



# EAG 2014

## Annual Review



european**air**group  
groupe**aérien**européen

European Air Group - Improving Capability through Interoperability



# Contents

Foreword	Page 3
EAG Change of Director	Page 4
EAG Objectives	Page 5
EAG, Who What and Why?	Page 6
Executive Secretariat	Page 8
Force Protection Doctrine for Air Operations	Page 10
EAG FP Seminar	Page 11
Air Mobile Protection Team	Page 12
Pooling and Sharing of FP Training Activities	Page 13
VOLCANEX 14	Page 14
FP Network & International Cooperation	Page 15
Air Operations - Ground	Page 16
Air Operations - Flying	Page 19
CJPRSC 2013	Page 22
Communication and Information Systems	Page 26
Delivering Rescue Missions in a Combined Environment	Page 30
European Personnel Recovery Centre	Page 36
EAG Multinational SERE Training Forum	Page 38
Fuel Support (FARP)	Page 39
Advanced Aviation Medicine Course	Page 40
Load Management Course (AILMC) and (FIT)	Page 44
Project Delivery at its core	Page 46
EAG Support Section	Page 48
Contact with other Nations	Page 50
Joiners Leavers 2013	Page 51







# Foreword

As the Deputy Director of the EAG and on behalf of our Director, Air Chief Marshal Sir Andrew Pulford, I am pleased to present you with this "EAG ANNUAL REVIEW 2014".

It is no surprise that 2013 was a very busy year, full of meaningful events and great achievements for the EAG. If I have to choose an area to highlight from 2013, I would mention the European Personnel Recovery Centre (EPRC) which was created following a decision by the EAG Steering Group in their Madrid meeting in July 2013. The establishment of the EPRC is a direct consequence of a process that started in 2001. The EPRC has been initially established as an interim capability at RAF High Wycombe, and will be linked directly to the EAG PS until its formal organizational structure is defined and a final location is found.

In terms of personnel, I would like to highlight the arrival of our new COS, Col (RNLAF) Ron Hagemeijer, to whom I wish the best of luck in his new role. Col Fanelli, the previous EAG COS has not moved far though, and he has been moved sideways to be the new Interim EPRC team leader and we will continue enjoying his presence among us for a time.

2013 has seen the levels of participation in our well established CJPRSC continue at a high level. This year's Course was hosted wonderfully by France at Cazaux AB. In the future years, CJPRSC will be organized by the EPRC and, undoubtedly will be modified to adjust for lessons identified and to meet future capability requirements. VOLCANEX is held on a biennial basis and 2013 was a year when we did not organize a VOLCANEX exercise; however, the EAG PS had significant involvement in EATT in Zaragoza (Spain) playing key roles in the areas of MEDEVAC and CIS.

Other new EAG initiatives came to life: the core JFACC Commanders Conference was such a success that it will now continue in a regular basis. Our works in this area required the EAG to increase its cooperation with NATO AIRCOM, updating the Letter of Agreement between the DDEAG and

COS AIRCOM and participating in the AIRCOM Commanders' Conference.

As usual, the EAG has continued its multitude of activities in the field of Aviation Medicine. The 9th Advanced Aviation Medicine Course was organized with perhaps lower participation than on previous occasions; primarily due to the financial constraints that continue to affect some EAG nations. The EAG also co-organized, in conjunction with Defence IQ, the MEDEVAC conference in London.

The EAG continues to encounter difficulties with the legal aspects of the staffing of Technical Agreements. To try and resolve this problem, the EAG Steering Group approved, at their Madrid meeting, the creation of a Legal Coordination Board which met for the first time in November 2013. This initiative will serve to integrate the legal experts in a project from its inception, facilitating the complex multinational legal ratification process.

The 2013 Steering Group Meeting was held in Madrid on 3 July. At the Meeting, the CAS of the EAG Air Forces tasked us with new projects and issued revised guidance for the continuation of our ongoing projects. In particular, I would like to highlight the Red Flag Coordination Project and



the Multinational Training Project that offer clear benefits and potential cost reductions to the nations.

On a more trivial and local aspect, we have had new carpet installed in our HQ. The final result is very pleasant but the works to install it have been sometimes uncomfortable. I wish to thank all EAG PS for their patience and for the magnificent coordination made by the Adjutant, Flight Lieutenant Lancaster and all of her team.

The contribution of the EAG to European Defence has been further enhanced by the signature of a Letter of Agreement between the Director of the EAG and the EUMS Director General. This opened a complete array of possible areas for future cooperation and will place the EAG squarely at the centre of European defence activity, all of it with emphasis on our main task "to improve capability through interoperability".

I know that you will find this publication worthy of careful reading.

M. Villarroja  
Brigadier General, Deputy Director EAG

# European Air Group Handover of Director

Chief of the Air Staff, Air Chief Marshal Sir Andrew Pulford took over as Director of the European Air Group from French counterpart Général d'armée aérienne Denis Mercier this month, as European forces continue to fight to find cost savings and improve frontline capability.



Speaking at the handover ceremony at Air Command, Sir Andrew praised the EAG's achievements under Gen Mercier's leadership and vowed that the Group would build on its past successes, despite concerns over funding.

In an official handover ceremony at the EAG HQ at Headquarters Air Command, Sir Andrew said it was 'a great privilege' to take over as Director of the Group which was approaching 20 years of delivery to European Air Power.

The EAG comprises the Air Forces of seven European nations: Belgium, France, Germany, Italy, the Netherlands, Spain and the United Kingdom. Founded as the Franco-British European Air Group in 1995, it expanded to its current membership and was renamed as the EAG in 1998.

He said: "I want to continue the good work Denis started. The challenge is to continue that momentum and maintain relevance. "We live in a very troubled world, and face financial issues and must be as efficient and as good

value for money as we can. It is certain that the future will continue to challenge us on how we fulfil our business requirement for interoperability, to be at the sharp end of air power."

The EAG undertakes projects and studies in order to identify realistic ways to improve interoperability between member nations. Its projects include remotely piloted air systems, Euro Typhoon interoperability, aero medical evacuation and combined air terminal operations. The GBR CAS will hold the directorship of the EAG for the next two years.

Immediately following the EAG Handover ceremony Général d'armée aérienne Mercier and Air Chief Marshal Pulford officially opened the Interim European Personnel Recovery Centre (EPRC) located temporarily at RAF High Wycombe. A short Ceremony to open the EPRC was held in Hunter Building to mark the occasion during which the 2 Chiefs unveiled a commemorative plaque and signed the visitors book. A full article on the EPRC can be found on page 36.



# EAG Objectives

The objective of the EAG, as embodied in the founding Inter-Governmental Agreement, and adjusted by the Amending Protocol, is:

*“to improve the operational capabilities of the Parties’ Air Forces to carry out operations in pursuit of shared interests, primarily through mechanisms which enhance interoperability”.*

## EAG Mission

*“The 7-Nation EAG Staff develops suitable ideas and initiatives into projects with the aim to produce useable end-products that promote interoperability between the EAG or partner Air Forces and may also assist other organisations in their efforts.”*

## EAG Vision

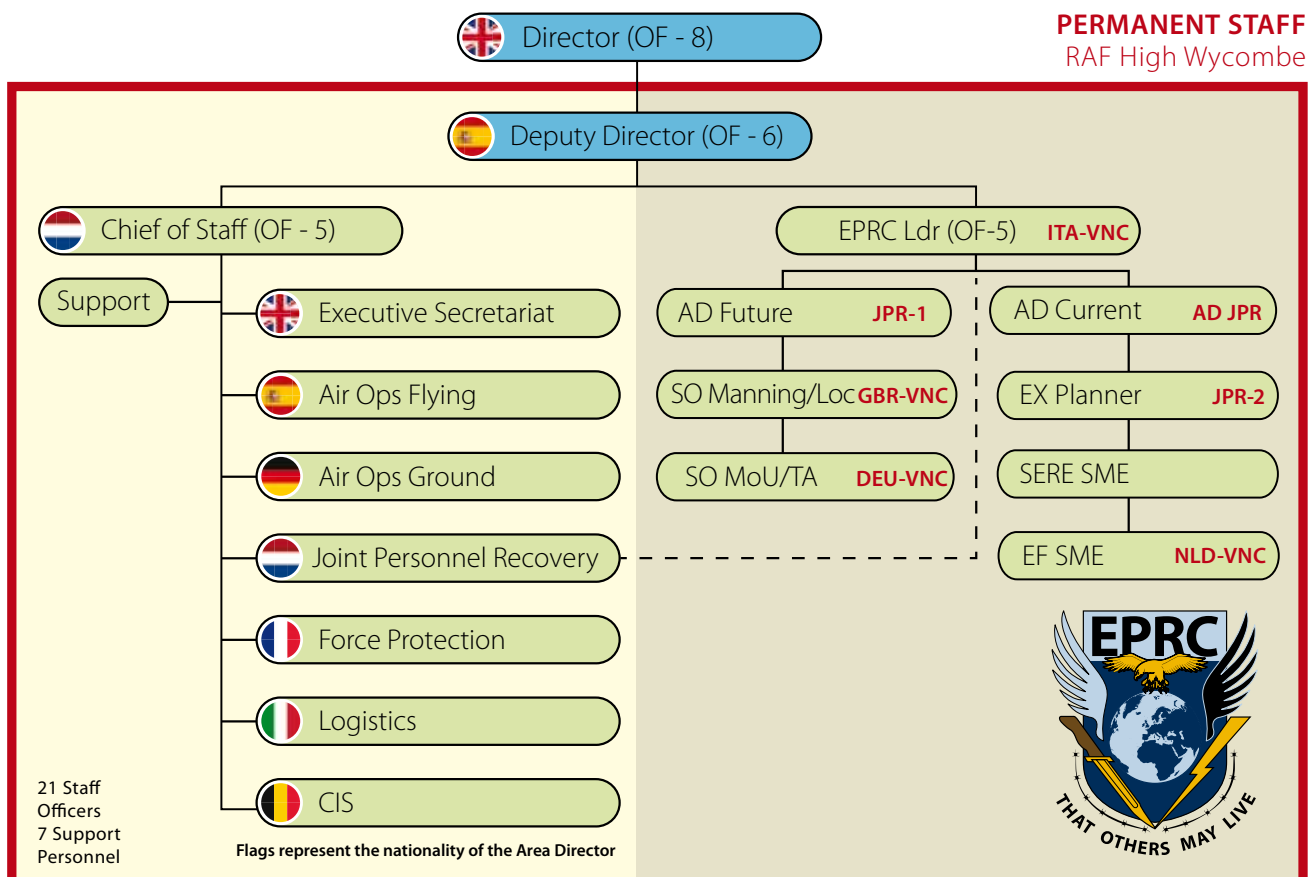
*“Seven Air Forces that are able to operate together as one across the spectrum of conflict”.*

## EAG Motto

*“Improved capability through interoperability”.*

# EAG Organisation

As detailed in the chart below, the EAG is organised into 7 Areas, with each Area headed by a different EAG nationality. The Yearbook highlights the activities of each Area during 2013.



# The EAG – Who, What, Why? Oh, And What Does It Do For Me?

Many people confuse the EAG with the Expeditionary Air Group but we are an entirely different entity. In this case EAG stands for the European Air Group or Group Aérien Européen for the French speakers amongst us. To start with a little history... during the Gulf War, the UK's RAF and France's Armée de l'air (FAF) worked very closely together on a large range of operational activities. Soon after, the two Air Forces found themselves working together again, on missions in support of the United Nations forces in the former Yugoslavia. Further close cooperation followed during operations over Bosnia-Herzegovina. The FAF and RAF realised that there was a need for an organisation to improve the inter-air force cooperation and to work on issues relating to interoperability. Consequently, at the Chartres Summit, on 18 November 1994, the first announcement was made of the intention to create the Franco-British European Air Group (FBEAG). Even at that stage, it was foreseen that other European air forces might wish to join the organisation – so the word "European" was included in the title right from the beginning.

It was on 27 June 1995 that France and the UK jointly declared the formal establishment of the FBEAG. Shortly afterwards, on 30th October, the FBEAG was formally inaugurated at a joint ceremony, by French President Jacques Chirac and British Prime Minister John Major. Over the next few years other European countries applied for membership and by 1 January 1998 the FBEAG formally changed its title to simply the European Air Group (EAG).

The EAG now includes the UK, France, Germany, Italy, Spain, Belgium and the Netherlands. Personnel from each of the

member Nations make up the permanent staff of the EAG HQ which is based on 1 Site at RAF High Wycombe (the building that has all the flags out the front!).

So, what do we do? We are 7 Air Forces with a focus on interoperability. We take direction from the Chiefs of the Air Staffs through the annual Steering Group and work with the experts from each Nation to achieve success in Projects that enhance interoperability, increase efficiency, reduce cost and cut bureaucracy at the tactical level but with strategic effect. In a world of increasingly scarce





resources, the EAG continues to play a central role to find and develop common and cost-effective solutions for all of our Member Air Forces.

One of the key strengths of the EAG is its unique position in the European Defence arena. Its size, flexibility, 'air mindedness' and structure combine to make the EAG ideally qualified to serve as an intermediary with other stakeholders and to promote initiatives that would be more difficult for others to fulfil, providing profitable benefits to our nations and Defence Organizations.

The EAG is an organization whose cost-effectiveness, flexibility and responsiveness are almost ideally structured to meet contemporary Operational and Tactical level Air Power issues that are not covered by any other European Defence Organization; with a potential to be the nucleus of any Defence Air initiative that might emerge in the future. Furthermore, because of its size and flexibility, the EAG sits in a unique position to act as a catalyst with other organizations, fostering initiatives that would not progress in other forums and helping to further the common goal of European Defence from an 'Air' perspective. Perhaps the most significant work in this area is the Strategic MEDEVAC Technical Arrangement (TA) which, once completed, will allow a casualty from one country to be evacuated by another nation's aircraft with a possible third nation's medical team providing the medical care on board.

With 6 main areas of focus within the EAG; Force Protection, Joint Personnel Recovery (JPR), Logistics, Air Ops Ground, Air Ops Flying and CIS, there is a broad spectrum of work and output from the small HQ located at RAF High Wycombe. A plethora of work is covered on a daily basis. Successes include the establishment of the European Air Transport Command (EATC) based in Eindhoven, Combined Air Terminal Operations (CATO) and Air Transport, Air-to-Air Refuelling and other Exchanges of Services (ATARES) through the Movement Coordination Centre Europe (MCCE).

