



# HQ RRC - FR

Headquarters Rapid Reaction Corps - France



INTRODUCTION TO THE RRC-FR

The Headquarters of the Rapid Reaction Corps - France is the newest of the French land forces HQs. Anticipating with a few years the official decision of France's return into the structure of NATO's integrated military command, while remaining consistent with the requirements of the European Security and Defence, its creation now allows France to behave according to its position and international commitments.

When the Armed Forces are undergoing a significant reduction, having an HQ capable of controlling a Force that could include more than sixty thousand soldiers from the Army might seem anachronistic. This would, however, forget two fundamental characteristics of the contemporary military operations.



Firstly, it is the complexity of an operation which requires a command and control structure, not the volume of the Forces. This is particularly true in land environment where the number of actors involved in resolving the crisis have increased and where the needs for cooperation, coordination and synchronization have soared. The requirements of international law, the permanent presence of the media in the theatres of operations and the brilliant ability of the opposing forces to use new information technologies for propaganda purposes drastically reduce the «margin for error»; its devastating effects on the public opinion are now globalized. The key to success mostly lies on the ability to plan, conduct and monitor in detail the execution of orders. One consequence is that the volume of information to be processed has exponentially increased.

Secondly, the most current operations require a control of the ground space where people, who are most often at the heart of modern conflicts, live. Depending on the nature and place of action, this may require the commitment of a high number of soldiers as was the case in Iraq, or more recently in Afghanistan. Recall that even in Kosovo, a territory whose size does not exceed that of a French department, the strength of the Land Forces originally committed was over forty thousand men. Additionally, one should consider the complexity created by heterogeneous coalitions usually comprising of dozens of participating nations.

I invite you to discover in the few pages of this booklet, the modern and efficient tool that is the Headquarters of the Rapid Reaction Corps - France. A purpose built tool, designed to handle the complexity of military operations of the early twenty-first century.



When the President of the French Republic decides to commit French forces into national or international military operations (NATO, EU, coalition...), the Defence Staff can make use of the Headquarters of Rapid Reaction Corps - France (HQ RRC-FR). Created in Lille in 2005, it has the ability to command a national or multinational land Force which can exceed 60 000 troops.

Under these conditions, the general commanding the RRC-FR can receive an operational mission, which he must fulfil with the military resources entrusted to him. Within HQ RRC-FR, he has a multinational staff structured and trained to prepare and conduct operations, based around four working modes :

- The operational planning process that aims to develop the operational plan for the foreseen campaign ;
- The process of translating this plan into orders by subordinate units ;
- The monitoring and conduct of successive or simultaneous actions with the help of the RRC-FR operation centre ;
- The process of assessing the impact of actions undertaken to adapt them to achieve the intended end state (the goal of war ...).

These modes can consider :

- The full spectrum of modern warfare ;
- Actions on the environment of the forces involved in the conflict ;
- Projection, tactical and logistical supports to the forces ;
- The operational readiness of units and feedback.

The HQ RRC-FR's permanent infrastructure is located in Lille within the Citadel; it also possesses a system of self-contained posts, mobile shelters and modular tents which can be projected to enable the command of the forces.

In 2007, following a detailed examination of its capabilities, the HQ RRC-FR was certified HRF (High Readiness Forces) by NATO, recognizing its ability to command a multinational land Force in war operations. It thus joined the elite club of six other HRF certified multinational land HQs.



# HQ RRC-Fr Structure

12 CONTRIBUTING NATIONS



COM (Commander): Général (de corps d'armée) commandant le QG CER-FR  
 DCOM: Deputy Commander, adjoint (général de division) au général commandant le QG CER-FR  
 PAO/POLAD/LEGAD/RESAD: Public Affairs Office / Political Advisor / Legal Advisor / Reserve Advisor, conseillers communication / Politique / Juridiques / Réserve  
 COS: Chief of staff, chef d'état-major (major général, général de division)  
 CS-DOS: Central Staff - Director of staff, directeur d'état-major  
 FLO: Faction Liaison Office, bureau de liaison  
 DDOOS Coord: Deputy Director of Staff Coordinations, adjoint au Directeur d'état-major chargé de la coordination

