

**ROYAL UNITED SERVICES INSTITUTE (RUSI) LAND WARFARE CONFERENCE 2011**  
**WHITEHALL LONDON, UK**  
**01-02 JUN 11**  
**SESSION 2: 01 1145-1300JUN 11**  
**“INTERAGENCY AND INTERNATIONAL COLLABORATION:**  
**(“TRAINING WITH ALLIES FOR GREAT COLLATION INTEROPERABILITY”)**

ROYAL HIGHNESS – LADIES AND GENTLEMEN,

THANKS SO MUCH FOR INVITING ME TO JOIN.

MY COMMENTS WILL FOCUS ON ACTIONS, AND WHAT WE'RE DOING IN US ARMY EUROPE TO BUILD TRUST IN INTERNATIONAL AND INTERAGENCY COALITIONS THROUGH TRAINING. BECAUSE IN COALITIONS ACTIONS MATTER MOST IN GENERATING TRUST.

I'LL SAY THAT AGAIN, FOR EMPHASIS... IN COALITIONS, ACTIONS MATTER MOST; AND WHILE WE'RE TRAINING TOGETHER NOW, BECAUSE WE'RE FIGHTING TOGETHER, WE MUST CONTINUE THESE RELATIONSHIPS FOR A POST-ISAF ENVIRONMENT. AS THE US ARMY EUROPE COMMANDER, I'M IN A POSITION TO BE THE “ACTION ARM” OF GENERAL DEMPSEY AS WE PREPARE FOR 2020. IT MIGHT FIRST BE APPROPRIATE TO REVIEW SOME THOUGHTS ABOUT THE CURRENT OPERATING ENVIRONMENT – WHAT WE'RE LEARNING IN COMBAT AND HOW THAT WILL AFFECT THE FUTURE.

THOSE OF US WHO HAVE BEEN ON BATTLEFIELDS RECENTLY (BRUCE BREALY, BARNEY WHITE-SPUNNER) HAVE SEEN EXTENSIVE CHANGE IN THE OPERATING ENVIRONMENT.

-CONTIGUOUS AND NONCONTIGUOUS MANEUVERING OF FORCES...AN EXPANSION AND A REFINEMENT OF WHAT ALL OF US USED TO TALK ABOUT AS WE DISCUSSED WHETHER WE WOULD BE OPERATING ON EITHER A LINEAR OR A NON-LINEAR BATTLEFIELD. IT'S NO LONGER “EITHER-OR”

-THE CONDUCT AND BALANCE OF LETHAL AND NON-LETHAL TARGETING – AGAIN, NEW TERMS FOR WHAT WE USED TO CALL KINETIC AND NONKINETIC OPERATIONS. AND THE LINK TO THIS KIND OF TARGETING AND THE ASSOCIATED

PUSH OF RESOURCES AND RESPONSIBILITY AND PERHAPS INCREASE RISK TO THE LOWER TACTICAL LEVEL.

-YOU KNOW, THERE'S BEEN MUCH TALK ABOUT THIS, BY THE WAY, WITH AN INFERENCE THAT PUSHING RISKS TO LOWER TACTICAL LEVEL IMPLIES SOMETHING NEW, AND SUGGESTS SENIOR COMMANDERS ARE NO LONGER TAKING RESPONSIBILITY TO MITIGATE RISK....I DON'T BELIEVE THAT'S TRUE, AS I BELIEVE MOST HISTORIANS WILL TELL YOU THIS ISN'T A NEW PHENOMENA, THOUGH MANY YOUNGER LEADERS BELIEVE THIS IS THE FIRST TIME HISTORY HAS SEEN THIS. IT WAS ACTUALLY A POINT OF DISCUSSION AT OUR RECENT STAFF RIDE OF THE BATTLE OF SCHMIDT, AND THE KALL TRAIL. HOPE WE TALK ABOUT THIS IN DISCUSSION

-THE CURRENT BATTLEFIELD ALSO SEEMS TO PUT AN EVEN GREATER EMPHASIS ON THE UNPLANNED CONTRIBUTIONS OF ALLIES, AND THE INCREASING ROLE OF PARTNERS – (INTERAGENCY, NGOS, OTHERS) IN THE CONFLICT ZONE.