A number of courses are run by the EAG on an annual basis for some or all of its Member Nations plus attendees from other non-Member Nations across Europe. Courses include the 6-week Advanced Aviation Medicine



Course and the Combined Joint Personnel Recovery Standardisation Course (CJPRSC) which has just completed its seventh iteration. The CJPRSC is run by the JPR area of the EAG.

What lies ahead for us? The establishment of the European Personnel Recovery Centre (EPRC) as directed by the Steering Group held in Madrid on 3 July 2013. The EPRC Implementation Team recently relocated from the EAG Building into the Ground Floor of Hunter Block (the home of 22 Training Group). The Implementation Team will fully establish the EPRC as a standalone Centre before relocating to a permanent location elsewhere in Europe.

So to dispel the current myths we are not just the building at HQ Air with a bunch of flags out the front.

**“The EAG continues to play a central role to find and develop common and cost-effective solutions for all of our Member Air Forces”**

# Executive Secretariat

**I am Wing Commander Rick Bailey, and I am the Executive Secretary (Exec Sec) at the EAG. My background is a pilot flying C-130 Hercules for the RAF and then as a Staff Officer involved with Airlift Allocation and Capability Development. I have been with the EAG since August 2012 and I am your point of contact for general inquiries about the EAG.**

The Exec Sec's role is to work with the other Area Directors and to support them in their production of projects and tasks. I report to the Chief of Staff on project development matters and advise on potential issues and solutions. I am responsible for coordination of the Steering Group and Working Group meetings and also arrange the Distinguished Visitors Day at the annual Combined Joint Personnel Recovery Standardization Course. Additionally, I am the Chairman of the Legal (Financial) Coordination Board.

My key role for 2014 is to push the message of what the EAG does, and what it can do for the nations. I am struck by how little is known of the EAG, and I of course include my British colleagues in that statement. I firmly believe that the EAG can only be truly effective with the wholehearted support of the nations.

In order to help spread the news of the EAG, we will be preparing briefing handouts, presentation packs and we will use the media to greater effect. The EAG's Webpage is currently being updated and should go live in its new format early in 2014. By reaching out to the units, we hope to raise awareness of the EAG's projects and provide a service for introducing contacts between units from different nations. Our goal is your goal: interoperability and we need your help to achieve it.

I am also coordinating the EAG's biennial exercise known as VOLCANEX. VOLCANEX 2014 will be

focussed on Force Protection (FP) and it will take place at RAF Honington in Suffolk, at the home of the RAF FP Centre. VOLCANEX 2014 will concentrate on C2 interoperability through the use of scenario led exercises and computer supported training which can accurately

replicate a deployed FP HQ. The key element will be integrating the EAG's FP Doctrine on Air Operations, which is allied to ATP 3.3.6. Additional support training will be provided and the RAF will be demonstrating its deployed capability, equipment and training grounds.







# EAG FP Doctrine for Air Operations: mutual assistance not duplication!

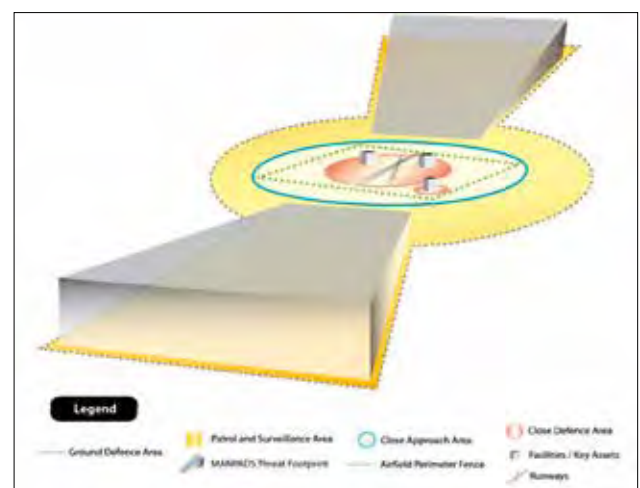
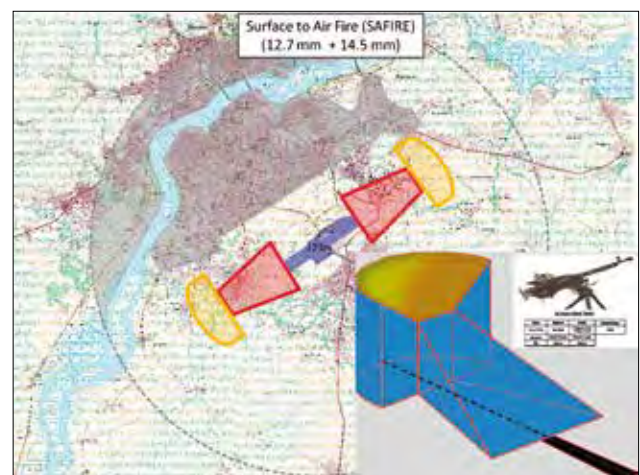
Within NATO, many publications deal with the topic of Force Protection (FP). From the NATO joint and combined perspectives, 2 military committee (MC) documents take primacy in FP matters: the MC Policy on FP for NATO-led operations and the NATO Joint Force Protection doctrine (AJP-3.14). However, the MC Policy on FP for NATO-led operations exists only in Draft form, and the second document, AJP-3.14, is currently subject to review. From an Air perspective, the NATO FP Doctrine for Air Operations (NSA Study Draft 7217/ATP-3.3.6) provides the basis for the integration of Air FP Force elements in a multinational operation. Unfortunately, due to the current unconfirmed status of the NATO MC Policy on FP and the allied AJP-3.14, all work on ATP-3.3.6 ratification has stalled.

Although the principals contained in ATP-3.3.6 have been applied during operations in Afghanistan for many years, the doctrine is still not visible to those outside of the mainstream FP community. FP is involved in a number of cross-cutting domains and the adoption of an agreed NATO FP Doctrine for Air Operations would assist the Air FP community within the EAG nations in their drive to be fully interoperable.

The EAG strongly believes that the ATP-3.3.6 currently meets the needs of the EAG Air Forces and provides a FP approach that would be beneficial to all of the EAG Air Forces – greatly enhancing interoperability.

The EAG believes that creating an EAG FP “Doctrine” based on the latest version of ATP-3.3.6 has clear benefits. Our ambition is for the seven EAG Chiefs of Air Staff to endorse this document during the 2014 EAG Steering Group in May. To achieve that goal, the EAG is developing an initiative in cooperation with the JAPCC, who are the custodians of the NATO FP Doctrine for Air Operations.

Should the EAG’s initiative succeed, this would provide a significant step forward for the EAG AIR FP community and might serve to provide JAPCC with additional weight to spur on the NATO ratification process. However, in order to avoid any duplication once NATO policy has been agreed, we will repeal the EAG document once the ATP-3.3.6 is ratified.



# EAG FP Seminar - Sharing Best Practice

As an on-going part of the EAG Survive to Operate Technical Agreement (STOX-TA) activities, the EAG FP Section organised the 2013 FP Seminar at Ventiseri Solenzara Airbase (Corsica), France from 18 to 22 November 2013.

The main focus of the Seminar was to:

- Gain an in-depth understanding of the FP issues associated with current contingency and crisis operations with a focus on the Mali crisis and the Lessons Learned from ISAF.
- Increase the knowledge of national FP capabilities as a result of capability changes brought about by current national defence reviews.
- To strengthen the FP network amongst STOX TA nations as well as reinforcing the links between the EAG and NATO.
- To look at French Air Force FP Pre-deployment training. The seminar was well supported by the nations, and all of them sent between one and four representatives (except Belgium whose representatives were unfortunately stuck in Belgium due to a strike by air traffic controllers!).

## Why Corsica? Two reasons!

Solenzara Airbase is an outstanding training area for any kind of Air training activities and the Seminar provided an opportunity to enable the nations to get an overview of the airfield and its facilities. When opening the Seminar, Col Stephane Groen, the Solenzara Station Commander kindly offered use of the Airfield to the EAG nations for their national training, should they find there what they do not have neither the facilities nor availability at their home bases (such as the recent use of Solenzara by the RAF for Air-to-Air sniper training). Finally, Solenzara Airbase has recently taken over responsibility as the training centre for all French Air Force pre-deployment FP training.

## Mali Operations and Force Protection Integration

Lt Col Pascal Mainguy provided an excellent presentation, focused mainly on the lessons from the initial deployment by the French Air Force to Bamako. He highlighted the GBR and SPA deployment of FP elements (AMPT) to provide security for their national air assets on Bamako Airbase and the Seminar provided a platform to discuss the integration

of those FP Force elements into the Malian-French Force Protection task force.

## National Force Protection Capabilities

The ongoing effect of defence reviews within our nations continues to impact national Air FP expeditionary capabilities and an overview of the current national situation was presented by each nation. The data collected will be analysed by the EAG FP area and, if any relevant points are identified, they will be brought to the attention of the EAG Chiefs of Air Staff.



# Air Mobile Protection Team Manual and Way Ahead

An aircraft is at its most vulnerable when it is on the ground, where its manoeuvrability and integral defence systems cannot be used for self protection. Military Air Transport operations can be called to support any kind of force deployment far from the homeland. These deployments might be carried out from airfields where the in-place security measures are limited, possibly untrustworthy or completely absent. For strategic transport, intermediate stops are often required, and more often than not staging airfields are at locations not under direct alliance control.

These considerations, were recognised unanimously by the EAG member nations and, in 2012, resulted in the generation of an EAG project to look at how best to provide security measures for deployed air transport aircraft. After initial analysis, the problem was refined to how best to decide in a timely, cost-efficient and standardised manner the additional protection and security measures that must be implemented to ensure the safety and security of an Air Transport mission.

After collecting and analysing all the available data, the EAG, assisted by the subject matter experts from the nations, created an "Air Mobile Protection Team Manual". This manual provides a flexible decision-making tool that can be used by the EAG Air Forces during the planning phase for Air Transport missions. The guidance within the manual is based on two key tenets: firstly, that

Force Protection considerations are just one element in the overall process and secondly that each decision must be supported by appropriate risk acceptance.

On the 4 July 2013, the final project was endorsed by the EAG Steering Group and signed by the Director of the EAG, General Mercier.

The Air Mobile Protection Team Manual has been well received by the nations and some of the nations have already revised their internal procedures to encompass the guidance provided within the Manual and in September 2013, the Belgian Air Force ran its first AMPT Course.

However, there remains room for improvement in terms of interoperability and Air Mobile Protection Teams and Aircrew (as any other Air Force elements) require a vast array of airfield-related

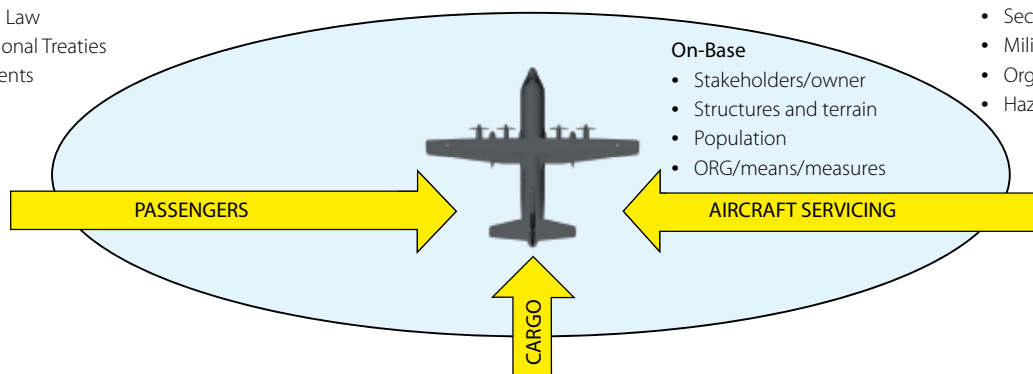
information prior to deployment (hazards, threats, vulnerabilities, situation awareness, etc) much of which is not Air Transport related but which covers the whole spectrum of Air deployment. In the case of multinational operations, most of this data, though already available, can be scattered throughout the various headquarters of the participating nations. Therefore, identifying the right points of contact and the procedures necessary to officially request FP information may be a long and difficult path. Gathering this information swiftly and accurately is essential and the EAG has delivered a potential project for the approval of the EAG Working Group which aims to facilitate the flow of FP data at the tactical level between nations. We hope that the Force Protection Information exchange Project will commence in 2014 with the goal of providing coordination of this much needed capability.

## National Conditions

- Governance
- National Law
- International Treaties
- Agreements

## Off-Base environment

- Threat Level
- Security Forces
- Militia/insurgents
- Organised Crime
- Hazards





# Pooling and Sharing of FP Training Activities

Twice each year the FP Subject Matter Experts from the EAG nations plus Norway and Sweden meet up under the umbrella of the “Survive To Operate and eXercise Technical Arrangement (STOX TA)” at High Wycombe to develop Force Protection related topics (multinational exercises, training challenges). In 2013, the STOX TA main focus was:

- To build an EAG FP Expeditionary Capability Matrix based on NATO’s latest DRAFT Study 7219/ATP-3.3.6 (see picture)
- Plan VOLCANEX 2014.
- Facilitate the sharing of training courses in a climate of Armed Forces restructuring and financial savings through the EAG Force Protection Master Plan.

The EAG contribution to European multinational FP training is the

FP Master Plan which fosters international cross-training of Airmen. In 2013, pioneering training opportunities from France and Belgium were added to this Master Plan.

France has offered training for country-specific pre-deployment preparation and air-to-air shooting courses at SOLENZARA Airbase (Corsica). Belgium offered an Air Mobile Protection Team Course to train and qualify FP personnel in the protection of a transport aircraft once deployed.

The STOX TA meetings provide opportunities for the EAG Air Force FP elements to meet up and to generate interoperability-enhancing FP multinational activities using the FP Master Plan as a key planning tool. The 2014 FP Master Plan will be available from January 2014, providing a catalogue that will contribute to the maintenance of FP training capabilities in a time of ongoing restructure and reductions.



# VOLCANEX 14 - Interoperability in Force Protection

VOLCANEX is the EAG facilitated exercise platform on which nations can test and adjust the EAG's projects and activities. VOLCANEX runs every other year, dependent upon the requirement of the nations. VOLCANEX 2012 was conducted successfully at Vouziers in France with a central core of Force Protection (FP) alongside other activities. VOLCANEX 2014 will be hosted by the UK and will be primarily a Force Protection C2 exercise, based at the home of RAF FP at RAF Honington in Suffolk.

