



MARCOM Transition

Information to newcomers

UNCLAS



Welcome Aboard!

As you are aware, you will arrive in a headquarter that undergoes significant changes as a result of the new NATO Command Structure (NCS) that was decided last year. Your first six months will be particularly busy, as we prepare to assume our new role as HQ MARCOM on the 1st of December. Ahead of the formal Transition-Day we will have established the new organisation, some of the divisions will move office, and new CIS and IT will be in place to support this. At the same time we will continue to run Operation Ocean Shield, we will have taken responsibility for all standing maritime groups and we will have conducted Exercise Noble Mariner.

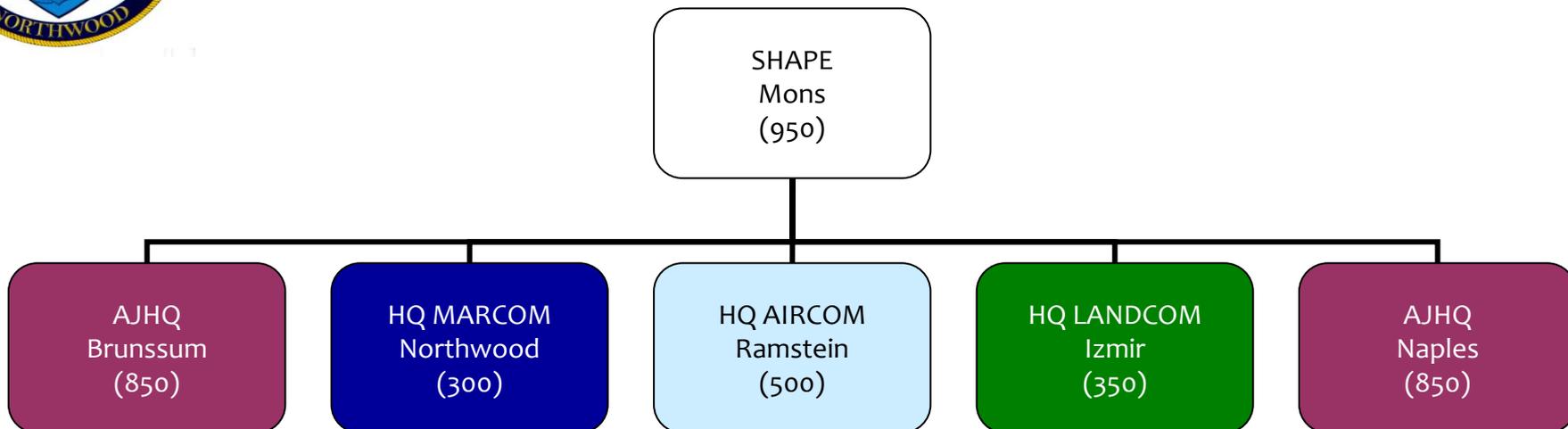
Although the aim of the ongoing NCS reform is to have a more cost effective organisation and to achieve financial savings for the member nations, we see possibilities in a leaner and more clearly defined structure. If we do things right, the new HQ MARCOM has the potential to become more than just the sum of the 2 existing Maritime Commands. The next few slides gives you an idea about the ongoing changes. You will arrive at perfect time, as you will be part of the new HQ from the very beginning.

We look forward to working with you. You will bring with you the new perspectives and ideas that we need to continue to develop NATO's maritime capabilities. On the last slide we have listed some challenges to you.

**Kind regards,
HQ MARCOM Transition team**



New NATO Command Structure



MAROM Functions, Roles Tasks

- Working at the operational Level
- Plan, conduct, and support joint maritime operations
(Crisis Management, Deterrence and Defence, Cooperative Security, Maritime Security)
- To be seen and act as NATO's principal maritime advisor
- Within and beyond NATO's Area of Responsibility



Engagement, interrelationships, info-sharing.