- AND THERE ARE CERTAINLY SIGNIFICANT CHANGES IN HOW WE GATHER, VIEW, AND ESPECIALLY HOW WE SHARE INTELLIGENCE. WITH ALLIES, ESPECIALLY THOSE WE MAY NOT HAVE HAD THE TIME TO KNOW AND UNDERSTAND.

-THE PROLIFERATION OF THE NUMBER OF PLATFORMS, THE WAY WE INTERPRET ENEMY NETWORKS, HOW WE LOOK AT FORMATIONS – LARGE OR INDIVIDUAL

-HOW WE SHARE INFORMATION-ALWAYS AN ISSUE IN COMBAT, BUT MADE INCREASINGLY IMPORTANT AND COMPLEX BECAUSE OF THE SPEED, INCREASED TEMPO OF OPERATIONS, AND ADDITION OF MORE ALLIES INTO THE FORMATIONS...SOME UNEXPECTED!

-THEN THERE ARE THE INFLUENCERS: A CHANGING ROLE OF INFORMATION OPERATIONS AND MEDIA...MORE THAN 24/7 NEWS.

-THE CONFUSION BETWEEN PUBLIC AFFAIRS AND EXECUTION OF INFORMATION OPERATIONS MODEL.

SO CONFUSING, IN FACT, THAT OUR DOCTRINE HAS DETERMINED THIS SHOULD BE RENAMED “INFORMATION AND INFLUENCE ACTIVITIES (IIA)” ...AND IT IS NOW DEFINED AS THE INTEGRATING ACTIVITIES WHICH ENSURE THEMES AND MESSAGES ARE SYNCHRONIZED WITH ACTIONS TO SUPPORT FSO. CERTAINLY CONTENTIOUS, BUT UNDERSTANDABLE GIVEN THE ENVIRONMENT.

BUT PERHAPS MOST IMPORTANT ARE THE CHANGES AS TO HOW WE SEE ENEMIES.

-THOSE USING ASYMMETRIC VERSUS CONVENTIONAL (ISRAELI EXAMPLES – HAMAS, HEZBOLLAH, INSURGENTS)

-THE INFLUENCE OF NON-STATE AND TRANS-STATE ACTORS—(TERRORISTS, INSURGENTS, CRIMINALS...EVEN MERCENARIES, AS WE’VE SEEN RECENTLY IN LIBYA)

-REGIONAL THREATS AND HOSTILE NATION-STATES, OR MAYBE BETTER DESCRIBED AS HOSTILE NATION-STATE LEADERS (LIKE QUDAFY, ASSAD, MUBAREK, ET AL.)

SO WHILE THE NATURE OF CONFLICT REMAINS THE SAME – IT IS STILL TOUGH, DIRTY, FILLED WITH FRICTION AND FOG OF WAR—THE CONDUCT OF OPERATIONS – DUE TO ENEMY, NEW TECHNOLOGIES, INTEL COLLECTION, INFORMATION, ALLIANCE BUILDING REQ, METHODS OF MANEUVER – WILL CONTRIBUTE TO THE BATTLEFIELD BEING MORE DYNAMIC, UNPREDICTABLE, DIVERSE, FLUID, NETWORKED, AND CONSTANTLY EVOLVING. THE BATTLEFIELD – LIKE OUR ARMIES- WILL BE VERY DIFFERENT IN 2020. WE ALL AGREE WITH THIS, YET IN EVERY CONFERENCE AND SEMINAR I’VE BEEN TO LATELY, IT SEEMS WE ARE ACKNOWLEDGING THESE CHANGES AND DIFFERENCES, BUT WE OFTEN DO NOT SUGGEST HOW TO ADDRESS THEM.

AGAIN, WE’VE BEEN FORCED TO TRAIN TOGETHER NOW, BECAUSE WE’RE FIGHTING TOGETHER. WHAT WILL BE OUR MOTIVATION IN A POST-ISAF ENVIRONMENT? (THE YEARS 2014-2020). WE ALL AGREE THAT OUR LEADERS AND COMBINED FORMATIONS MUST BE MORE ADAPTABLE, AND MUST BE

PREPARED TO EXECUTE OPERATIONS IN THIS FLUID CONSTANTLY CHANGING ENVIRONMENT.

THE RECENT PUBLICATION OF NEW DOCTRINE IN THE US ARMY TAKES A STEP IN DESCRIBING “HOW” WE MIGHT ADDRESS THIS.