The exercise, which will seek to carry forward lessons learned from VOLCANEX 2012, is scheduled to run over the same period as the UK's Air-Maritime exercise JOINT WARRIOR 2-14, 29 Sep – 16 Oct 14. The final shape and size of this FP exercise is still in the planning stage, but it is likely that it will focus on the C2 aspects of ATP 3.3.6 while providing opportunities for interoperability in European FP capabilities. VOLCANEX 14 will aim to reflect the growing need for interoperability between FP assets deployed at short notice. It is hoped that this exercise will be a building block to achieve a future dynamic FP training event.





# Force Protection (FP) Network and International Cooperation

Networking and International Cooperation provides an essential element within the EAG FP area. We share our products with the EAG and NATO communities and have a close link to the Air and Space Interoperability Council (ASIC) FP branch.



## The EAG and NATO - FP collaboration

The NATO Force Protection Working Group takes directions from the NATO Military Committee and receives guidance from both Allied Command Operations and Allied Command Transformation. The FP WG reviews and recommends FP concepts, develops doctrines, tactics and materiel covering all areas from the strategic to the tactical level. In 2013, the EAG FP area was invited to the NATO FP Working Group to present the EAG's products and activities to the NATO joint FP community. In a similar vein, a JAPCC representative (Gp Cpt Parkinson) attended the EAG STOX TA Coordination Board Meeting and this close cooperation aims to ensure that the EAG work is aligned closely to ongoing NATO developments. The "EAG FP Doctrine for Air Operations" and the "EAG Air FP Capability matrix" are active examples of this on-going cooperation.



EAG FP area also looks across the Atlantic where the Air and Space Interoperability Council (ASIC) is a formal five-nation military organisation (United Kingdom, United States, Australia, New Zealand and Canada) with a mandate to enhance coalition war fighting capability through air and space interoperability. ASIC is made up of several key work areas, one of which is... Force Protection. Consequently the ASIC FP area provides a natural partner to the EAG FP area. The EAG and ASIC FP areas regularly share project information and as a consequence the AMPT manual was sent to ASIC and, once approved by the ASIC nations, they will also send us details of their new pre-deployment training standards.



# Air Operations - Ground

Much like a “libero” in football, Air Operations Ground (AOG) has provided a more versatile type of centre-back which “sweeps up” all those activities and projects that cannot be allocated to other EAG project areas. Thus, AOG is normally involved in the assessment of quite a number of new projects of various natures. 2013 proved to be no exception to previous years confirming AOG’s position as the EAG’s “libero”.

The AOG team consists of three staff officers, from Germany, the Netherlands and Spain. For the more interested reader, our curricula vitae can be found on the EAG website. During 2013, AOG has focused on the following studies and projects:

## Temporary Airspace Closure (TAC)

In 2010, the eruption from the Eyjafjallajökull volcano in Iceland caused widespread disruption to military flights across Europe, with consequential effects to operational training, pilot currency and AEROMED activity. All the challenges were eventually solved, but the lack of laid-down procedures and specific points of contact, meant there were some initial delays in resolving the situation. The UK’s Deputy Commander Operations suggested at the EAG Steering Group held in June 2012 that the EAG commence a EAG Volcanic Ash Cloud project to look at coordination activity during a volcanic ash cloud event. After the project Kick-off Meeting it was agreed that the scope of the Project should be expanded in order to include any closure of the airspace, and the name changed accordingly to “Temporary Airspace Closure” (TAC) Project.

The findings of this TAC project, which include guidance on how to proceed in case of a TAC event along with a list of the national organizations who should be contacted with requests for support, were published in December 2013.

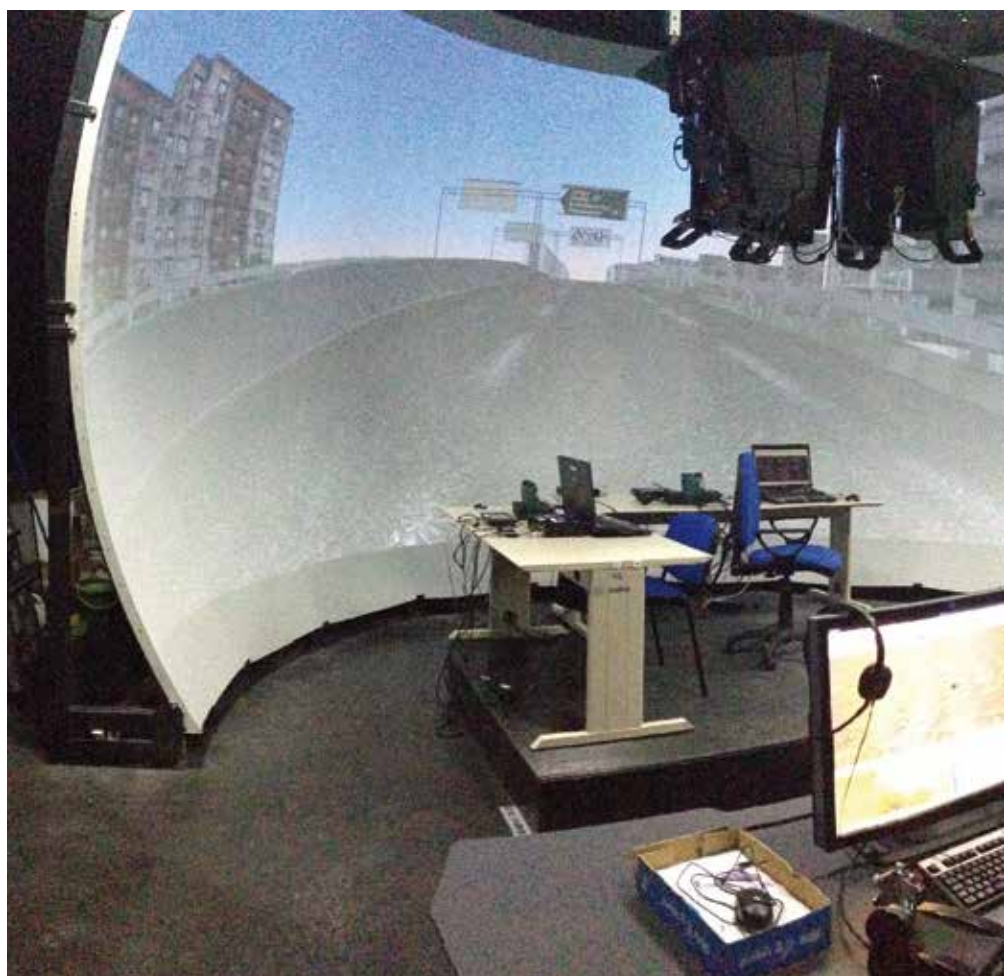
## Multinational Training Project(MTP)

The MTP Project was initiated to assess the possibility of creating multinational training opportunities in specific areas where similar, single and fragmented national activities could be reduced. The EAG Permanent Staff proposal was to focus on a single area in order to assess whether it might be feasible to initiate joint multinational training activities. The MTP project was intended to evaluate the process in order to establish a set of “Guidelines

for studies on multinational Air Force training and courses”.

### Timeline:

- July 2010. The SG tasked the EAG with identifying “potential areas for further tactical level cooperation”.
- November 2010. The Multinational Training Project was endorsed at the WG meeting.
- April 2011. The initial MTP meeting was held in High Wycombe.



Nine potential areas for multi-national training were identified.

- December 2011. At the EAG WG Meeting, COS EAG proposed the area of Forward Air Controller (FAC) training as the initial focus for the MTP. However, no agreement was reached between the nations and COS EAG was tasked with clarifying the Project focus and seeking national positions.
- April 2012. The WG was informed that due to a high risk of duplication with FAC training the FAC training option had been discontinued.
- July 2013. The SG agreed that "The MTP had partially stalled due to a lack of impetus from the nations and would require direction from the SG if it was to be re invigorated. All nations shared a common issue of shortage of synthetic training capacity, and some nations were already using their available assets to maximum capacity; however, the general consensus was that the MTP should continue and focus on synthetic training and also look at the possibility of networking synthetic training facilities as this had potential to provide added value." It was agreed that "DD EAG would continue with the MTP

focused on those capabilities nations could offer, how to match requests against training and how best to enable the networking of synthetic training assets."

- October 2013. A decision was required as to whether nations would wish to share synthetic training assets. Therefore, the WG agreed to request an update on national current synthetic training surpluses and shortfalls. The EAG would also initiate a meeting with the simulator SMEs to discuss how best to improve the use of synthetic training assets.
- December 2013. The second MTP meeting took place at Alcantarilla AFB (Spain). Representatives from 5 EAG nations met, providing updates to their national synthetic training offers and requirements and to discuss the way ahead for the Project.

### **Air-to-Air Refueling Interoperability (AAR) Project**

The AAR Project was initiated by the Director EAG in April 2013. As a consequence of operations in Mali, he was concerned about the lack of standing clearances (compatibility and certification) for both AAR tankers and receivers. Consequently, the Deputy Director EAG was tasked to review the current AAR status quo.

During the April 2013 WG at High Wycombe, the EAG PS briefed that there was a requirement to verify which aircraft from EAG Air Forces do not have a standing clearance to refuel from the AAR platforms from other EAG nations. The Project would then analyze how best to deliver a joint certification/clearance process.





During the 2013 SG in Madrid, DD EAG pointed out the lack of compatibility between AAR tankers and receivers as a redundant problem in multinational operations. The certification process has been time consuming because of national restrictions. Key organizations such as the EDA, MCCE and the EATC have been working on the issue with limited success. It was agreed that the EAG would continue to pursue the initiative.

The objective of the Project is to create synergies with the key AAR players, and support the needs of the various organizations (training, platform harmonization, AAR scheduling etc) the Project is endeavoring to facilitate the harmonization of the EAG nation's AAR certification process. The rationale is to initially use the concise and focused EAG community to provide an AAR pathfinder project for other organizations.

#### Timeline:

- February 2013 - Initial meeting between DD EAG and D EAG.
- March 2013 - First Project WG held at RAF High Wycombe.
- October 2013 - 4th EDA AAR Project Team meeting held in Brussels.

- November 2013 – EAG AAR Project Kick-Off Meeting at High Wycombe.
- May 2014 - Draft of Project directive for endorsement by the EAG SG.

### Defence Review Study

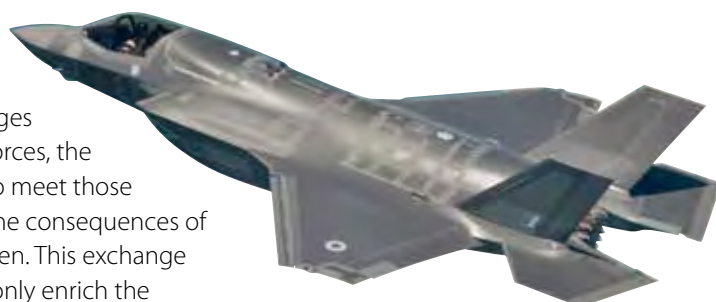
In May 2012, AOG finalized a study to analyze the Defense Reviews (DR) from the seven EAG nations. The study provided an outlook of the basic trends followed by the seven nations in their DRs and a summary of the main aspects of each nation's DR. It is worth knowing the measures that each of our partners is implementing to solve their Defense problems in case some of the effects and consequences are transferable to our own military. Of course, it might take a few years to understand properly the effects produced by some of the more strategic decisions taken. In this regard, the results of this study recommend that the Defense Review subject matter experts from the member nations find a way to discuss regularly the main challenges facing their Air Forces, the plans prepared to meet those challenges and the consequences of the measures taken. This exchange of ideas will not only enrich the

domestic brainstorming process but will also provide the nations with valuable factually-based information on the effects of the DR-related decisions implemented by our EAG partners.

### Any Other Business

In addition to the projects mentioned above, AOG has also dealt with, or was involved in the following projects:

- Combined Joint Personnel Recovery and Standardization Course (CJPRSC) 2013.
- European Air Transport Training (EATT) 2013.
- EAD Ad Hoc Working Group on Operations and Training (AHWG O&T).
- Remotely Piloted Aerial Systems (RPAS) in Europe.
- Re-designing the EAG website.
- The A400M OUG.





# Air Operations - Flying

Previously, the Air Operations Flying (AOF) reviews have highlighted that pooling and sharing is one of the most repeated sentences in the military environment and that it had been one of the key military objectives during the last decade. Pooling and Sharing was a key objective leading to the creation of the EAG: to Increase interoperability. Moreover, the continuing pressure to reduce budgets within our Air Forces makes pooling and sharing even more essential.



During 2013 AOF has continued to work on interoperability issues. Following the direction of the EAG Steering Group, in the first part of 2013 we analysed the common issues and Lessons Identified by the EAG Air Forces during operations in Libya. The system developed by the EAG for the Lessons Identified process was also used to gather information from Operations in Afghanistan, and allowed us to identify lessons from the Libyan conflict, providing Nations with the opportunity to share data and learn from their experiences in this recent conflict. For 2014, we expect the nations to decide whether or not they want the EAG to go further in investigating lessons learned for whatever topic they consider relevant.

Another important challenge we wanted to accomplish in 2013 was to plan and execute FLAG exercises in North America and Canada with a common and coordinated approach. FLAG exercises are essential for our Air Forces, but they are very expensive. However, there are potential ways to reduce the costs by the use of pooling and sharing. Some of the concepts targeted during 2013 included sharing not only transport

and air refuelling, but also SAR, CATO, medical services and any additional services that might be mutually beneficial to more than one nation. This FLAG exercises initiative was organised and coordinated with the USAF, the Canadian Air Force and the EAG nations with an objective to become a single voice. The MCCE in coordination with the EAG was also committed to this task. During several meetings in 2013, with representatives from all the nations' parties participating in the project, we have already identified a good level of commitment and a way ahead for the Project. For 2014, a few synergies were established and some initial contacts were made representing a key first step for future cooperation. Most EAG nations are planning to deploy to North America during the first semester of 2015, and 2014 will provide a unique opportunity for the EAG nations to coordinate those potential deployments. This task will need a phased approach, will not be easy and will depend on gaining real commitment from the Nations.