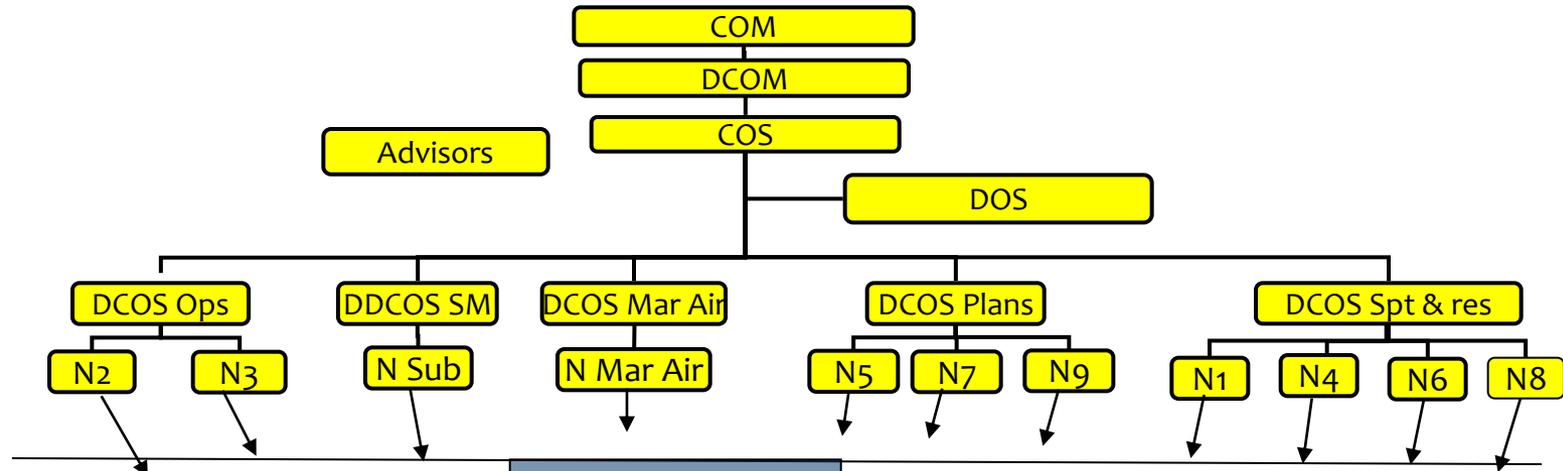
- Establish HQ MARCOM as the intellectual and professional authority of a single maritime command in the pan maritime domain.
- Demonstrate expertise and command abilities through excellence in training and operations.
- Engage actively to enhance international security.

MARCOM's ability to build partnerships with external actors and other maritime commanders will be paramount. MARCOM will have to participate in the international network of cooperation and information sharing, including all the relevant military and civilian organizations and agencies.



