-US1142 JFC 100 Module 2: Joint Intelligence - (1.5 hrs)
- J30 P-US1143 JFC 100 Module 3: Joint Operations - (2 hrs) **
- J40 P-US1144 JFC 100 Module 4: Joint Force Sustainment - (2 hrs)
- J30 P-US1145 JFC 100 Module 5: Joint Operations Planning - (2 hrs) **
- J30 P-US1146 JFC 100 Module 6: Joint Command, Control, and Communication - (2 hrs) **
- J30 P-US1147 JFC 100 Module 7: Joint Fires and Joint Targeting - (1.5 hrs)
- J3S N-US1148 JFC 100 Module 8: Interorganizational Coordination and Multinational Ops - (1.5 hrs)

JFC 200

- J30 P-US1149 JFC 200 Module 1: CCIR at the Operational Level - (1 hr) **
- J30 P-US1150 JFC 200 Module 2: Gaining and Sharing Information and Knowledge - (1 hr)
- J30 P-US1151 JFC 200 Module 3: Interorganizational Coordination - (2 hrs)
- J30 P-US1152 JFC 200 Module 4: JTF Level Command Relationships & Joint Force Orgs - (1 hr) **
- J30 P-US1153 JFC 200 Module 5: Design and Planning - (1.5 hr) **
- J30 P-US1154 JFC 200 Module 6: Communication Strategy - (1 hr)
- J30 P-US1155 JFC 200 Module 7: Joint HQ Org, Staff Integration, and Battle Rhythm - (1 hr) **
- J30 P-US1156 JFC 200 Module 8: Intelligence Operations at the Operational Level - (2 hrs)
- J30 P-US1157 JFC 200 Module 9: Integration of Lethal and Nonlethal Actions - (1 hr)
- J30 P-US1158 JFC 200 Module 10: Joint Sustainment - (1 hr)
- J30 P-US1159 JFC 200 Module 11: Assessment - (1 hr)
- J30 P-US1160 JFC 200 Module 12: Authorities Course - (1 hr) **

JKO Developed Courses

JFC Courses in Development

JFC 100

JFC 100 Module 9: Joint Staff Officer
Cyberspace Operations Awareness – (1 hr)

JFC 200

JFC 200 Module 13: Joint Staff Officer
Cyberspace Operations Awareness - (1 hr)

JFC 200 Module 14: Forming a HQ JTF - (1 hr)

**** (8) Courses
recommended for
onboarding GO/FOs**

What's the best way forward ?

CNN “Sexy images”