The development of the other AOF projects during 2013 and the potential ways ahead is explained in the following paragraphs:

## Eurotyphoon Interoperability Project

The EAG continues to bring together elements of the Eurofighter community, primarily at the tactical level with the EuroTyphoon Interoperability Project. The kick-off meeting at the beginning of 2013 was highly successful and allowed the nation's operators at the Wing and Squadron level to interface, discuss and coordinate Eurofighter and Typhoon common issues at a level not replicated elsewhere within the wider Air community. The second meeting was expanded to include pertinent Flight Safety issues with national Flight Safety SMEs also attending. In addition, Austria, as a Eurofighter nation, has also now joined the Project. With continuous ongoing background liaison on issues relevant to all participants and with the next meeting scheduled





## RPA Training Project

The Remote Piloted Aircraft (RPA) Training Project is a demanding and complex project where the EAG offered to conduct an analysis of a potential way forward for RPAS operator training. The Project will hopefully lead to the development of common national agreements and crew certifications, potentially allowing multinational and cross border RPAS operations. Our aim for 2014 is to achieve initial agreement on the baseline requirements to allow the project to go forward and to have an open forum to exchange information and experiences. Moreover, within the existing AVMED program of Human Factors, AOF is also providing the liaison point to provide RPAS operators with regular basic 'human factors' updates and, to represent the 'operators' point of view, in respect of the Aviation Medicine initiatives in the field of RPAS.

The aim of the Advanced Training and Exercises Master Plan (ATMP) is to coordinate and exchange data from the training and exercise programmes of the 7 EAG nations. The main aims of the ATMP are to help the EAG nations to obtain better quality training with less quantity (workload) through coordination and effort-sharing with EAG nations and to facilitate the participation of EAG nations in a variety of valuable and mutually-interesting combined activities that will facilitate combined training at lower costs.

During 2013, the ATMP process has also developed longer-term shared national exercise planning. The 7 nations provide their major exercise planning dates, either confirmed or tentative, in one easy to digest format. Invitations to specific exercises are provided to the other interested nations with a detailed explanation of the potential training opportunities on offer. Inputs are coordinated by AOF and the information allows each nation to have a long term (out to +3 years) overview of each other's exercise planning strategy. This allows nations to set their own

[illegible]

# DACT

## Gando AB, Gran Canaria



critical exercise planning schedule, facilitating both coordination and support activity ensuring any potential conflicts are resolved. This planning tool is called the EAG Master Plan.

The EAG Master Plan (MP) has improved its format during 2013 to allow the planners more oversight to deconflict and plan in advance. Other International organizations such as HQ AIRCOM at Ramstein, the EDA, MCCE and the EATC are also engaged in this on-going Project. The EAG MP now also includes future FLAG exercise planning and all JFAC-related main exercises. Two meetings are held annually to allow the EAG nations to provide national exercise planners with offers to participate in exercises that have the potential to facilitate multinational participation. The meetings were also used to provide feedback on existing exercise participation and any subjects of potential interest to the exercise planning community.

### Eurofight

The EUROFIGHT Technical Arrangement (TA) provides a single

multilateral framework within which aircraft from participating nations can train together to improve operational capabilities and mutual understanding in Air Defence. Flying activity under the EUROFIGHT TA expanded significantly in 2013 in comparison with the flying activity in 2012. The EUROFIGHT TA facilitates the participation of all 7 EAG Nations in a variety of very complex and demanding scenarios. In the light of the excellent level of integration between the aircraft from the European fighter community, and given the rewarding comments that arose from final reports generated by Flight Units, the Eurofight TA has been confirmed as providing a valuable and useful means to support mission execution.

### Additional AOF Activities

AOF has provided support to the NATO JFAC process by assisting the development of a common understanding of the National JFAC processes from the EAG nations. National JFAC representatives meet together at 1 Star level at least once every year to discuss mutual support and current issues.

The next JFAC meeting is scheduled for Feb 2014 and will have a comprehensive Agenda that will include amongst others a future concept for NRF JFAC coordination.

AOF is also supporting AOG, in coordination with other international organizations, to enhance the Air-to-Air Refuelling certification process in order to expedite a process that will allow the maintenance of appropriate risk mitigation on common aircraft platforms.

### Conclusion

Overall, 2013 proved to be an extremely productive year for the AOF section with many new initiatives and projects being developed and long-term support continuing for enduring and established areas of activity. 2014 will be a key year for the success of some of our projects and that success will depend, to a high degree, on the achievement of real commitment from the nations to "pool and share" and to "improve operational capabilities through the enhancement of interoperability".



# Combined Joint Personnel Recovery Standardisation Course (CJPRSC) 2013

The EAG was tasked via the EAG Steering Group in 2012 to plan and conduct the seventh iteration of the CJPRSC in 2013. At present, there is no similar training opportunity available within the European theatre. The requirement for the CJPRSC was identified from the lessons identified from the VOLCANEX/CSAR exercises conducted from 2002 to 2006. Recent multinational operations have reconfirmed the necessity for comprehensive operationally-relevant PR training.

## The Course

The Course comprises 4 days of theoretical instructions and 7 days of flying activities. During the practical phase, the available aircraft are split into two groups with each group forming a PR Task Force (TF). This year's course took place at Cazaux Air Base in France from 25 September to 10 October 2013. Thirteen nations were represented with a total of 410 personnel deployed. The main training audience consisted of participants from 8 nations (FRA, NLD, ITA, BEL, ESP, HUN, DEU and POL). The remaining nations (CAN, SWE, USA, CZE, and GBR) were represented in direct support and/or observer roles. The Course achieved its main training objectives and the focus on contemporary PR scenarios provided a solid basis on which to keep the course relevant. The multinational environment provided a unique chance to learn about Multinational capabilities and techniques. Therefore, the EAG recommends that the training opportunity provided by CJPRSC should become a permanent feature within the future training framework of the European Personnel Recovery Centre (EPRC).

## Course Concept and Objectives

The aim of the CJPRSC concept is to provide an individual training opportunity for personnel dealing with PR tasks on a variety of levels by enhancing the knowledge and proficiency required to plan and execute multinational PR missions in permissive, uncertain and hostile environments. The BI-SC PR JOG is the underlying document that supports the Course. The Course consists of an academic phase with instructional periods covering NATO, Asset Capabilities, TTPs and Legal issues. This year's academic phase was followed by a flying phase with one familiarisation mission and six day missions. Each aircraft deployed to the Course is expected to fly 1 sortie per day. Tasking is initiated via a Joint Personnel Recovery Cell (JPRC) using standard NATO documentation and procedures (ATO, ACO, PR Incident Report and PR Mission Message). An INTEL cell provides the relevant information to the Rescue Mission Commander (RMC) to facilitate mission planning. The planning process and mission

conduct is then evaluated by Mission Monitors (MIMO's) during the planning and execution phases. The Mission Monitors (MIMO's) play a key role in the achievement of the Course learning objectives by both assessing and mentoring the students.

The achievement of the training objectives of the Course is always heavily dependent on the level of interaction between the players. The close contact engendered throughout the Course serves to will foster a transfer of best practice through better understanding of national/unit TTPs and will allow for both the solid preparation and evaluation of the missions.

## JPRC

The Course featured a Joint Personnel Recovery Centre (JPRC) for the fifth time. The experience gained from the past iterations of the course was extensively used to incorporate the JPRC, creating a realistic environment and ensuring that the correct tasking procedures were followed. The JPRC continues to be an integral and supportive element of the Course and its incorporation for future iterations of the CJPRSC remains highly desirable. Overall, the setup of the JPRC for the 2013 CJPRSC was well suited to support the Course requirements.



## International Support

NATO E-3A AEW and FRA E-3F AEW aircraft supported the Course and operated from their respective home bases. Furthermore, the Course was supported by DISTAFF, SERE instructors, Joint Personnel Recovery Centre (JPRC) functionality, FARP capabilities and OPFOR assets. HN support was organised by the FAF staff. Lyon and Cazaux Air Force Base and the workspaces and real-life support provided by the HN was assessed as excellent.

## The DVD

A Distinguished Visitors' Day was organised on 3 Oct 2012. The aim of the DV Day was to allow the decision makers from the sending nations to get a first-hand impression of the Course. Representatives from BEL, DEU, FRA, GBR,

ROLE	ASSET	OPERATOR
C2	1*E-3A 1*E-3F	NATO FRA-AF
FW RESCORT	2* AMX 2* F1	ITA-AF FRA-AF
RW RESCORT	2*AH-64 D 2*W-3 2* A-109	NLD-AF POL-A BEL-AF
RECOVERY VEHICLE	2* AS-332 2* EH-725 1* EH-101 2* AB-212 1* C-160	ESP-AF FRA-AF ITA-AF ITA-AF DEU-AF
EF	2 Team DEU-AF (incl JTAC) 2 Team FRA-AF 1 Team ITA-AF 1 Team ITA-N 1 Team POL-A 1 Team HUN-AF 1 Team ESP-AF	

ESP, HUN, ITA, NLD and POL, together with dignitaries from EUMS and EDA were present. The DV Day turned out to be an excellent event. The General officers saw every aspect of the course including a realistic live rescue scenario and a tactical helicopter refuel procedure by the FARP teams. They left the Course convinced the essential operational necessity for the Course to continue for the future.

## Participation

Invitations to attend the CJPRSC 2013 were sent to all EAG nations, known interested parties and NATO Air Commands. The figure above depicts the aircraft

availability during the CJPRSC 2013. After significant coordination efforts, 3 TF could be scheduled using a reasonable asset mix.

The Extraction Force (EF) personnel constitute one of the main training audiences. The EF elements were deployed from FRA, DEU, HUN, ESP and ITA. To provide realistic EF training, a credible threat has to be present. With suitable coordination this simulated threat can be tailored to provide an environment that supports EF TTPs and allows for contingency operations, forcing all elements of the TF to cooperate. To make the threat realistic requires a robust infantry presence operating to a specific profile that initiates EF tactics in accordance with pre briefed options. Additionally, the OPFOR plays an important role in providing both the air assets with a realistic GND threat.

While the desired training audience for the Course is normally experienced PR operators, the personnel who deployed to CJPRSC 13 arrived with a wide range of PR experience. This is due to the limited availability of dedicated PR forces within Europe and it is expected that this situation will remain extant for the foreseeable future.



All detachments were also requested to deploy with supporting INTEL personnel. These personnel were pooled within an INTEL cell that provided all of the necessary INTEL inputs to support the RMC with mission planning.

## OPFOR

OPFOR infantry was deployed by FRA, contributing greatly to the realism of the Course. A realistic Ground-to-Air threat environment was provided for all airborne assets by CROTAL AD and ROLAND AD systems. Additionally, to provide a realistic challenge for the FW aircraft participating in the Course, the Combined Fighter Operational Transition School (BEL-FRA ) deployed Alpha Jets to act as 'Red Air'. And finally, a Jamming car was deployed to disturb the C2 element of the Course.

## FARP

Multinational FARP training was conducted in conjunction with the Course. The intention was to support the RW assets with realistic logistic capabilities and to continue to develop the EAG FARP procedures. Both events generate symbiotic benefit and the Course participants took full advantage of the services provided.

The aim of the EAG FARP training was to conduct multinational FARP activity in support of the CJPRSC 2013 using a variety of tactical aircraft refuelling equipment. The EAG FARP activity required the teams to conduct engine-running pressure refuelling on a wide range of rotary-wing aircraft, ideally from tactical refuelling sites located to support the planned programme for flying operations. The training activity was intended to foster the development of fuel planning and management skills for both aircrew and the FARP teams in a realistic, simulated operational environment. Critical to the success of the FARP activity would be the ability to develop the tactical movement and planning skills necessary to deploy on a daily basis

to a number of field FARP sites in close proximity to the operational area used for rotary wing Flying. A further aim of the trial was to enable personnel to be familiarized on the equipment used by other nations and also to evaluate the most recent version of the EAG FARP SOP.

A total of 4 teams from NLD (8 personnel plus 2 fuel tankers), GBR (6 personnel with a fuel tanker and 1 set of bladders), FRA (6 personnel and 2 sets of fuel bladders) and ITA (4 FARP personnel, 1 Observer and 1 fuel tanker); in addition, observers from GBR, ITA, BEL, ESP and POL supported the Course.

## Networking/ Social Activities

Networking is a vitally important objective of CJPRSC. The International environment creates an excellent opportunity to exchange information and establish contacts. Two social events were scheduled into the programme, an international food night and a BBQ. These events are always well received and provided the catalyst to foster mutual understanding and create comradeship and a great working attitude.

## Conclusion

The CJPRSC provides a great opportunity for nations and organisations to train to meet the demands of the PR operational spectrum. Its international setting, participation and support serves to create a course which is well received by all of the personnel involved. It is the intention of the EAG / EPRC to continue to provide the international community with this unique and effective course in order to continue to expand and improve the awareness, skills and knowledge essential in order to develop skilled PR operatives. The next iteration of the Course (CJPRC 14) is currently in the planning stages and is scheduled to be held in Florennes, Belgium, from 24 September to 9 October 2014.







# Communication and Information Systems

The task of the EAG CIS Area is to coordinate and lead projects that improve CIS interoperability between the EAG nations and to identify where we can interface with the CIS Systems of other NATO and allied nations.



## CIS Meetings

During 2013, the EAG organised two CIS meetings to bring together CIS SME's from the EAG Nations to discuss CIS interoperability projects. The first CIS Meeting was organised in Liège (Belgium) over the period 11–12 April 13. The ITA CIS equipment summary was delivered to the meeting participants. This summary document provides information about the ITA CIS organisation and an overview of the CIS equipment used by ITA. The Netherlands provided their CIS summary in November 2013 and GBR will present their summary in early 2014. Following receipt of the GBR CIS summary, the EAG will be able to publish the complete 7-nation EAG CIS Interoperability Compendium in early 2014.

The EAG VTC project was presented to the Nations and they agreed on the aims for the Project and the

programme of work to be completed. During the Meeting there was also a short introduction on the CIS planning work necessary to support VOLCANEX 14. The second CIS Meeting of 2013 was hosted by the RNLAf in Amsterdam (Netherlands). During this Meeting, a progress update was provided for the VTC Project, and the Nations have agreed to revise the way ahead for the Project. The nations gave presentations on their Intrusion Detection Systems (IDS) and agreement was reached to commence an interoperability study to analyse how best to make available the use of IDS should IDS be deployed during VOLCANEX 14. Additionally, representatives from France and the UK provided a summary of the results of TITANIUM FALCON and JOINT WARRIOR 13-2 and possible ideas for VOLCANEX 14.

## Ground-to-Ground Radio

In the Ground-to-Ground Radio Manual, there is a list of the Ground-to-Ground radio systems that are mainly used by Force Protection personnel along with the technical characteristics of the equipment. The Ground-to-Ground Radio Manual also contains the results of the specific trials and live tests that took place during VOLCANEX exercises. Based on the information collected during VOLCANEX 12 or subsequently provided by the Nations, the Ground to Ground Radio Manual has been updated and a revised version was published in October 2013. Since then further new updates have been received and a further revision to the Ground-to-Ground Radio Manual will be published early in 2014.

