

Letter from SHAPE Chief of Staff



SUPREME HEADQUARTERS ALLIED POWERS EUROPE ACO REFORM PROGRAMME NEWSLETTER

Issue 1 dated September 2011

Letter from COS

ACO Reform Programme

Produced by SHAPE PAO

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*This newsletter contains basic facts and figures about ACO Reform Programme.

Dear Fellow Shapians, dear colleagues and families,

As a result of decisions taken by the NATO Heads of State and Government at the 2010 Lisbon Summit, NATO has recently started a far-reaching Reform Programme covering its Military Command Structure and the NATO agencies that provide essential supporting capabilities and services. This NATO Reform Programme entails a range of initiatives to ensure that the Alliance not only becomes more effective and more engaged but helps it reduce its cost overheads - this will help the Alliance reinvest some of the savings made in critical capability-shortfall areas. Some of the reforms have already begun and most will extend from this summer beyond even the end of 2012.



Managing the supporting Allied Command Operations (ACO) Reform Programme, which will affect both you as individual and the organisation for which you work, is a real challenge for us all. SACEUR, however, is adamant that our own Reform Programme will be carefully managed to ensure that what changes are made are done so both with your knowledge and with the smallest impact possible. As the Chief of Staff, I have a personal interest in this process and I will do my best to ensure you are kept informed on current, and future, developments.

As part of the requirement to keep you apprised of progress on significant developments and key Programme milestones, this Newsletter marks the first in a sequence of such correspondence. Further Newsletters, together with face-to-face briefings for personnel and their families, will be scheduled as we move through the ACO Reform Programme.

Yours sincerely,

General Manfred Lange
SHAPE Chief of Staff

ACO Reform Programme

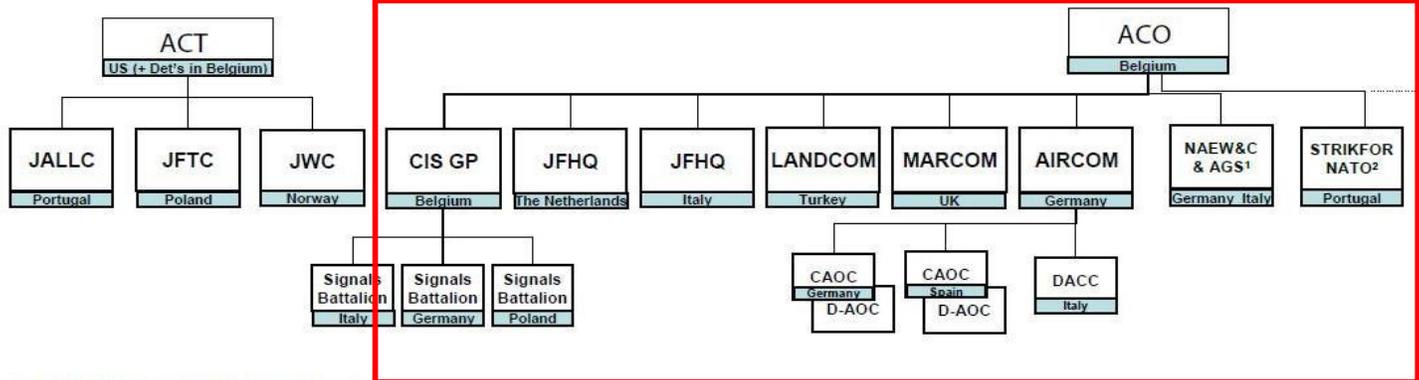
WHAT WILL HAPPEN?

Building upon what General Lange has just mentioned in his Letter, having decided that a new NATO Command Structure was required to meet the likely operations NATO was likely to be involved in the future, the number of high-level headquarters (e.g. Joint Force Commands, Joint Headquarters Maritime Commands and Air Commands) will be reduced from eleven to seven. There will be an accompanying reduction in military personnel by nearly one third (down to about 8,800). At the same time, the number of NATO agencies will be reduced in order to achieve greater synergy between similar functions and improve on efficiency and effectiveness.

This is, however, not just about a reform to the way ACO and the NATO Agencies do their business. NATO Headquarters in Brussels will also rationalise its Committee structure with the aim to reduce the number of Committees to less than 100, a cut of about 50%.

DECISIONS

WHAT WILL THE NEW NATO COMMAND STRUCTURE LOOK LIKE?



1 Pending North Atlantic Council agreement.

2 MOU Entity. Common Funding provided to deployed theatre headquarters within the framework of funding arrangements for Alliance Ops and Missions and within the framework of the financial arrangements for NRF deployments and redeployments and training and exercises

The illustration above shows you the totality of the NATO Command Structure Reform - the area enclosed within red represents the extent of the ACO Reform programme. To help clarify what you can see then it will:

- ✓ Consist of two Strategic Commands, (ACO and Allied Command Transformation (ACT)).
- ✓ Consist of two Joint Force Headquarters (JFHQs), each of which will be able, for the first time in NATO's history, to deploy up to a major joint operation into theatre.
- ✓ Include one Air Command (in Ramstein, Germany)), one Maritime Command (in Northwood, UK), one Land Command Headquarters (in Turkey), two Combined Air Operations Centres (CAOC) with a Deployable Air Command and Control (D-AOC) Element each.
- ✓ Have a Communication and Information Systems Group to support the NATO Command Structure.
- ✓ As part of the wider command arrangements, Striking Force NATO will be moved to Portugal from Italy. Furthermore, the NATO Communications and Information Systems School will also move from Italy to Portugal.

WHAT WILL IT MEAN FOR YOU AND YOUR FAMILY?

It is difficult to be definitive for each and every one of you because how you will be affected will very much be on a case-by-case basis. What is certain, however, is that you will be kept informed at every stage as to how the changes will affect both you and your family. In the near-term, if you have not already, you may be asked to contribute to reviewing your current Job Description because, whilst the reform may not affect you before you leave, it will very definitely impact on your relief. Some appointments will need to change significantly as we re-organise SHAPE to meet the operational and organisational challenges that lie ahead. It might be, for example, that, as a result of the position bidding process next year, you will find yourself in a new position completely or stay in a similar role. Both SHAPE Management and your respective National Military Representative will play a part in this and you will have ample opportunity to express any concerns you may have or advice to help you work through any family anguish.