**Ops Div**  
 G5: Plans, Planification  
 G2: Refuel/Execute, planification moyen / court terme  
 G35: Joint Operations Centre, Centre d'opérations interarmées  
 GENG: CIMIC, actions civilo-militaires  
 JOC: Battle Space Management, Gestion du champ de bataille  
 BSM: Intelligence, renseignement  
 G9: Intelligence, renseignement  
 JFIT: Joint Fires, Influence, Targeting, appuis feux, influence, ciblage  
 PM: Air Operations Coordination Centre, centre de coordination des opérations aériennes  
 AOCC: Air Operations Coordination Centre, centre de coordination des opérations aériennes  
 LOC: Liaison Officers Coordination, officiers de liaisons  
 SOLE: Special Operations Liaison Element, élément de liaison des opérations spéciales

**CSS Div**  
 G1: Combat Service Support Division, division soutien logistique du combat (commandée par un général de brigade)  
 G4: Personnel, gestion du personnel  
 G8: Logistics, logistique  
 GMED: Budget, Finance  
 G8: Medical, Soutien santé

**TRG&RSC**  
 RSC: Training and Rear Support Command, Entraînement et commandement de soutien arrière (division commandée par un général de brigade)  
 G7: Rear Support Command, commandement de soutien arrière  
 G7: Training, entraînement

**G6**  
 CIS: Communications, Communications  
 OPS HQ SPT: Information Systems, Systèmes d'information et de communication  
 OPS HQ SPT: Operations Headquarters Support, Soutien des opérations de l'état-major

**RDC**  
 HQ SPT: Rear Detachment Command, Commandement de la base arrière  
 HQ SPT: Headquarters Support, soutien de l'état-major

OPS DIV: Operations Division, division opérations (commandée par un général de brigade)  
 Ops Coord & Assess: Operations Coordination & Assessment, coordination des opérations et évaluation  
 G5: Plans, Planification  
 G2: Refuel/Execute, planification moyen / court terme  
 JOC: Joint Operations Centre, Centre d'opérations interarmées  
 G9: CIMIC, actions civilo-militaires  
 BSM: Battle Space Management, Gestion du champ de bataille  
 G2: Intelligence, renseignement  
 GENG: Engineer, génie  
 JFIT: Joint Fires, Influence, Targeting, appuis feux, influence, ciblage  
 AOCC: Air Operations Coordination Centre, centre de coordination des opérations aériennes  
 PM: Provost Marshall, prévôt  
 LOC: Liaison Officers Coordination, officiers de liaisons  
 SOLE: Special Operations Liaison Element, élément de liaison des opérations spéciales

RDC: Rear Detachment Command, Commandement de la base arrière  
 HQ SPT: Headquarters Support, soutien de l'état-major

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 CIS: Communication Information Systems, Systèmes d'information et de communication  
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## Learning from differences

Twelve different nations (in addition to France) occupy posts on a permanent basis within the HQ. Their representatives have half the posts of generals, one third of colonels and a quarter of lieutenant colonels or majors.

This cultural diversity is a source of efficiency. The famous adage «Be enriched with our differences» is ideal for the HQ RRC-FR, within which everything is done to get the most of the military experience of each individual. A constant exchange is facilitated by the use of a common working language : English.

The HQ then trains its team to be able to face future challenges and to remain true to the motto of the RRC-FR « Together, further, faster ».

## 12 CONTRIBUTING NATIONS

	 11	 2
	 14	 1
	 15	 2
	 10	 3
	 5	 1
	 5	 2

## 71 STAFF MEMBERS



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## Located in Lille, a strategic crossroads

The international character of HQ RRC-FR is not only reflected through the participating nations, but also by the privileged location of the headquarters.

Indeed, Lille is ideally situated, enabling quick access to the major European capital cities. An additional advantage is that it allows quick access to major Defence decision centres be they French (Paris), NATO-led (Brussels, Mons) or European (Brussels and Strasbourg).



### Lille in the heart of Europe

More than one million inhabitants live today in all the suburbs of greater Lille.



Six million Europeans live in the immediate vicinity of this city, spread between the Nord – Pas-de-Calais region and Belgium.