So far, the Ground-to-Ground radios have been used only to support an unclassified multinational radio network and the CIS Area was tasked to study the possibility of having a MN secure radio network available to support Force Protection elements. Currently the crypto hardware and software used on the radios are not compatible between the nations, and this has proved to be impossible to resolve. The only two available solutions are either for one nation to provide radios to all the other participating nations or to use AN-PRC/117 radios. However, those radios are a scarce resource and might not be available for exercise support.

## Video TeleConference (VTC)

The Project Initiation Form for the VTC project has been approved by the EAG WG Members, and the EAG organised a VTC technical meeting in April 13 to discuss the technical details of the planned trials and to setup a planning schedule for the VTC tests. The point-to-point tests were done using both ISDN and IP protocols as nations use both of these different protocols. Those tests demonstrated that some nations cannot communicate together due to incompatibility between protocols. The only Nation able to support both protocol formats is Italy. The final tests to be completed will be the multipoint tests which are scheduled to take place in January 2014. For the use of VTC in secure mode, it has been agreed that tests are unnecessary as the only way to achieve it is by the use of NSWAN. Once the multipoint tests have been completed, the EAG will publish a VTC manual with the result of the trials. Shortly after the VTC manual is

published, the EAG will produce a list of VTC access points available within each nation.

## EATT 2013

At the request of the EDA and the EATC, the EAG have assisted with the organisation and coordination of the CIS support for EATT 2013 which was organised in Zaragoza (Spain) between 9 and 21 June 13. The CIS support available included G/G Radios, Ground/Air/Ground Radios, computer networks and phones using the Eurovox System.

## MN CIS Site Survey Manual

There are already Site Survey documents available but they do not cover the CIS specific aspects of multinational site surveys. The EAG CIS team has prepared a dedicated CIS survey document which was been sent to the nations for final evaluation and approval. After incorporation of the comments from the nations, the manual will be published in early 2014.

## EUROVOX

A revised edition of the EUROVOX leaflet has been published. A request for update to the Multinational Telephone Book has been requested and the layout and content of the document will be reviewed during 2014.

## Mission Planning Systems (MPS)

The Belgian MPS is becoming obsolete and will require replacement and Belgium has asked the EAG to investigate those systems in use by the other EAG nations to identify any possible enhancements or savings as a result of synergies between nations. The EAGs investigations will provide a better idea of the systems available and help ensure interoperability with the systems in use by the other EAG nations. Initial answers have been received from France, Italy and the Netherlands and the responses have been forwarded to the Belgian CIS Staffs.

## HF Ground–Air–Ground Radios (HF GAG)

The issue with HF GAG radios is similar to that faced with the Belgian MPS systems. Italy has requested that the EAG provide information on the HF GAG radios currently in use by the EAG nations. The responses from Belgium, France, Spain, the United Kingdom, Italy and the Netherlands have been forwarded to the Italian MOD.



## Cyber Defence

CIS-1 attended a cyber defence meeting at the EDA and AD CIS also attended a cyber defence meeting at the Spanish Air Warfare Centre to look at the available information and evaluate the possible involvement of the EAG in future cyber defence projects.

## New EAG IT Strategy

The current EAG CIS infrastructure is reaching the end of its operational life and requires both hardware and software updates to ensure its availability for the future. The CIS area has been tasked with developing the EAG IT Strategy based on the information exchange requirement to ensure that our IT architecture is both affordable, future proof and fully able to properly support the EAG's IT requirements. Initial studies have been completed and once the proposed strategy has been agreed by the EAG COS, we will implement the necessary work as soon as practical.



## Personnel

The members of the CIS area are Major Eric Appeldoorn (BE AF) AD CIS, Major Jérémy Merlin (FAF) CIS-1 (who has replaced Maj Dominique Dapsence) and Lt Col Luigi Capezzuto (IT AF) CIS-2.









# Delivering Rescue Missions in a Combined Environment

**During 15 days, CAZAUX Airbase (BA 120) hosted the CJPRSC (Combined Joint Personnel Recovery Standardisation Course), an international training opportunity dedicated to supporting PR missions. 13 Nations participated to this seventh edition.**

Smoke has just popped out and a green trail of smoke is rising into the air. Suddenly, five helicopters appear. On the ground, French, Italian and German extraction forces move in. They escort several ISOP's (ISOLated Personnel) rescued the day before on the ground. Armed and in full camouflage battle dress, they marshal the helicopters down for a safe landing. Thanks to the coordination of the extraction forces, and with rotor still turning, it only requires a few seconds for the helicopters to take off with the ISOP's safely onboard. The landing zone is now still and the only sign of the former military presence in the area is the faint sound of the faraway helicopters returning to base: this was a typical PR mission which took place during the most recent CJPRSC.

CAZAUX AB (BA 120) hosted and supported this international training event over the period 24 September to 10 October 2013. Created in 2007 and organised annually by the EAG (European Air Group), the CJPRSC is not considered as an exercise but as a Course. "Its aim is indeed to standardise and harmonise, in Europe, the procedures for recovery and rescue of any isolated personnel", says Lieutenant-Colonel Nicolas Meyer, the French project officer for the 7th CJPRSC. Dedicated to the PR task, the training provides a unique opportunity for all EU nations and will be one of the core business items of the future European PR Center (EPRC).

But why do we need any integration in PR operations? Because PR operations consist of all the military and civilian actions taken in order to rescue and/or recover any personnel isolated in an area where the threat level is variable, such as during today's areas of operation. Therefore, PR operations rely on the successful integration of air assets with specialized and competent personnel such as extraction forces, intelligence specialists, air crews, etc...

Since its beginning, the CJPRSC has always been a great success and the 2013 Course, with a total of 430 participants, has almost doubled in size from the 2012 CJPRSC. In total, 13 Nations were represented: the 7 EAG countries of course (Belgium, France, Germany, Italy, Spain, The Netherlands and The United Kingdom), and

also Canada, Denmark, Hungary, Poland, Sweden and the United States. On the apron of CAZAUX airbase, we witnessed the deployment of 14 helicopters, such as two French CARACAL's, one Italian MERLIN and two Dutch APACHE's. "There are two distinct types of helicopters used for a PR mission", says the French Project Officer. "The rescue vehicles, such as the EC725 CARACAL, are the ones in charge of the recovery of the ISOP's, the personnel to be rescued. The other type of PR platform is called RESCORT vehicle and provides escort and protection during the mission. Two MIRAGE F1CR from the French 2/33 Recce Sqdn "Savoie" and two Italian AMX are participating as RESCORT assets.", adds Lieutenant-Colonel Meyer. Of course, all the missions were controlled and coordinated thanks to the radar coverage provided by an E-3F Airborne Warning and Control Systems (AWACS) aircraft.

For the first time on CJPRSC, there was participation by a tactical transport aircraft, a German C-160 TRANSALL. "







# Au rythme des missions de sauvetage interalliées

**Pendant quinze jours, la base aérienne 120 de Cazaux a accueilli le stage CJPRSC, un entraînement interallié dédié à la mission de Personnel Recovery. Une septième édition avec la participation de 13 nations.**

Un fumigène vient d'être lancé. Une fumée verte s'élève dans les airs. Soudain, cinq hélicoptères surgissent. Au sol, des commandos français, ita-liens et allemands, progressent. Ils ont sous leur escorte plusieurs personnes secourues la veille sur le terrain. Armés et camouflés, les hommes en treillis se positionnent par rangées et guident les hélicoptères jusqu'au poser. En quelques secondes, rotors tournants, l'embarquement des secourus sous la coordination des commandos est réalisé avec succès. Il ne reste déjà plus rien sur la zone. Seul le bruit lointain des aéronefs en suggère encore le passage récent. Cette mission de Personnel Recovery s'est déroulée lors du dernier CJPRSC (Combined Joint Personnel Recovery Standardisation Course - stage interallié et interarmées de standardisation à la récupération de personnel). Du 24 Septembre au 10 Octobre 2013, la base aérienne 120 de Cazaux a servi de plateforme opérationnelle de stationnement et de soutien à cet entraînement multinational.

Créé en 2007 et organisé par le groupe aérien européen (GAE), le CJPRSC n'est pas considéré comme un exercice mais comme un « cours ». « Il vise à standardiser et à harmoniser, au niveau européen, les procédures d'une mission de sauvetage et de récupération de personnel isolé », explique le Lieutenant-Colonel Nicolas Meyer, officier projet de ce septième CJPRSC. Consa-cré à la mission de Personnel Recovery (PR), cet entraînement profite aux nations euro-péennes. Il s'inscrit dans le développement d'un futur centre d'excellence dédié à ce type de mission (cf. encadré page 27). Qu'intègre-t-on dans le domaine de la PR ? Toutes les actions civiles ou militai-res menées afin de porter secours et/ou de récupérer un personnel isolé, dans un lieu de niveau de menace variable, en particulier sur les théâtres d'opérations exté-rieures. Elle repose sur une complémenta-rité de moyens aériens et de personnel aux spécialités et compétences variées : com-mandos, équipages hélicoptères et avions, spécialistes du renseignement...

Depuis ses débuts, le CJPRSC n'a cessé de grossir. Au total, 430 militaires, soit deux fois plus que l'édition précédente, ont pris part à cet événement. Un panel de treize nations y

était représenté : sept pays du GAE (Allemagne, Belgique, Espagne, France, Italie, Pays-Bas et Royaume-Uni) et six autres (Canada, Danemark, États-Unis, Hongrie, Suède, Pologne). Sur le tarmac de la base aérienne de Cazaux, quatorze héli-coptères étaient déployés dont deux Caracal français, un Merlin italien ou encore deux Apaches néerlandais. « Deux types d'hélicoptères sont à distinguer lors d'une mission de récupération, confie l'officier projet. Les Rescue Vehicles, à l'image de l'EC 725 Caracal, gèrent la récupération des survivants, nom donné aux personnes à éva-cuer. Les aéronefs Rescort assurent, quant à eux, l'escorte et la protection de la mission. Deux Mirage F1CR de l'escadron de recon-naissance 2/33 « Savoie » et deux AMX ita-liens ont pris part aux missions et assurés ce rôle », ajoute le Lieutenant-Colonel Meyer. Le tout coordonné par un avion radar E-3F, communément appelé Awacs.

Pour la première fois, un avion de trans-port tactique, en l'occurrence un C160 Transall allemand, a également





This aircraft was used to drop off a group of para-commando's on the ground in order to recover a VIP who was an ambassador, according to the scenario of the Course", explains the French Lieutenant-Colonel. Therefore, it demonstrates that the helicopter is not the only platform which could be used to execute a PR mission. "During this Course, the French para-commando's of CPA 30 had the opportunity to train in the different techniques used during recovery operations, such as roping by helicopter, extraction via assault landing or paratroop into the recovery zone thanks to the use of a tactical transport aircraft" explains Lieutenant L, Commanding Officer of the detachment from CPA30.

The program of instruction provided by the CJPRSC was supervised by EAG experts and consisted of 4

days' theory and a 7-day practical phase, during which the difficulty of the missions was increased on a step-by-step basis. "The level of experience of the participants in PR operations is quite wide", admits the FRA project officer. And he added: "the CJPRSC offers the opportunity to let crews and extraction forces work together during missions planned by the European Air Group." "Micka", a formation leader on the CARACAL, from the FRA helicopter squadron EH 1/67 "Pyrénées", was responsible for planning and executing one of those PR missions during this combined event. "This Course allows you to compare the different experiences learned during the operational deployment of some Nations". "What is the most difficult thing during such a mission? It is to be able to understand each other in English and to master the NATO procedures,

sometimes quite different from ours, although the actual daily training at the 'Pyrénées' Squadron focuses on gaining complete alignment with the procedures used during CJPRSC".

In hosting this exercise, CAZAUX Airbase has shown its ability to effectively support this kind of complex and high level operational exercise. The French airbase can indeed provide the necessary infrastructure and facilities necessary for training, such as a lake, the ocean, a nearby firing range or some additional hangars to host the deployed air assets.

France is one of the European leading countries in PR operations and gained valuable experience during the Lybian and Afghanistan conflicts. The close location of the EH 1/67 Squadron 'Pyrénées' together with the CPA 30







participé au cours CJPRSC. « Il a déposé à terre un groupe de commandos parachutistes afin d'aller récupérer, selon un scénario PR spécifique de ce CJPRSC, un ambassadeur », détaille le Lieutenant-Colonel. Les missions de Personnel Recovery ne sont pas exclusives aux hélicoptères, comme on pourrait le croire. « Avec ce CJPRSC, les commandos parachutistes n° 30 (CPA 30) ont travaillé plusieurs techniques utilisées lors des missions de récupération : l'aérocordage avec les hélicoptères, l'extraction par poser d'assaut ou encore le parachutage sur zone avec le transporteur », détaille

le lieutenant L., chef du détachement du CPA 30.

Au programme du CJPRSC : les experts du GAE ont supervisé une phase théorique de quatre jours et une phase pratique de sept jours, dont la difficulté est allée crescendo. « Les participants sont de niveaux très différents », confie l'officier projet. Et d'ajouter : « Le CJPRSC offre l'opportunité de faire travailler en symbiose les équipages et les commandos lors des missions programmées par le groupe aérien européen ». « Micka », chef de patrouille sur Caracal, au sein de

l'escadron d'hélicoptères (EH) 1/67 « Pyrénées », a occupé le poste de Rescue Mission Commander. À la tête d'une Task Force internationale, il a dû planifier et coordonner une mission de sauvetage dans un cadre interallié. « Ce cours permet de confronter les expériences acquises par les diverses nations lors d'opérations extérieures », confie le pilote expérimenté. Les plus grandes difficultés ? Surmonter la barrière de la langue et veiller à maîtriser les procédures Otan parfois éloignées des nôtres, bien que l'entraînement quotidien au « Pyrénées » vise aujourd'hui une convergence totale ».







has proved invaluable. "It is vital to be able to handle any air threat and at the same time to work efficiently with the commandos who are operating on the ground and our job is indeed to work together", adds Micka therefore, the units nearby locations facilitates them in working closely together: one unit is at CAZAUX AB and the other one is at BORDEAUX AB. "We regularly train together to maintain our leading role in PR operations".

