



# JAPCC Capstone Document

2014–2017



**Joint Air Power  
Competence Centre**

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***Buy-in is key*** to achieve  
*unilateral endorsement.*

# Introduction

Air Power has been of the utmost importance to the NATO Alliance since its inception. The Alliance's ability to rapidly project power are underpinned by the strength, flexibility and high quality of its air forces and naval and army air services. These air power characteristics are reliant upon advanced equipment, superior training, high levels of interoperability, and seasoned experience; all enabled by strong leadership and exercised through a well-developed Air Command and Control system.

Time and again, NATO has turned to Air Power as their initial military response as evidenced in the Gulf Wars, the Balkans Campaign, Afghanistan and Libya. Air Power, intrinsically coupled with Space Power, continues to demonstrate its unprecedented value through its inherent characteristics of speed, precision, economy of force and reach. These qualities combine to provide NATO and national civilian leaders with a tool of unparalleled responsiveness and flexibility. Joint Air Power has repeatedly employed and sustained both hard and soft military power to enable NATO operations.

The Joint Air Power Competence Centre, established as the first NATO-accredited Centre of Excellence in 2005, provides subject matter expertise across a broad range of Joint Air and Space Power topics including the development of Concepts and Doctrine, Capability Development, Education and Training, and Lessons Learned in accordance with NATO MC(M) 236.

The JAPCC is a Memorandum of Understanding (MOU)-based organization and has 17 Sponsoring Nations (SNs). The JAPCC is open for all NATO members as well as selected Partner Nations.

The purpose of this Capstone Document is to inform the members of the JAPCC, NATO organizations, SNs, contemporary organizations, academia and to whom it may concern about the 'raison d'être' of the JAPCC.



***Communicate innovative  
visions, concepts and solutions for the  
transformational process.***

## Value to NATO

National and Alliance resources have recently been, and will in future continue to be constrained. This resource challenge requires innovative solutions where operational effectiveness is delivered evermore efficiently whilst remaining cognizant of the risks. The JAPCC is delivering these solutions to the key decision-makers.

The JAPCC is NATO's independent 'think tank' contributing to the transformation of Combined Joint Air and Space Power. This can only be facilitated when the 'thinking' is underpinned by thorough research and analysis and through frequent engagement with the targeted key decision-maker.

The JAPCC has the ambition and means to maximize its contribution to the transformation and improvement of Joint Air and Space Power through a well-formulated engagement strategy within NATO and the SNs in addition to contemporary organizations and academia.

The JAPCC's primary customers are NATO Headquarters, Allied Command Transformation, Allied Command Operations, Joint Force Commands and the tri-service NATO commands: Maritime Command, Land Command and Air Command. Due to the nature of JAPCC's mission, there is a natural affinity with the Air Command. As a second priority, JAPCC will provide support to SNs upon request and if resources permit.



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***Promote and showcase  
the effectiveness and relevance of Joint  
Air and Space Power.***



## The Director's Vision

The JAPCC is to act as NATO's catalyst for the improvement and transformation of Joint Air and Space Power, delivering effective solutions through independent thought and analysis.

## The JAPCC Mission

The JAPCC, as a team of multinational experts, is to provide key decision-makers with effective solutions to Air and Space Power challenges, in order to safeguard NATO's and the Nations' interests.

## The 3 Rs

- **Relevance.** The JAPCC's Programme of Work (POW) must be relevant to NATO's key decision-makers and to the SNs.
- **Rigour.** The JAPCC's output must be timely, accurate and meet the specific needs of the customer.
- **Reputation.** The JAPCC should showcase excellence by continuously providing high quality output to the relevant customer(s) and, in their absence, identify potential customers through an assertive engagement strategy.



***Develop deeper*** understanding,  
***this will establish the trust needed to work.***

## Guiding Principles

- Contribute Air and Space expertise to Alliance decision-making processes through active leadership of, and participation in, NATO committees, Working Groups and fora.
- Promote and showcase the effectiveness and relevance of Air and Space Power as the critical elements in Air, Land and Maritime operations.
- Partner with relevant NATO entities and nations to promote and synchronize output and products.