Strengthened by an economic base of over eight thousand companies at the crossroads of five motorways, the first European high speed railway lines (TGV), and served by a river port and a modern airport, the city is accessible by daily return to over one hundred million people living in the economic and cultural European capitals.



This privileged location makes Lille a veritable gateway to Europe. Turning to the world, Lille is twinned with many cities from the European, African and Asian continents.

## An HQ at the heart of NATO and European Defence

In terms of defence, it is a location of military historical significance that has hosted the "Queen of the Citadels" since 1670 and the 43<sup>rd</sup> Infantry Regiment since 1871.





## Reconciling modernity and tradition

Since its creation, the HQ RRC-FR has been located within the Citadel in Lille. This location offers its staff members a new and modern opportunity to work on a site steeped in history and over three hundred years old.

Indeed, in **August 1667**, by seizing Lille, King of France, Louis XIV, put an end to three centuries of Spanish presence. He decided to build a citadel so impressive that its designer, Vauban, would not hesitate to call it «the Queen of the Citadels». In just three years, and with rudimentary means, nearly two thousand men erected this pentagon shaped fortification with a two-kilometre perimeter.

In **December 1670**, the work was completed: sixty million bricks were required. But what a miracle: a truly autonomous town was born with its own bread ovens (eight thousand rations per day), fountains, laundrettes, food and drink providers, surgeons, brewery, arsenal (eighteen thousand rifles, ten thousand pieces of siege equipment) and three thousand trees, streets ... to accommodate sixty officers, two thousand four hundred NCOs and soldiers and sixty horses !

In **1708**, during the Spanish War of Succession, it undertook a baptism of fire. After a memorable forty-one day siege, Marshal de Boufflers on the orders of the King, surrendered to the Allied armies (Dutch-English-Austrian). In 1713, the Treaty of Utrecht restored it to France but it would again experience the vicissitudes of history; its Royal Gate saw the German troops parading during the both world wars.

In **July 2005**, the creation of Rapid Reaction Corps – France led to major works to revitalise Lille's Citadel. Vibrating with the onslaught of jackhammers, amused by the comings and goings of earthmoving machinery, enthused by the improvements, the Citadel proudly took ownership of the three hundred and fifty kilometres of fibre optics and welcomed back its copper gutters of old.

In **November 2009**, there was a sigh of relief and awe throughout the Citadel when last of the six kilometres sewerage trenches were finally closed; beauty is matched by sufferance! After the face-lift and successful final makeover with the renovation of its nineteen thousand square metres of pavement, one might have been forgiven for forgetting the Citadel is already three hundred and forty years old. Throughout the renovations, the work has remained true to the gestures, movements and skills inspired and used by Vauban...

The Citadel's occupants are aware and proud of its once coveted status as «Queen of the Citadels»; it now has a further credit as a place where former adversaries have come together to form a modern community of soldiers.



## Move faster and further

In the late 90's the North Atlantic Treaty Organization and the European Union decided to modernize their respective defence policies.

The idea was then to have flexible and responsive forces, with graduated response capacities and the ability to deal with all the threats around the world.



### Highly Responsive

The Headquarters Rapid Reaction Corps-France (HQ RRC-FR) responds to these changes, particularly through its ability to deploy on short notice.

Indeed, it is in the category of forces with the NATO label «High Readiness Forces - HRF», able to deploy in two days reconnaissance teams and in thirty days, its entire CP system on an operation area.

The HQ RRC-FR can also be on alert duty: «NATO Response Force - NRF» for one year in rotation with the other six NATO HRF HQs.

### An important flexibility

HQ RRC-FR is extremely adaptable. It can command a land component whose numbers may vary from under 5 000 to greater than 60 000 personnel.



In addition, it is able to perform a wide variety of missions ranging from an initial entry operation to a stability operation. In the latter case, it includes the complexity of creating the conditions necessary for the normalization of the situation, particularly in the field of security, and thereby enabling functioning state institutions.



## Interoperability<sup>1</sup> and flexibility

One of the main challenges that the HQ RRC-FR faces is being able to deploy into all types of current conflicts, at short notice.

The answer to this constraint lies in the interoperability of doctrine, procedures, information systems, communication and staff within a single slogan: flexibility.