THIS NEW DOCTRINE ELABORATES ON OUR CHANGED FUNDAMENTAL OPERATION PRINCIPLES, AND IT IS TIED TO OTHER ARMY DOCTRINAL PUBLICATIONS (ADP), AND SUPPORTED BY A VARIETY OF EDUCATION PACKAGES.

VERY DIFFERENT THAN THE WAY WE HAVE DONE THINGS IN THE PAST.

TO EDUCATE OUR FORCE ON THIS NEW DOCTRINE, WE’RE USING WIKI FORMATS, YOUTUBE VIDEOS, AND APPLICATIONS ON SMART DEVICES THAT WILL SHOW INTERACTIVE TRAINING, PODCASTS, MOBILE APPS AND ANY TECHNIQUE THAT WILL KEEP THE DOCTRINE CURRENT, AND ADJUSTING TO THE DEMANDS OF THE MISSIONS.

WE’VE EVEN REPLACED THE TERM COMMAND AND CONTROL, AND BATTLE COMMAND, WITH “MISSION COMMAND”

WE’RE USING THAT TERM BECAUSE WE WANT TO IMPLY INFORMED INTUITION AND INSTINCTS, BASED ON THE CHANGING NATURE OF CONFLICT THAT I JUST TALKED ABOUT.

BUT HERE’S THE CRITICAL QUESTION: HOW DO WE RAPIDLY GET ALL THIS TO LEADERS AND FORMATIONS OF ALLIANCE IN THIS EVOLVING ENVIRONMENT?

THIS BRINGS ME BACK TO MY STATEMENT THAT IN COALITIONS, ACTIONS MATTER MOST.

WITHIN USAREUR, WE HAVE SEVERAL TRAINING VENUES AND EXERCISE EVENTS WHERE WE FOCUS ON ACTION – THE APPLICATION OF THESE CONCEPTS WITH ALLIES.

MUCH OF THIS TAKES PLACE AT OUR JOINT MULTINATIONAL TRAINING COMMAND, OR JMTC, WHICH WE DEFINE AS OUR “CROWN JEWEL”.

AT JMTC, WE INCORPORATE THE LATEST DOCTRINAL CHANGES; TACTICS, TECHNIQUES, AND PROCEDURES; FOR THE CURRENT FIGHT, AND AS WE EVOLVE OUR FORCE.

NOT JUST WITH OUR U.S. FORCES – BUT AS WE ALSO INTEGRATE ALLIED PARTNERS. AND BUILD TRUST WHICH GENERAL DEMPSEY TALKED ABOUT.

SINCE 2005, WE HAVE INCLUDED MULTINATIONAL PARTNERS IN EVERY MISSION REHEARSAL EXERCISE WE CONDUCT AT THE JOINT MULTINATIONAL READINESS CENTER, OR JMRC. VERY DIFFERENT THAN MOST TRAINING CENTERS.

ALL 12 USAREUR BRIGADE COMBAT TRAINING ROTATIONS HAVE HAD MULTINATIONAL SOLDIERS PARTICIPATE – OVER 3200 SOLDIERS FROM 19 COUNTRIES.

IN APRIL , AT THE U.S. BRIGADE MISSION REHEARSAL EXERCISE, WE HAD 768 SOLDIERS FROM POLAND, ROMANIA, CZECH REPUBLIC, BOSNIA, SLOVENIA, FRANCE, AND AFGHANISTAN INTEGRATED IN THE TRAINING EVENT TO PREPARE FOR COMBAT THE SAME PARTNERS THOSE UNITS WILL SEE IN COMBAT – BUILDING TRUST. SINCE 2005, OVER 14,000 ALLIED AND PARTNER NATION PERSONNEL HAVE PARTICIPATED IN PRE-DEPLOYMENT TRAINING EVENTS.

--OVER 4,000 PARTNER NATION PERSONNEL FROM 21 COUNTRIES HAVE PARTICIPATED IN OMLT AND POMLT TRAINING (ABOUT 1/3 OF ALL OMLT/POMLT)

--SINCE LAST MAY – MAY 2010 – MORE THAN 300 MULTINATIONAL SOLDIERS FROM 24 COUNTRIES HAVE PARTICIPATED IN THE INTELLIGENCE TRAINING PROGRAM, AND A BIG PART IS HOW TO SHARE INTEL ON THE BATTLEFIELD.