With the CJPRSC, the French aircrews also get a great opportunity to work with assets other than French ones. "The theatres of operations are becoming more and more multinational. We have to communicate in English and master the procedures used by all the other aircrews", explains Micka. "Because it is more than probable we will be engaged in an area, such as Afghanistan, with some multinational air assets and inevitably will, at some point, have to operate together to perform a PR mission to recover isolated personnel from a hostile environment". You can NOT improvise when undertaking such a complex mission. "Therefore the

CJPRSC exists to prepare us for such a mission", concludes the pilot.

### Soon, the creation of a European Personnel Recovery Center

From 17 November 2012, General Denis MERCIER, Chief of the French Armée de l'Air, has become the Director of the EAG (European Air Group). During his command, the creation of a European center of excellence for Personnel Recovery was validated. During his visit to the CJPRSC, he answered the following questions:

Sir, more than 10 Nations take part to the CJPRSC 2013. What do you expect from such a cooperation?

We have witnessed it during this year: our Nations are facing some interoperability problems. With the CJPRSC, we aim to standardise our procedures, material,... Our objective is the future: we will have perform some PR missions together with different countries. Existing for 7 years now, this Course has triggered the creation of a future European PR Center. This Center will be officially created in July next year, in a location not yet defined.

This School will be responsible to teach all the standard procedures needed to be able to perform a mission of rescue and recovery of any isolated personnel.

What is the expertise of France in the Personnel Recovery domain?

France has quickly identified this task as a core business that we need to master. We have some personnel engaged in different theatres of operation. We have to provide them with some means capable of recovering them. Whatever is the situation, we have to be able to rescue any kind of personnel. For example, I think about the pilots who have to eject over hostile territory. Our army has developed this capacity of rescue in high spectrum, complex air operations. By being able to perform a rescue at this high level of risk, we are therefore able to do it in any kind of situation.





En accueillant cet exercice, la base aérienne de Cazaux démontre, sa capacité à soutenir des exercices complexes, d'un très haut niveau opérationnel. Elle dispose notamment d'installations propices aux entraînements : un lac, un océan, un champ de tir à proximité ou encore des locaux en mesure d'accueillir des machines supplémentaires.

La France occupe une place majeure dans la récupération de personnel. Son expérience, acquise notamment en Afghanistan ou en Libye, est reconnue. Elle repose sur la complémentarité de l'EH 1/67 « Pyrénées » et du CPA 30. « Il est très important de savoir gérer la menace aérienne tout en travaillant avec les hommes au sol, les commandos. Notre travail ne se conçoit pas l'un sans l'autre », ajoute le pilote. Les deux unités sont donc proches géographiquement, l'une à Cazaux, l'autre à Bordeaux. « Nous

nous entraînons régulièrement pour conforter notre rôle d'expert de la PR ».

Avec le CJPRSC, les aviateurs se sont pourtant affranchis du format franco-français. « Les théâtres deviennent de plus en plus multinationaux. Il faut échanger en langue anglaise et maîtriser les procédures avec les autres appareils, explique Micka. On peut donc imaginer un théâtre commun, comme par exemple l'Afghanistan, où plusieurs avions étrangers travailleraient de concert pour aller chercher une personne isolée en territoire hostile ». C'est quelque chose qui ne s'improvise pas. « Le CJPRSC existe pour nous y préparer », conclut-il. n

### Bientôt la création d'un pôle européen de Personnel Recovery

Depuis le 17 Novembre 2012, le général Denis Mercier, chef d'état-major de l'armée de l'air, a pris la direction du GAE (groupe aérien européen). À sa tête, il a validé la création d'un pôle d'excellence européen de Personnel Recovery. En visite lors du CJPRSC, il répond à nos questions.

Mon général, plus de dix nations participent au CJPRSC. Qu'espérez-vous d'une telle coopération ? Nous l'avons vu courant de l'année 2013,

nous rencontrons entre nations des problèmes d'interopérabilité. Avec le CJPRSC, nous essayons de standardiser les procédures, les matériels... Notre objectif à l'avenir : des missions de Personnel Recovery menées conjointement par plusieurs pays. Ce cours qui existe depuis sept ans a favorisé la création d'un futur centre européen. Celui-ci doit voir le jour en juillet prochain, dans un pays encore indéterminé. Cette école enseignera toutes les procédures de standardisation nécessaires pour mener une mission de sauvetage et de récupération de personnes isolées.

Quelle est l'expertise de la France dans le domaine de la Personnel Recovery ? La France a vite identifié cette mission comme un domaine important qu'elle devait maîtriser. Nous avons du personnel engagé en opérations extérieures. Nous devons leur fournir des moyens capables de venir les récupérer. Qu'importe les conditions, nous devons secourir tout type de personnel. Je pense, par exemple, aux pilotes qui peuvent s'éjecter dans des environnements hostiles. Notre armée a développé cette capacité de sauvetage dans le haut du spectre, celui des opérations aériennes complexes. Le pratiquant à un haut niveau de risque, nous sommes donc capables de la mener dans toutes ses déclinaisons.





# The European Personnel Recovery Centre

On 3 July 2013, the 7 EAG Chiefs of Air Staff decided, during the 2013 EAG Steering Group Meeting in Madrid, to create a European Personnel Recovery Centre (EPRC). To hasten the EPRC's development, an interim EPRC has been initiated that is situated at RAF High Wycombe with 8 Staff Officers and under control of the Director of the EAG. The structure of the interim EPRC allows the Centre to accept non-EAG personnel as part of the EPRC team in order to develop the operational infrastructure necessary to allow the EPRC to reach initial and later full operational capability (IOC/ FOC). The mandate for these interim structures is limited to two years. As soon as the EPRC achieves FOC, the EPRC will be able to provide a facility that will enable the translation of political direction and guidance to generate military capability allowing the provision of an effective PR capability for European forces.

Current NATO and EU policy documents state clearly that: "The isolation, capture and/or exploitation of personnel during operations could have a significant negative impact on operational security, morale of assigned forces and public support." To mitigate this, prevention and the ability to respond to an event where personnel are isolated in hostile environments while operating in support of coalition operations must be prioritised accordingly. However, current European PR capability lacks cohesion, international structure and standardisation. On the other hand, multinational, or combined, joint operations of military and civilian organisations across the world are at present, and will continue in the foreseeable future to become the norm for any UN, NATO and/ or EU contingency. Therefore, these issues must be addressed to ensure interoperability of the forces involved. It is common knowledge that achieving such interoperability requires long-term commitment to develop, coordinate and implement Personnel Recovery (PR) policy, doctrine, process and procedures. This is compounded by the fact that PR is an area where no European nation has the holistic capability to provide all aspects of PR capabilities over a prolonged period of time.

Internationally, PR has been identified to be a key military task and a pillar supporting the reduction of threats to the force within the existing national PR policies. With the creation of the Helsinki Headline Goals in 1999, the European Nations made their first concrete step to enhance military capabilities in line with the European Security and Defence Policy (ESDP). They include the creation of a catalogue of force capabilities, the 'Helsinki Force Catalogue', to be able to carry out the so called "Petersberg Tasks". Within this catalogue, Combat Search and Rescue (CSAR) was assessed as a deficiency in capability. The following years were marked by national and EAG-driven initiatives in CSAR and later PR. Due to a lack of a central coordinating body, these activities were disparate and risked being inefficient.

In an attempt to tackle this challenge, an EAG Study on PR capability identified that a Multinational Personnel Recovery Centre (MPRC) would provide the vehicle to train and educate leaders and specialists, assist in doctrine development, identify lessons learned and improve interoperability, while acting as the joint hub for all international PR activities in Europe across all levels of command. The EAG study described the Centre as a multinational and

joint entity that should have an initial Manning of 15 personnel and work independently supporting both NATO and the EU. Keeping in mind that the current, austere financial circumstances experienced by all the European nations have increased the emphasis on the pooling and sharing





of defence capability in a significant number of EU nations, this initiative would fit into the strategic long-term plans of possible European partners.

The EAG Steering Group meeting of 2013 was used to present the EAG PR Study findings to the Air Chiefs of the EAG member states and, after a short discussion, the findings and recommendations of the Study were endorsed by the delegates. By accepting the Studies' findings, the chiefs of air staff acknowledged the necessity to create a PR centre. However, the air chiefs were keen to underline the European nature of the

Centre and changed the name from the 'Multinational Personnel Recovery Centre' to the 'European Personnel Recovery Centre' (EPRC).

After the decision to implement the Centre, the initial focus was on the ability to provide the framework for the personnel to work for the EPRC. Legal and physical prerequisites were quickly achieved and by 4 Nov the EPRC was ready to accept additional personnel. With the initial manpower for the EPRC in place, an Implementation Team (EPRC IT) was created to work on the development of the Centre. The core of this

Implementation Team was drafted from the EAG JPR Area and the former EAG Chief of Staff was extended in his UK tour to become the EPRC IT Leader. In January 2014, the EPRC will have grown to a minimum of 7 members as DEU, NLD and GBR will provide manpower and other nations were deciding how they could support the effort.

The tasks of the EPRC team are split into 2 main areas, 'current' and 'future'. Whilst the tasks of the 'current area' will involve work on the tasks of the former EAG JPR Area (e.g. PR flying course, SERE School Leaders' Workshop etc.) The tasks undertaken by the future side will revolve around the selection of the future location of the Centre, its personnel structures and generating the legal documents that will be key to allowing the EPRC to function. With such a small footprint in terms of personnel numbers, a clear delineation within the 'current' and 'future' team's tasks will not be feasible and teamwork will be key to the Centre's activities.

The primary goal is to have the EPRC successfully established at its final location by July 2015 with 15 personnel hard at work developing the concepts and procedures to support multi-national PR capability within Europe. This goal is ambitious and will require much hard work and intellectual effort. The drive for the EPRC is to make future PR missions coherent and capable, with our inspiration provided by the PR motto:

**"That Others  
May Live"**



# EAG Multinational SERE Training Forum

Mali, a helicopter is on route to provide support to Troops In Contact (TIC) in the TESSALIT area. The terrain is over desert and mountainous areas with summits up to 1150m with the temperature ranging from 50°C during the day to sub-zero nights. Suddenly, some there is a burst of heavy machine gun fire from the ground below. The aircraft is hit but the pilot is able to maintain control and turn back but can only keep the aircraft aloft for a few more minutes. While losing power, he manages to identify a safe spot to complete an emergency landing just before the engines shut down. It is a hard landing and the airframe is badly damaged but the crew is alive though several are injured. Suddenly, the comfort of the aircraft cabin is transformed into a harsh survival situation and their main objective is now to remain alive in a hostile terrain while subject to extremes of temperature: remaining alive will require all their survival skills and training and stretch their endurance to the limit.

Luckily, this story is fictitious and is part of a scenario that is used to train the survival skills of personnel that are potentially at risk of isolation. To survive in a hostile environment requires training in 4 key areas: Survive the environment, Evade possible capture, Resist any attempt of interrogation and to employ the correct procedures to assist in the Extraction. In one word "SERE" training. SERE training is provided on a national basis to all those personnel at risk and is tailored to different survival situations and environments, such as DESERT, ARCTIC, SEA, MODERATE and WINTER.

However, most of today's operations are combined or international operations requiring good cooperation and interaction between soldiers from different countries, especially when in such critical situations. It is for this reason that the EAG provides a forum for the SERE Schools of all the 7 EAG nations plus CAN, CZE, DAN, NOR, SWE and the USA in order to coordinate and align this essential training.

The Forum gathers for a biannual meeting coordinated by the EAG. During these meetings current topical issues are discussed and potential solutions are developed. In early

December 2013, the 22nd EAG SERE Forum meeting was hosted by the UK SERE School at RAF Saint Mawgan. A wide variety of different topics were discussed during the meeting; however, the main topics that emerged for further development were the standardisation of SERE Instructor training (using a joint syllabus and common training sessions), and Conduct under Capture (CAC) training. CAC training is a sensitive subject which is subject to strong national legal implications and sensitivities. Nevertheless CAC remains a vitally important topic which needs to be addressed properly by all Nations.

Personnel who are isolated from their supporting structures can be indeed captured and the consequences have potential to lead to an event of strategic importance. SERE training is intended to mitigate the potential risks and effects of such an occurrence by increasing the chances of survival and subsequent recovery thanks to equipping personnel with the proper techniques and skills to survive in the operational environment. The SERE forum provides an indispensable tool for all Nations that are committed or will potentially commit troops to operational theatres.



# FUEL Support – Forward (Arming) and Refuelling Points (FARP)

One of the main objectives of the EAG is “to improve the operational capabilities of the Parties’ Air Forces to carry out operations in pursuit of shared interests, primarily through mechanisms that enhance interoperability”. The idea behind this is that nations are able to support and/or to complement each other during operations or exercises by applying the plug-and-play principle. This should lead to a more effective operation using fewer resources and with a smaller logistic footprint, and therefore also leading to cost savings. However, that is easier said than done, as there are many interoperability challenges amongst the various nations. This also applies to fuel support and in this specific example, FARP support to helicopter operations. For the EAG’s activities, we do not carry out the Arming element of the F(A)RP activity.



Most of our nations are equipped with Rotary Wing (RW) aircraft but not all nations possess a FARP capability. However, some RW missions are of extended duration and additional fuel stops are essential to be able to execute a mission. When this happens and no alternative refuelling options are available a Forward Arming and Refuelling Point (FARP) capability is required. You will normally find a FARP site at remote dispersed locations – generally camouflaged and operating under tactical conditions. The intent is that this remote refuelling station can support all (friendly) helicopters that require fuel in the most expeditious manner. Therefore refuelling at a FARP will preferably take place under Hot Refuel conditions with engines running and rotors turning. Given the wide variety of helicopter types and a range of different types

of fuel equipment and procedures, familiarization training for both aircrew and ground personnel is essential to ensure that refuels can be carried out both safely and speedily. Safety is one of the key elements of the EAG’s FARP training.

The EAG FARP community has supported the CJPRSC since 2010 as the Course offers a perfect platform to support the training of MN FARP teams, while providing a common training objective to both the Aircrew and the FARP personnel. In 2013, FARP teams from ITA, GBR, NLD and FRA supported the CJPRSC with MN FARP support by deploying tactically each flying day. The deployments provided 2 FARP sites each day at a different location with a mix of Nations with up to 4 refuelling points at each site. This was all coordinated and executed by

using the EAG’s Standard Operating Procedures (SOP). Before the Exercise starts, all FARP personnel participate in a comprehensive Functional Integration Training (FIT) program to be familiarized using all of the MN FARP and RW assets that had deployed to Cazaux for the Course.