CFI ITE Project – VBS

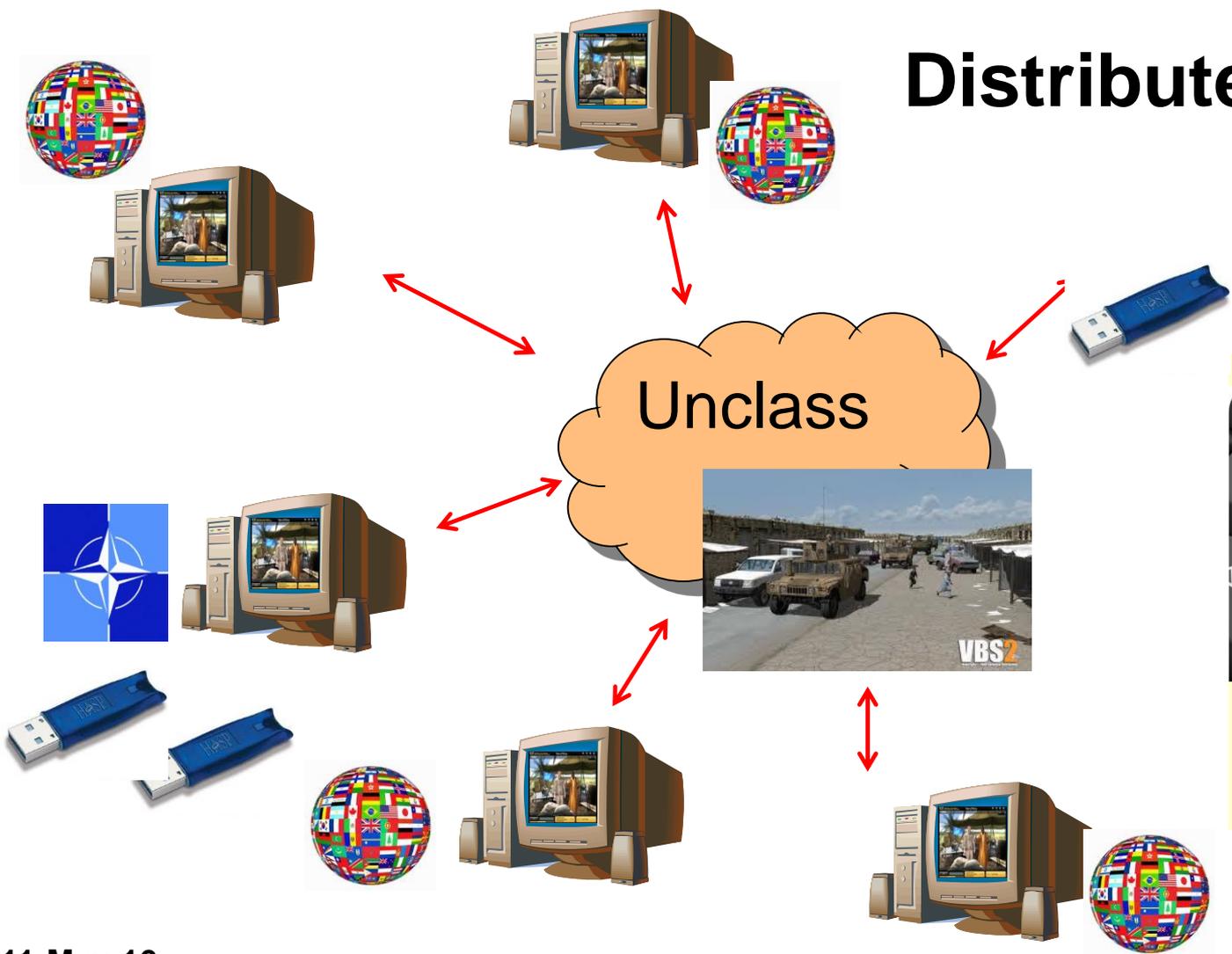


**Individual
(Doctrine/Tactics/Familiarisation)**

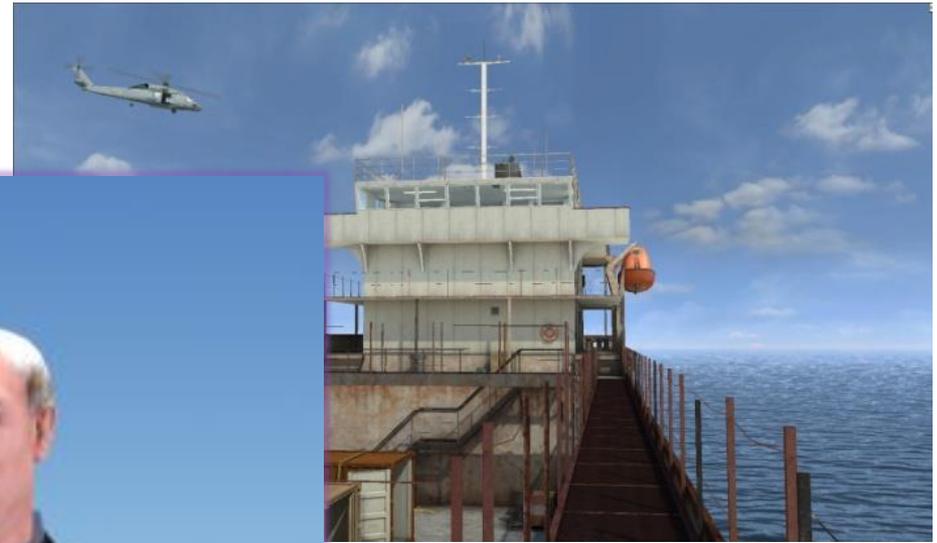
**Collective
(Tactics/Rehearsal/Training)**



Distributed Training



ITE “Experiments”



ITE - CMI



The aim of this simulation is to provide a virtual training environment for students learning CIMIC principles to work through and experience the key stages of CIMIC work in theatre.

Start

VOHQ Demo



Enhanced Nations – NATO WARSAW Summit 2016

Our opportunity to work with Australia, Finland, Georgia, Sweden, Jordan as well as others..

- **Individual training**
- **Strengthen co-operation and support e-Learning Capability**
- **Build on exercise preparation – Viking 18 perhaps ?**

Oh, and by the way.....

My life in NATO ☺