## JAPCC Core Values

**Excellence.** The JAPCC strives for excellence in the multinational domain.

**Respect.** The JAPCC is a multinational organization comprising personnel with differing cultural backgrounds, personal opinions, work ethics and national standpoints. The strength of the JAPCC team is promoted through mutual respect, trust and collaboration whilst striving to inculcate individual and progressive thinking.

**Cooperation.** The reputation of the JAPCC rests with each and every person within the organization. Cooperation is essential to ensure that timelines are met and that the JAPCC's products and output meet the required level of excellence.



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***Partner with relevant NATO  
entities and nations to synchronize work  
and products.***

## Organization

‘It’s all about people.’ The JAPCC’s level of excellence is derived from its people and their individual and collective competencies. The JAPCC consists of a multinational team of Subject Matter Experts (SMEs) from the branches of the Armed Services covering a broad spectrum of Air and Space Power topics. The JAPCC places high demands upon its personnel: they should be proficient in both written and oral English; preferably Staff/War College graduates; and have recent operational experience. Together, the team generates a cumulative capability able to meet the expectations of NATO and the SNs. The JAPCC’s multinational composition presents a tremendous opportunity to reach back and link personnel to national networks and knowledge which allows the expeditious exploration and research of issues.

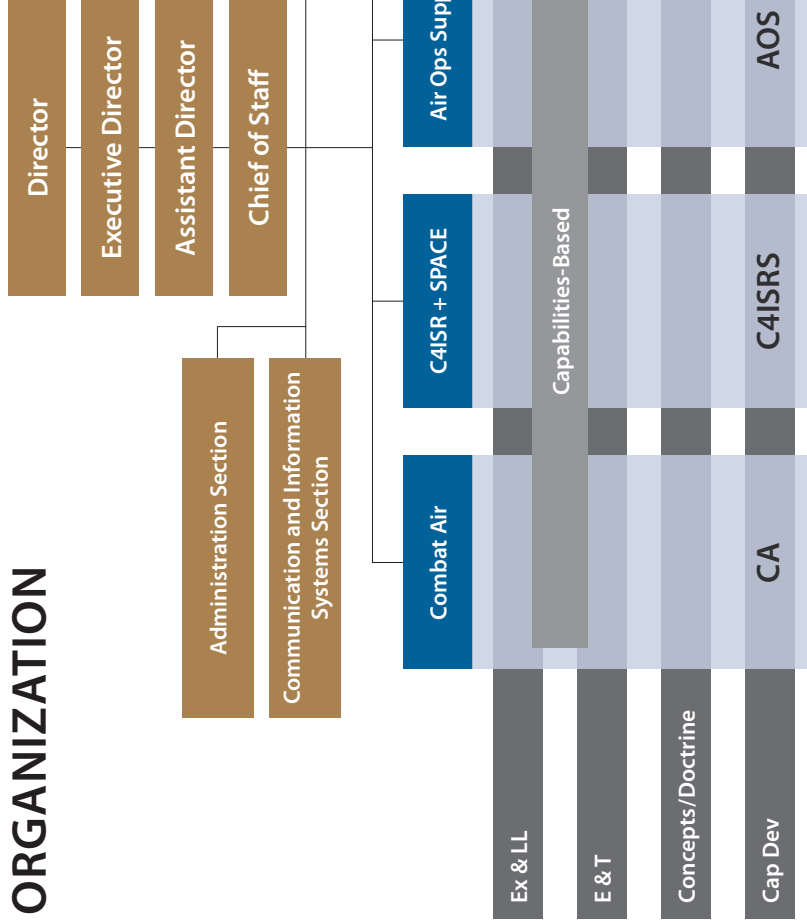
The JAPCC organizational structure reflects its multinational composition. The post of JAPCC Director is held by the Commander NATO Air Command, the post of Executive Director by the Commander German Air Operations Command with the Assistant Director responsible for the day-to-day running of the JAPCC. The JAPCC has four branches comprising: one functional branch, the Assessment, Coordination and Engagement (ACE) Branch; and three capability branches, Combat Air (CA), C4ISR&Space (C4ISRS) and Air Operations Support (AOS). The four branches are not constrained by function or capability and exercise influence across the JAPCC’s principal focus areas: Concepts and Doctrine development, Capability Development, Education and Training and Lessons Learned.