During the deployment a total of 76 aircraft refuels (33 Hot) were carried out in a variety of tactical field sites and under simulated operational conditions delivering a total of 44,344 litres of fuel to 7 different types of RW aircraft. The FARP element of CJPRSC was an outstanding success and generated a number of worthwhile lessons identified. These lessons will be used to further refine the EAG FARP SOPs which will be again used to support CJPRSC in Florennes, Belgium, in 2014.



# The EAG Advanced Aviation Medicine Course

In 2001, the European Air Group created the Aviation Medicine Working Group, to analyse the potential new challenges facing the Aviation Medicine (AvMed) community, with the overall aim of better supporting Joint Operations, increasing effectiveness and reducing costs. Aviation Medicine is a key factor in the delivery of mission performance in contemporary military operations. The definition and management of aero medical requirements for aviation personnel, the evaluation of medical risks for flight crews and provision the standards for qualified aero medical evacuation were some of the key tasks facing the Working Group.

In 2005, the EAG Aviation Medicine Technical Arrangement (TA) was signed by all the EAG Nations, providing a multi-national framework with which to promote and facilitate collaboration and cooperation between the EAG Air Forces in the field of Aviation Medicine. A Coordination Board (CB) and a permanent Secretariat were both created to support the TA. The Technical Arrangement can, potentially, be amended at any time with the written consent of all the participants; moreover, to facilitate the need for updates, the CB may amend Appendices to Annexes. The EAG acts as the custodian of TA.

The results of collaboration and cooperation have provided considerable advances in the AvMed arena, and many of the activities generated by the CB have been developed into standalone projects themselves. Among those additional projects there is one that has become a reference point within Europe: The EAG Advanced Medicine Course.

The objective of the EAG Advanced Aviation Medicine Course is to provide Senior Flight Surgeons with an update on the most recent developments in the field of Aviation Medicine and assist the attendees in the performance of high-level Staff duties, advising military decision-makers planners and policy

makers on Aviation Medicine related matters.

Until recently, our Air Forces sent their senior Flight Surgeons to train outside of Europe where students covered a wide variety of subjects such as aero medical standards,

aerospace physiology, hyperbaric medicine, human performance sustainment, emergency and operational aerospace medicine, and the basics of aviation accident investigation and prevention. In 2003, the EAG was tasked to develop an Aviation Medicine



course in Europe by the Aviation Medicine Coordination Board. The intent was for the Course to review other training events, and take examples of best practice to both develop new learning experiences while adopting a philosophy of continuous improvement. All of this was to be achieved without additional expenditure or the creation of a new School or Training Centre. After a period of in-depth preparation work the first Advanced Aviation Medicine Course was launched in 2005.



The EAG Advanced AvMed Course is conceptually a non-tuition package, but rather as an exchange of knowledge with shared contributions. In exchange for the training received, each nation provides lectures and practical activities on one or more teaching modules. Thus the Course provides the opportunity for each nation to provide details of their best-practice in the modules which they host. Six out of the seven EAG nations provide the Course with a Teaching Module (France, Germany, Italy, Spain, the Netherlands and the United Kingdom) and during the Course the students move from one nation to another visiting the main AvMed facilities in each nation as part of the Course.

The Course provides our Senior Flight Surgeons with a unique opportunity to network facilitating the building of enduring long-term professional relationships. Great benefit is derived from getting to know key specialists and providing points of contact for future cooperation. Given the specialised nature of Aviation Medicine, the modular nature of the Course provides its main strength. Course graduates engage regularly on

professional issues with the contacts they make during the Course and assist each other in the development of national Aviation Medicine Research Projects. This mutual knowledge helps to avoid duplication and as a consequence reduce costs. The Coordination Board agreed the maximum number of students in the Course should be capped at 12 in order to maintain consistency of teaching and learning standards. However, the EAG is not a "private club" and it is essential to ensure the available knowledge base is as wide as possible. Consequently, the Course is open to students from non-EAG nations. Sponsorship provides the most pragmatic formula for inviting students from non-EAG nations, thus avoiding potential financial implications, and this procedure has resulted a total of 8 non-EAG students taking part in that Course since 2005. Their inclusion has provided a great source of both knowledge and experience. To date, 60 students from 15 different nations have completed the EAG Advanced Aviation Medicine Course.

The Course provides a clear demonstration of successful

Course	Year	Students from													TOT
		BEL	DEU	ESP	FRA	ITA	NLD	GBR	AUT	POR	SWE	USA	GRE	CAN	
1st	2005	1	1	1	1	1	1	-	-	-	-	-	-	-	6
2nd	2006	1	1	1	1	1	1	-	-	-	-	-	-	-	6
3rd	2007	1	1	1	1	1	1	-	-	-	-	-	-	-	6
4th	2008	-	1	-	1	1	2	-	1	-	-	-	-	-	6
5th	2009	-	1	-	1	1	1	1	-	1	1	1	1	-	9
6th	2010	1	1	-	1	1	1	1	-	-	-	1	-	-	7
7th	2011	-	1	-	1	1	1	1	-	-	1	-	-	1	7
8th	2012	1	1	-	1	1	1	2	-	-	-	-	-	-	7
9th	2013	-	1	1*	1	1	1	1	-	-	-	-	-	-	6
<b>Total</b>															<b>60</b>

international cooperation and how to generate effective outputs. Nevertheless, continuous improvement is essential and there is no room for complacency. Accordingly, a new course structure was agreed two years ago. After a deep review of the Course program, the CB confirmed that duplication between modules was minimal. The main outcomes of the review were the creation of a GBR Module, the optimisation of the DEU & ESP modules and the inclusion of a Student-led Research Project as a part of the course syllabus. Students now complete an AvMed Research project during the Course and the modular structure provides them with the opportunity to compare different national approaches and to discuss issues with experienced lecturers. Working on these projects benefits the students and is also of direct value to the EAG nations, allowing the students to focus on current topical issues. Recent projects have included "Medical Standards for Operators of Remotely Piloted Aerial Systems" and "A Syllabus for an Aeromedical Evacuation (AE) Training Course", allowing all national AvMed Services to further develop their knowledge base.

The Advanced Aviation Medicine Course is intended for Senior Medical Officers (Flight Surgeons) working directly in the field of Aviation Medicine. All candidates should have a minimum of 5 years experience in the area of Aviation Medicine, be of OF 2 rank or higher, and have an English knowledge of 3333 (NATO Standards). Moreover, the sending nation has to certify that the candidate student is aero medically fit to participate in all the activities of the Course, including hypobaric chamber exposure up to 35000 feet (including rapid decompression), centrifuge training and Air Evacuation in-flight training, in accordance with STANAG 3114 and national standards.

The EAG's leadership in the Aviation Medicine area has undoubtedly contributed to enhancing interoperability through the improvement of capabilities. The training creates synergies, generates additional value and provides opportunities that would not be available by operating independently. After 9 years of hard work we have done much to generate a single EAG common AvMed community within Europe. It has served to enhance capabilities by removing bureaucracy and providing a networked knowledge base between medical specialists. Now cooperation in AvMed can be as simple as picking up the phone and making a call to a colleague in another nation.

The six-week Course covers many different subjects with each participating EAG nation running a specific module. The agenda of the 9th Course (2013 edition) was:

Week	Dates	Country	Module
38	16 – 20 Sept	NLD	Spatial Disorientation / Night Vision
39	23 – 27 Sept	DEU	AE Acceleration / Altitude Physiology
40	30 Sept - 4 Oct	ITA	Operational Medicine
41	7 – 11 Oct	ESP	Policy / Legal Issues / Clinical Aviation Medicine
42	14 – 18 Oct	GBR	Operational Support
43	21 – 25 Oct	FRA	HHFF/ CRM / Aircraft Accident Investigations

Nevertheless, continuous improvement remains essential and there is no room for complacency and each Course is evaluated and reviewed using both Course Critique Forms and a face-to-face meeting between the students and the AvMed Coordination Board at the end of the Course.

Standardization in specific areas of procedures, training and equipment is vital to effective interoperability in military air operations. We believe that providing our Air Force's with a multi-national framework to facilitate the mutual support of common interests is the only way to succeed in the future. We will continue to work hard to develop and refine the EAG Advanced Medicine Course for the future.



The new EAG Advanced Aviation Medicine Course Insignia to be worn by successful Course attendees that was approved by the 7 EAG Chiefs of Air Staff in Jun 2013.





# Advanced Interoperability Load Management Course (AILMC) and Functional Integration Training (FIT)

The Logistics area of the EAG has always been very pro-active with initiatives such as the Air Movement Project (AMP) which has developed logistics support to Air Transport operations since 2001. The AMP has led to the development of projects such as the Combined Air Terminal Operations Technical Arrangement (TA) and SOP for multinational airheads and the European Carrier Variation Catalogue (ECVC) TA, used to move Class 1 Dangerous Goods by air. In order to provide the training necessary to support the growing requirement for personnel to be familiar with multi-national operations, the EAG has developed the Advance Interoperability Load Management Course (AILMC).

The AILMC is a train-the-trainer course and, since 2010, has been hosted on an annual rotational basis between the EAG Nations. In 2013, the AILMC took place at Eindhoven AB in the Netherlands. The course lasts for 2 weeks and provides a carefully-structured balance between theoretical and practical lessons. The Course also includes updates on the latest developments used within the EAG Nations, including training in special procedures such as Engine Running On/Offloads and winching. In 2012, for example, all students were offered practical instruction on the new ITA A767 and future courses will include also training on the A400M. The necessity for cross-national training is particularly applicable to personnel who will work with aircraft assigned to the EATC, as they will not know exactly which aircraft type might be allocated to fulfil a mission. It could be that an air transport request from the Netherlands is executed by an aircraft from a different nation such as a German C160 or even a French A400M. It is vitally important therefore that all Air Movements personnel are trained to operate using agreed Multi-National Standards such as the CATO SOP and know where to access details of all EAG Aircraft and any other relevant

interoperability details. Besides the AILMC, a week long CATO Functional Integration Training Course (FIT) is provided annually by ITA.

The FIT is targeted at junior Air Movements personnel to provide them with the skills and knowledge necessary to integrate successfully when working in a Multi-National environment. The initial CATO FIT training event took place at Villafranca AB (ITA) in October 2011. In 2012, VOLCANEX provided the opportunity to train the MN Air Movements personnel who deployed to Vouziers AB (FRA) in the set up and operation of a Deployed Operating Base CATO. The 2013 FIT event took place in ITA in September and covered basic Air Movement operations, such as Aircraft loading/unloading and the documentation and preparation of items of air freight prior to loading. The FIT provides a key source of training for Airmen and Junior NCOs, who are liable to deploy in support of MN Exercises and Out Of Area operations by providing familiarization with the equipment and procedures used by other EAG nations.

There is a well-recognised need to ensure that all Movements Personnel

from the EAG Nations are trained to operate in the multinational operational environment. Personnel need to be familiar with a wide variety of SOPs, Air Cargo Handling Equipment and the procedures used to support the wide range of Air Transport (AT) aircraft currently in use. The EAG will continue to contribute to the development of procedures and agreements to allow logistics interoperability to flourish. Moreover, with the help of the EAG nations we will continue to enable the provision of suitable training to ensure the personnel from our nations are equipped with the skills necessary for success when supporting operations in the multinational environment.









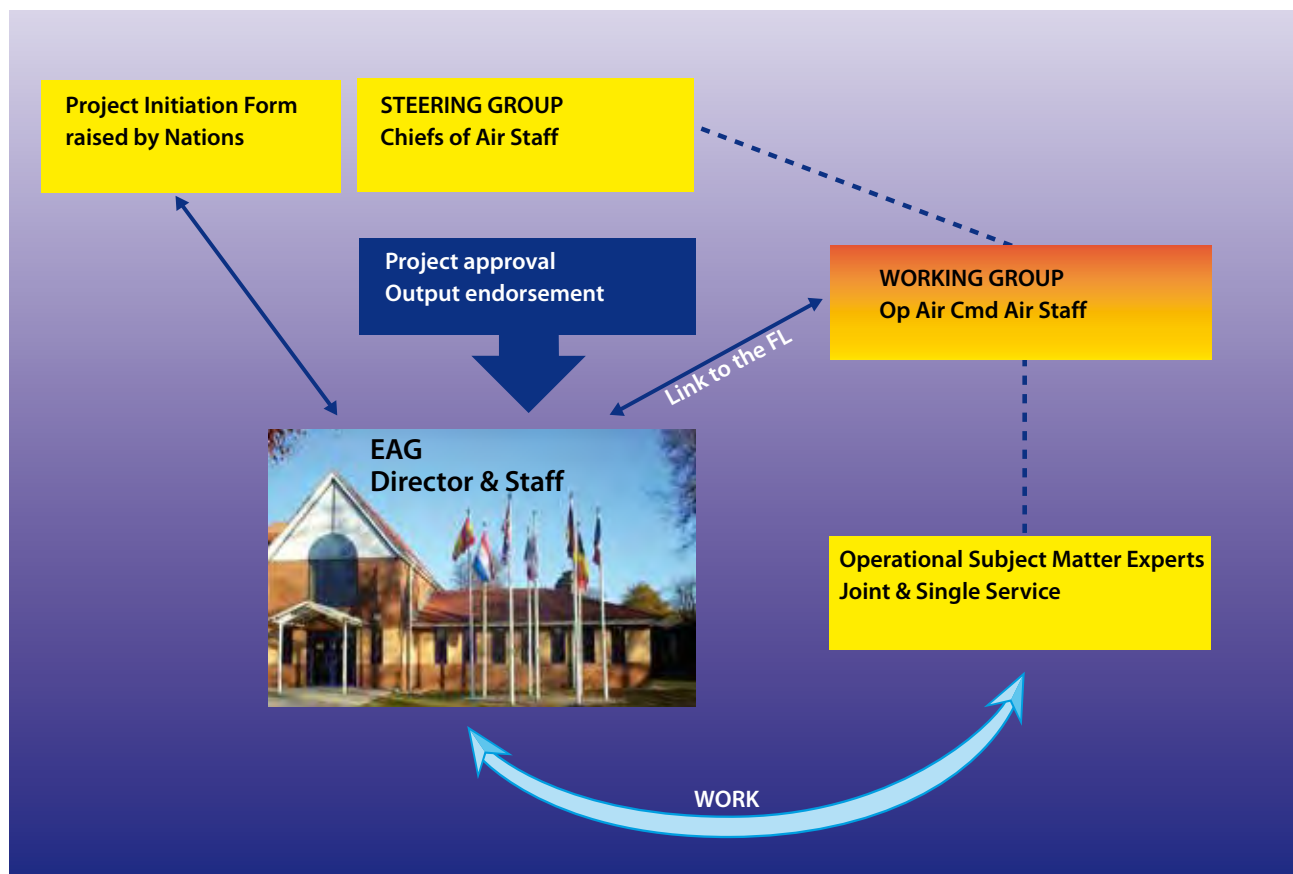
# The EAG – Project Delivery at its Core

The EAG is very much a project-led organisation and we aim to deliver enhancements to operational capabilities for our Member nations by delivering focused and relevant projects and activities across the air-capability spectrum. Past EAG projects have led to some well known successes such as the establishment of the European Air Transport Command and the Air Transport, Air-to-Air Refuelling and other Exchanges of Services (ATARES) arrangement. Currently the EAG is working on exciting new developments in Aviation Medicine, Force Protection and areas such as UAS/RPAS and the creation of the European Personnel Recovery Centre.