BEYOND TRAINING, WE ALSO PARTNER IN MULTINATIONAL EXERCISES:

-JUST LAST WEEK AT OBERAMMERGAU, WE CONDUCTED A SYNCHRONIZATION CONFERENCE – WHAT WE CALLED A COMBINED TRAINING CONFERENCE – WITH 36 OTHER NATIONS, DETERMINING THE BEST USE OF CALENDAR WHITE SPACE ON INTERNATIONAL EXERCISE EVENTS DURING THAT CONFERENCE...

ADDITIONALLY, IN A PERIOD OF DECLINING RESOURCES MANY OF OUR PARTNER COUNTRIES ARE FINDING THEY ARE EXPANDING THEIR SECURITY RESPONSIBILITIES WITH KEY NICHE CAPABILITIES.

-ROMANIA, HAS INCREASED HUMINT CAPABILITY AND THEY HAVE USED THESE IN AFGHANISTAN AND KOSOVO. THEY TOOK THE LEAD IN STANDING UP A NATO HUMINT CENTER OF EXCELLENCE AND ARE REGIONAL LEADERS FOR HUMINT. THEY TRAIN AT OUR FACILITIES.

-THROUGH REPEATED COOPERATION WITH USAREUR, POLAND HAS DEVELOPED THEIR OWN C-IED TRAINING CENTER. THEY NOW TEACH A BASELINE COURSE, FOR THEIR ARMY, AND THEY DESIRE TO MAKE THIS A MULTI-NATIONAL COURSE FOR THEIR REGIONAL PARTNERS. THIS IN ADDITION TO BEING THE FIRST ARMY TO BUILD THEIR OWN NCO ACADEMY, AFTER HAVING HUNDREDS OF POLISH SOLDIERS ATTEND OURS AT GRAFENWOEHR.

-UKRAINE HAS BEEN DEVELOPING A PEACEKEEPING CAPABILITY AND PEACEKEEPING TRAINING CENTER. THESE EFFORTS HAVE SUPPORTED UKRAINIAN DEPLOYMENTS TO KFOR AND U.N. MISSIONS, BUT WE BOTH BELIEVE THERE IS ROOM TO EXPAND THIS CAPABILITY AND MAKE THE PEACEKEEPING CENTER MORE MULTINATIONAL, PARTICULARLY INCORPORATING FSU COUNTRIES. I TALKED TO THE CHIEF OF LAND FORCES – COL GEN VOROBYOV – ABOUT THIS ISSUE JUST LAST WEEK.

I'LL ADMIT THAT SOME OF WHAT I'M TALKING ABOUT IS SHAMELESS ADVERTISEMENT OF WHAT WE'RE DOING, AND WHAT WE WANT TO DO MORE OF, IN US ARMY EUROPE AS WE WORK WITH PARTNER NATIONS.

BUT I'M DOING THIS BECAUSE I FIRMLY BELIEVE THAT IF WE WANT....

--ALLIANCES THAT REMAIN STRONG IN TODAY'S COMPLEX ENVIRONMENT BUT MORE IMPORTANTLY IN AN UNCERTAIN FUTURE;

--NATIONS WHO CAN BE PART OF COALITIONS NOW AND IN THE FUTURE WHILE SIMULTANEOUSLY BEING ABLE TO SECURE THEIR BOUNDARIES AND MAINTAIN REGIONAL SECURITY AND STABILITY;

--AND MILITARY FORCES THAT SUCCEED WHEN THEY ARE PULLED TOGETHER, SOMETIMES IN AN AD HOC MANNER FOR FSO

THEN OUR ABILITY TO TRAIN AND EXERCISE TOGETHER – SHARING OUR CHANGED DOCTRINE AND WORKING ON EVOLVING TACTICS, TECHNIQUES AND PROCEDURES – IS CRITICAL TO BUILDING INTEROPERABILITY FOR FUTURE ALLIANCES.

BECAUSE IN COALITIONS, ACTIONS MATTER MOST; AND YOU CAN'T BUILD THE TRUST GENERAL DEMPSEY TALKED ABOUT AFTER THE CONFLICT BEGINS

THANK YOU FOR INVITING ME...AND I LOOK FORWARD TO YOUR QUESTIONS LATER.