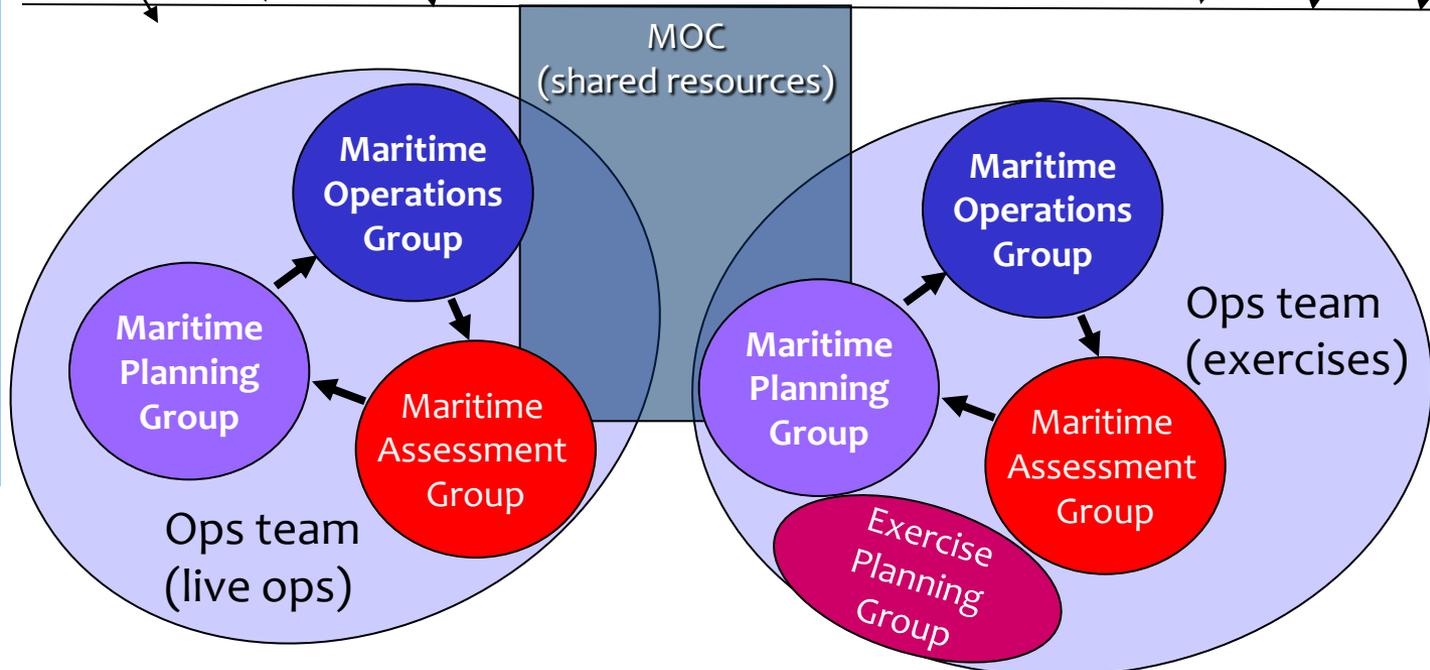
Framework / Operational Model

Framework organization



Operational Model scaleable to full JFMCC

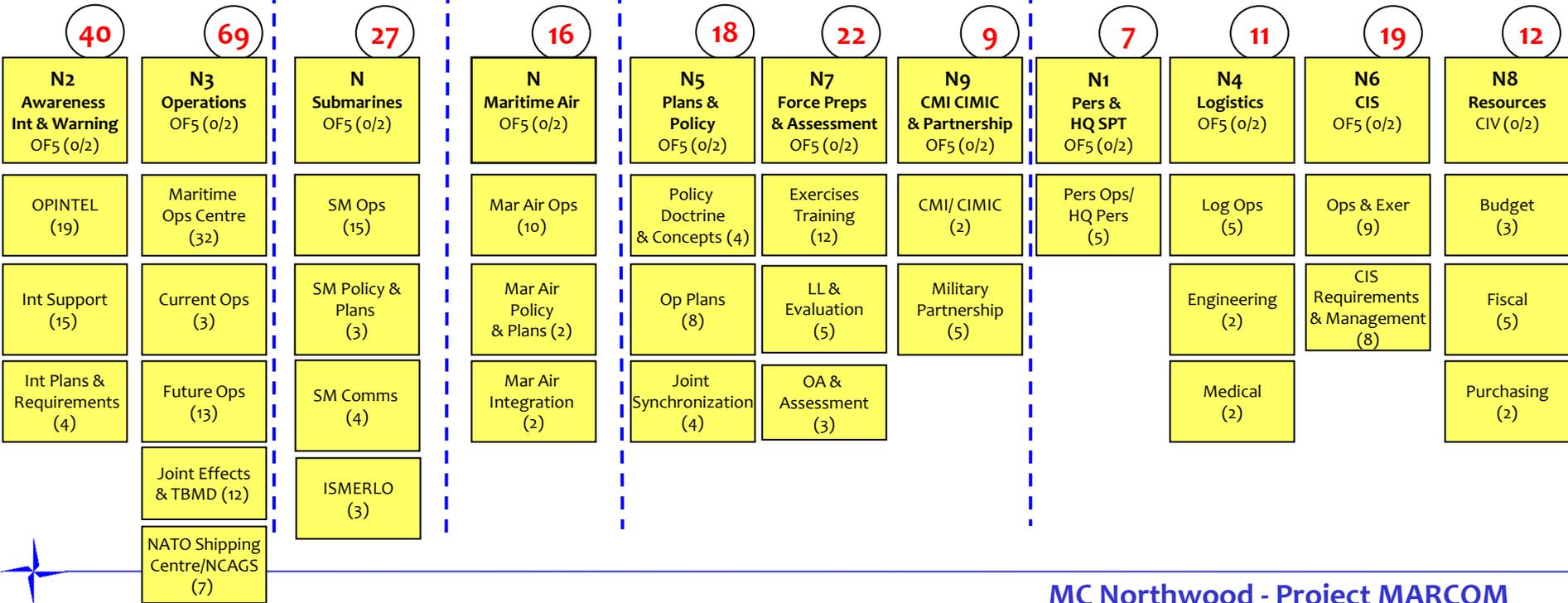
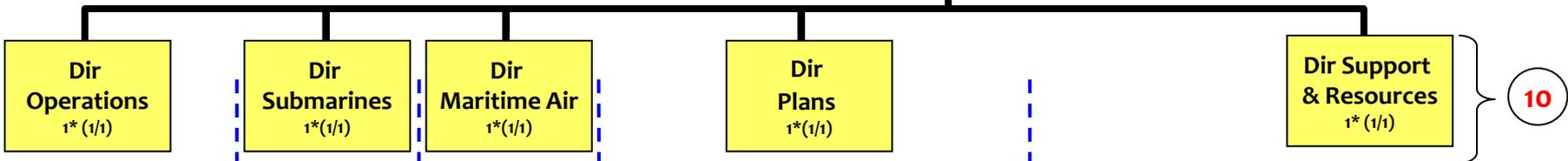
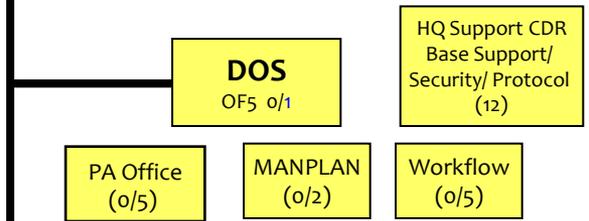
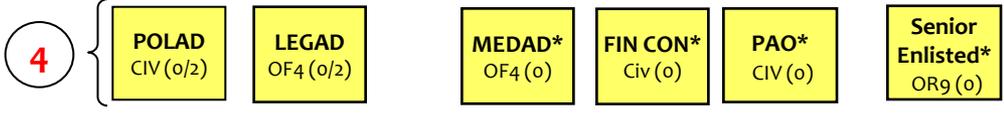
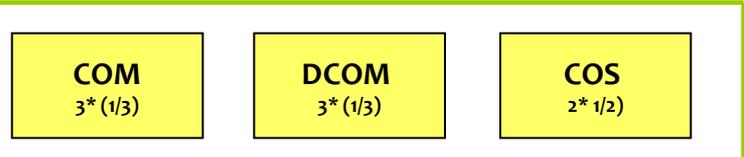
Multi-disciplinary, draws on all divisions as necessary