The EAG's projects are approved by the EAG Steering Group (SG) composed of the 7 EAG Chiefs of Air Staff and directs our work. The SG endorses the planned project outputs and, importantly, decides when and where to implement our work. The SG direction is interpreted at Working Group (WG) level and the EAG WG provides our path to the command HQs to allow us to ensure that our projects are correctly focused on the needs of the nations. During the development of Projects, most of the real work is done at the tactical level between the relevant subject matter experts and the EAG Permanent Staff. However, it should be noted that the EAG commands no forces, so any

extra resources necessary to develop projects have to be provided by the nations for us to be able to work. A simple schematic showing the path for projects is shown below:

A complete list of all the EAG's current projects and activities is detailed below and we welcome participation by personnel from the nations who might bring additional value to any of our projects or activities. If you wish to participate on behalf of your nation or believe that the project or activity might be of interest, please in the first instance contact the EAG through the area e-mail addresses listed on the next page.



Area	Project (P) Activity (A)	Name	Contact e-mail
AOF	P	Lessons Learned	AOF@euroairgroup.org
	P	UAS/RPAS Project	AOF@euroairgroup.org
	A	Advanced Training Master Plan (ATMP)	AOF@euroairgroup.org
	A	FLAG EX Coordination Meeting	AOF@euroairgroup.org
	A	Eurofight TA	AOF@euroairgroup.org
	A	Euro Typhoon Interoperability	AOF@euroairgroup.org
	A	JFAC Core Commanders meeting	AOF@euroairgroup.org
	A	Reaper User Group	AOF@euroairgroup.org
AOG	P	Air to Air Refuel Interoperability Project	AOG@euroairgroup.org
	P	Multinational Training Project (MTP)	AOG@euroairgroup.org
	P	Temporary Airspace Closure Project (TAC)	AOG@euroairgroup.org
	P	Multinational Simulator Networking	AOG@euroairgroup.org
FP	P	EAG Force Protection Doctrine for Air Operations	FP@euroairgroup.org
	P	EAG FP Expeditionary Capability Matrix	FP@euroairgroup.org
	P	FP information exchange	FP@euroairgroup.org
	A	FP Master Plan 2013	FP@euroairgroup.org
	A	STOX TA Coordination Board	FP@euroairgroup.org
	A	EAG FP Seminar	FP@euroairgroup.org
EPRC	P	Creation of a European Personal Recovery Centre (EPRC)	JPR@euroairgroup.org
	A	Combined Joint Personnel Recovery Course (CJPRC)	JPR@euroairgroup.org
	A	Survival, Evade, Resist and Extract (SERE) School CDRS Meeting	JPR@euroairgroup.org
	A	Personnel Recovery Planner and Controller Course	JPR@euroairgroup.org

Area	Project (P) Activity (A)	Name	Contact e-mail
LOGS	P	Interoperable Load Clearance (ILC) SWG	LOGS@euroairgroup.org
	P	Deployable Air Activation Modules (DAAM)	LOGS@euroairgroup.org
	P	Aircrew Medical Standards	LOGS@euroairgroup.org
	P	RPAS Operator Medical Standard	LOGS@euroairgroup.org
	P	Aviation Medicine High Cost Equipment Exchange of Services TA/IA (HCE TA/IA)	LOGS@euroairgroup.org
	P	Aero medical Evacuation TA (AE TA)	LOGS@euroairgroup.org
	A	Legal (Financial) Coordination Board	LOGS@euroairgroup.org
	A	Air Movement Project	LOGS@euroairgroup.org
	A	COMBINED AIR TERMINAL OPERATIONS (CATO) Training	LOGS@euroairgroup.org
	A	CATO Force Integration Training (FIT)	LOGS@euroairgroup.org
	A	Advanced Interoperable Load Management Course (AILMC)	LOGS@euroairgroup.org
	A	Dangerous Goods Transportation by Air – DG(A)	LOGS@euroairgroup.org
	A	Fuel Support	LOGS@euroairgroup.org
	A	Aviation Medicine Project	LOGS@euroairgroup.org
	A	MN AE Crews Cross-qualifications	LOGS@euroairgroup.org
	A	Advanced Aviation Medicine Course	LOGS@euroairgroup.org
	A	AvMed Research Catalogue	LOGS@euroairgroup.org
	A	Aero Medical Evacuation (AE) Catalogue	LOGS@euroairgroup.org
CIS	P	Video Teleconferencing (VTC)	CIS@euroairgroup.org
	P	CIS Equipment Summary	CIS@euroairgroup.org
	P	Multi National Site Survey Manual	CIS@euroairgroup.org
	P	Tactical Cyber Defence	CIS@euroairgroup.org
	A	EUROVOX	CIS@euroairgroup.org
	A	Ground to Group Radio Manual for FP	CIS@euroairgroup.org
	A	SatCom Manual	CIS@euroairgroup.org
ExSec	P	VOLCANEX 2014	adexsec@euroairgroup.org

# EAG Support Section

The EAG Support Section consists of 6 NCOs: a Finance Manager, 2 IT specialists, a Clerk who is responsible for the registry and any travel requests, the PA to the DD EAG (outer office), a Customs and Excise (C&E) Manager and one officer who is the EAG Adjutant (Adjt).

During 2013, there have been numerous changes to the Section with the Adjutant role handed over in March from Flight Lieutenant Katie Bell to Flight Lieutenant Lorraine Lancaster. In July, the Finance Manager, Warrant Officer Thomas Wiederer handed over to Sergeant Robert Bahlke and the IT Manager 1, Flight Sergeant Andreas Iniesta, was replaced by Flight Sergeant Rafael Moreno.

The year started at great pace when in March, the twice yearly Working Group, which was due to be held in Paris, France, had to be re-scheduled at short notice due to poor weather. An unexpected flurry of snow brought Paris to a halt meaning that some people were stranded in the beautiful capital whilst others were unable to travel at all! Ever dynamic the Support Staff acted quickly to rearrange all the transport and accommodation to enable the Meeting to be held a week later in the EAG HQ at RAF High Wycombe.

The Combined Joint Personnel Recovery Standardization Course (CJPRSC) 2013 involved considerable planning and organisation from the Support Section. A great deal of effort was put into arranging transport requirements, conference room bookings, accommodation and the plethora of other administrative requirements necessary to support both the Course participants and the EAG personnel who were responsible for organizing the Course.

Flight Sergeant Canal, the PA to the DD EAG, spent time abroad this summer working as the support NCO for the CJPRSC which was held at Cazaux in France during September and October. The preparation for the Course started in January with the site survey and an abundance of other meetings. The hot phase of the Course started in early September with the registration of the contingents from 13 different nations with the Course starting on 20 September. The main tasks were to support about 400 participants with all of the administrative aspects of the Course. This required long working hours, great flexibility and considerable empathy for the needs of the Course 'players'.

Back in the UK, Flight Lieutenant Lancaster and Corporal Bell were busy coordinating the attendance list for the CJPRSC Distinguished Visitors Day (DVD) in close liaison

with Flight Sergeant Canal who was liaising with the key personnel in Cazaux. The DVD was a resounding success and ran smoothly thanks to the hard work displayed by the Support Staff who, as ever, were working quietly in the background.

Whilst the EAG exercises require significant administrative support in order to keep things running smoothly, the Support Section is constantly working hard in order to keep the EAG itself operating effectively. Constantly seeking to improve, the IT managers attend courses in order to remain current with their IT knowledge and skills and the C & E manager is kept on his toes keeping pace with the constantly changing rules and regulations in respect of VAT claims. The Support Section also provides anything else that may be needed, such as building management, arranging mandatory arrival briefs and fire training, keeping the EAG web page up to date and creating new accounts, purchasing stationery and anything else that might be required. The Support Staff are often the main liaison with RAF High Wycombe and at the forefront in organizing all protocol matters for visitors to the EAG.

In September, the EAG underwent a carpet replacement programme during which the all the carpets and linoleum in the EAG building were replaced. This required a considerable amount of planning and organization to ensure minimum disruption to the day-to-day continuity of the EAG so that we could continue with business as usual. After 2 ½ weeks, the Programme was complete and the EAG was fully operational again.

Following direction by the Steering Group in July to establish the European Personnel Recover Centre (EPRC), the RAF offered to provide the interim location of the EPRC in Hunter Building at RAF High Wycombe. All members of the EAG JPR Area plus Colonel Fanelli relocated to the EPRC during or shortly after the Carpet Replacement Programme thus freeing up some office space within the EAG. The AOG area relocated their offices onto the first floor and the Finance Manager and C&E Manager moved to offices on the ground floor. This then meant that all the Support Section personnel were relocated within the same area. This left an office empty on the first floor which is in the process of being developed into a much needed Meeting Room.



## IT Section

2013 was another busy year for the EAG's IT Section which consists of two Information Technology Managers; Warrant Officer Giovanni Terranova (IT AF) and Flight Sergeant Rafael Moreno (SP AF), who are in charge of configuring, managing and maintaining Windows Servers (Exchange, Internet and Extranet Servers). Their primary duties involve the management and the administration of the EAG's computer information systems, managing accounts and resources, maintaining server resources, monitoring server performance and safeguarding the EAG data. They are also responsible for the supervision of the Standard Operating Procedures for the use of the NATO CRONOS accounts.

In September 2013, supported by the RAF C4I Project Officer, the IT Managers connected the EPRC workstations to the EAG Servers. This was the first time that any workstations outside of the EAG HQ had been connected directly to the EAG Servers. Whilst there continues to be 'teething problems' the IT Managers will continue to work hard to develop support for the EPRC as it expands in the future.

The current EAG IT suite is reaching the end of its usable life and an EAG IT Working Group was set up in October to develop and implement a short-term (2 years) and a long-term (6 years) IT Hardware and Software plan. The IT WG is headed by the AD CIS

and consists of both IT Managers and CIS personnel.

The Support Section is busy planning for the handover of the Director of the EAG at the end of January 2014 when General Mercier, FAF, will hand over Directorship to Air Chief Marshal Sir Andrew Pulford, RAF. This will be followed, in May, by the handover of the Deputy Director post from Brigadier General Villarroja, SP AF, to Brigadier General de Ponti, IT AF. The Support Section will also be busy with preparations for CJPRSC and VOLCANEX which will both be held in the autumn. We will also continue to support the EPRC as they grow in size and capacity over the coming year.



# Contact with other Nations and Organisations

The EAG is one of many European and Allied bodies that deal with interoperability between Air Forces and Air Power capabilities. Clearly, with so many organisations out there, there is a risk of work duplication; it is, therefore, vital that communications, between interested organisations, are maintained. This year the EAG liaised with NATO, EDA, EUMS, ASIC, EATC and FINABEL.



**NATO.** During the the EAG have had meetings with AIRCOM COS, attended the AIRCOM Commanders Conference and JAPCC Conference. The EAG Logs area has also played an active role in the development the A Mov P 6 manual for the multi-modal transportation of dangerous goods.



**EDA.** Close cooperation has been maintained with the European Defence Agency with both our organisations briefing each other on current Projects. And DDEAG has met with the EDA Capabilities Director.



**EUMS.** The EAG signed a formal Letter of Agreement with the EUMS to cooperate across a number of projects and capability areas and DDEAG has also met with EUMS CONCEPTS & CAPABILITIES and delivered a presentation to the EUMC at MILREP level



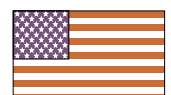
**ASIC.** The EAG has exchanged information with the Air and Space Interoperability Council across a number of project areas and, in particular, to align our work in the area of Aviation medicine and Aero medical Evacuation.



**FINABEL.** The EAG attended the FINABEL PME meeting and continues to cooperate across a number of project areas.



**EATC.** The EAG continues to work closely with the EATC particularly in the area of transportation of Dangerous Goods and with the formal commitment of Spain and Italy to join the EATC this relationship is likely to expand.



# Joiners and Leavers 2013

Like all military organisations, the EAG has a steady turnover of personnel. A large proportion of personnel seek, and are granted, extensions of service at the EAG. Nonetheless, they all have to leave eventually and are normally replaced. A lucky few even get the chance to return for an additional tour of duty.

## Leavers in 2013 include:

Flight Lieutenant <b>BELL</b> , Adjutant (GBR) –	February 2012 to March 2013
Warrant Officer <b>WIEDERER</b> , Finance Manager (DEU) –	September 2009 to July 2013
Flight Sergeant <b>INIESTA</b> , IT Manager 1 (SPA) –	August 2010 to August 2013
Colonel <b>FANELLI</b> , Chief of Staff (ITA) –	July 2010 to August 2013
Major <b>DAPSENCE</b> , CIS 1 (FRA) –	August 2010 to August 2013
Commandant <b>DEVUE</b> , JPR 2 (BEL) –	July 2011 to October 2013

## Joiners include:

Flight Lieutenant <b>LANCASTER</b> , Adjutant (GBR) –	March 2013
Sergeant <b>BAHLKE</b> , Finance Manager (DEU) –	July 2013
Flight Sergeant <b>MORENO</b> , IT Manager 1 (SPA) –	August 2013
Colonel <b>HAGEMEIJER</b> , Chief of Staff (NLD) –	August 2013
Colonel <b>FANELLI</b> , EPRC Implementation Team Leader (ITA) –	August 2013
Major <b>MERLIN</b> , CIS 1 (FRA) –	August 2013
Commandant <b>COUCKE</b> , JPR 2 (BEL) –	September 2013



# Notes