The JAPCC’s Peacetime Establishment comprises 89 posts. Any shortfall in expertise can be compensated for through external consultancy, contracted where appropriate. The JAPCC works closely with the SNs to fill its establishment with the appropriate SMEs in order to meet the POW.

# ORGANIZATION



Joint Air Power  
Competence Centre





**Showcase the effectiveness  
and relevance of A&S Power as the  
critical element in Air, Land and Maritime  
integrated operations.**

# Programme of Work

The JAPCC's POW is comprised of Projects, Activities and Tasks which drive the organization's Battle Rhythm and delivers the output. The POW is dynamic in nature and can be adjusted monthly based upon the receipt and endorsement of a Request for Support (RfS). In addition, the JAPCC hosts a number of major events that drive the internal Battle Rhythm. These include an Annual Air Power Conference, the bi-annual meeting of the Air Operations Working Group (AOWG), the Maritime Air Coordination Conference (MACC), the JAPCC Steering Committee (SC), the biannual meeting of the Senior Resources Committee (SRC) and the production of a biannual Air Power Journal. These events are a considerable part of the POW and have priority over other elements of the POW

## The POW:

- **Projects.** A JAPCC project provides solutions to an Air and Space Power challenge received from a key decision-maker through a RfS. A project can also be internally generated based on Lessons Identified, or through other engagement avenues. These internally generated projects normally will not commence until a key decision-maker, called sponsor, is identified.
- **Activities.** Activities form the bulk of the JAPCC's POW and consist of recurring or enduring tasks in support of a key decision-maker. Activities are normally pre-planned within the JAPCC annual calendar. Examples of activities are the custodianship of NATO Doctrine (Allied Joint/Tactical Publications) and the Chairmanship of a NATO Working Group.
- **Tasks.** A task differs from an activity in its periodicity, usually comprising a single non-recurrent event (e.g. speaking or presenting to a conference at which JAPCC expertise is sought and can contribute). The (sometimes) random nature of a task often precludes scheduled planning within the POW.





***Be NATO's recognized champion  
for the advocacy and transformation of  
Joint A&S Power.***

## Planning and Control

The scope and complexity of the POW requires close control of the available resources. The Planning and Control process is informed by a monthly POW meeting and a quarterly Personnel and Budget meeting, at which priorities are determined and resources allocated to the respective projects and activities. Tasks are managed during the weekly Leadership meeting. The results of the Planning and Control process are reported to the SNs at the JAPCC Steering Committee and the Senior Resources Committee.

The JAPCC produces tri-annual reports, which are intended to update the Director, ACT and SNs on the POW and the Planning and Control process. An Annual Report is produced which is circulated to a wider audience, e.g. NATO headquarters and selected academia. Reports are also available from the JAPCC website ([www.japcc.org](http://www.japcc.org)). The JAPCC's reports are critical tools for communicating the output of the JAPCC internally as well as externally.

## Summary

Key decision-makers require innovative solutions to address the improvement and transformation of NATO Joint Air and Space Power, with ever-decreasing resources. Rather than focusing purely on force structures, the JAPCC advocates the development of existing capabilities and generation of new capabilities to support the concepts of force efficiency and force effectiveness.

The JAPCC is NATO's catalyst for the improvement and transformation of Joint Air and Space Power; delivering effective solutions through independent thought and analysis.

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