New HQ MARCOM

TOTAL 300





MARCOM Transition -operational milestones-

Operation
Active
Endeavour

Mar 13

New C2
Functions and
enablers

Dec 12

Standing
Naval Forces

Sep 12

Operation
Ocean Shield

Nov 11

- Assuming operational level command responsibilities.
- Establishing NATO-wide SUBOPAETH and MAOC.
- Consolidating MSA



Risk #1 - Manpower



- Common to all ACO HQs
- Insufficient manpower during and after Transition
 - Expect 65% manning of new PE at T Day
- Mitigation:
 - Formal request for VNCs to fill essential posts
 - Internal moves to address pinch points (180-day rule)
 - Strengthened links with HRF(M)
 - Engagement with nations (e.g. MARCOMET, SNRs)





Other Risks

- Failure to implement cultural change
 - Tactical-level comfort zone
 - Primacy of education and training
- Failure to implement new ways of working
 - Reluctance to delegate authority
 - Eg: DIRLAUTH with Partner nations
- Inadequate/late C+I Agency support



Way Ahead...

Vision:

- Under HQ MARCOM lead, deliver a more effective and agile NATO maritime contribution to Alliance security.

Mission:

- In support of this vision, HQ MARCOM's Mission is, through transformation, to provide potent maritime command, advice and operational effect across the whole operating environment

Intent:

- Through the challenge of effective operational level command of an Small Joint Operation, and in close cooperation with all NATO commands, we will urgently optimize resources and training in order to maximize maritime performance on and from the sea, into the joint battle space.

(COM MC HQ Northwood)



Project MARCOM – some tasks for you.....

- Ensure success in commanding operations
- Define future requirements for exercises and training
- Be flexible!
- Talk frequently to your counterpart in MC Naples
- Formalise relationship with HRF(M)s
- Think critically about what we do.....
- Brush-up your English language skills
- Promote cultural change