### Interoperability of procedures and doctrine

Within NATO, the contributing states have developed a common understanding of the nature of operations on which our own doctrine is based. It forms the basis of the various standardized procedures and agreements. This means that NATO HQs are all trained in the same way and operate with the same procedures. Even if differences of national nature still remain, it is easier to manage. These procedures are frequently applied: in the field of planning (see page 9), formatting orders, reports, assessment ... until they are fully understood.

### Compatibility of the information and communications systems

Our communications systems are the glue that binds us. Particular attention should be paid to ensure that our various systems are interoperable. The use of means such as satellite systems and the latest computer technology allows a common picture of the operational status/ situation awareness, shared by all, from the rear base to the forward units. Despite the sophistication of these tools, exchange of liaison detachments with HQs of other forces remains essential for a good mutual understanding.

### Standardised staff training

This exchange is supplemented by regular training and a thorough understanding of instructions and standard operating procedures that allow us to work together effectively to accomplish the mission.

Flexibility without leading to a loss of efficiency results from an emphasis on interoperability. It enables HQ RRC-FR to be the perfect tool for achieving the most "probable" tasks and cope with a variety of current crisis.



<sup>1</sup> Interoperability: the ability of multiple systems, units or organizations to operate together with the compatibility of their organizations, doctrines, procedures, equipment and respective relations.



## Organizing the work of the HQ

Directly subordinated to the Chief of Staff, the "Director of Staff" (DOS) and his team are the Central Staff (CS). This office is primarily responsible for the information management and organization of work within the HQ.

### Information : essential component of the decision making process

Whatever its source, the CS must be able to quickly send controlled and secure information to people competent and qualified to deal with it. This involves four major steps: collection, pre-treatment, storage and distribution or publication.



To accomplish this mission, the DOS relies on the Information Management Board (IMB) composed of representatives from all branches.

Being able to have relevant information can actually reduce risks, resolve uncertainties and help generate assumptions that will lead to orders and impact the troop's actions on the ground. The DOS's role is essential but not limited to managing the information flow.

### The work of the HQ : a necessary and complex organization

Indeed, as a real conductor, the DOS coordinates the work within the staff. Thus, it plans major appointments, provides support in organizing meetings and oversees the updating of documents. Utilising the translator, he participates into the translation of some documents.

He ensures the continued follow-up of key files, coordinates the work of the secretariats and the central registry, ensures the correct receipt and forwarding of reports, and monitors internal network exchanges. Finally, he also considers the organization of the visits.

In an HQ of several hundreds of people, spanning many different specialties, the DOS ensures essential organization and coordination of work.



## Designing and planning operations

The main objective of planning is to identify a Mission based on the superior commander's intentions and the likely enemy course of action in order :

- To develop a possible course of action ;
- To translate this course of action into direction, usually a plan and, if required, an order to enable a coordinated response to the situation.

### Planning : a staged process

The team implementing the planning process within the HQ RRC-FR belongs to G5. In order to consider all the essential components of a mission, this team supported by military subject matter experts forms the Corps Planning Group (CPG).

The planning process follows a number of steps beginning with a period of reflection leading to the drafting of a concept of operations. The CPG then offers the HQ Commander several Courses of Action which could solve the problem. The Commander chooses one of the courses and the CPG then produce an operational plan that describes in detail how to implement this decision.

It also produces contingency plans that are tailored to meet possible actions or reaction from any of the parties involved in the crisis.

### Thinking in terms of effects

Planning continuously considers the particular effects required on the forces' environment and the adversary based upon an exhaustive knowledge of the context of the action. These effects even have impact on the cognitive domain, influencing the adversary's mind particularly through using information operations (see page 25).



Continual evaluation enables verification that the deployed Force performs the correct tasks to conduct its objectives and achieve predetermined effects.



## Organizing and conducting activities, evaluating objectives

The Command and control of ongoing actions are an essential aspect of conducting operations. Three offices are mainly responsible for this mission :

### G35 : between Operational design and mission execution

G35 operates between planning G5 (see page 9) and current operations. It is responsible for generating detailed orders by refining the general operations plan provided by the G5.



Assisted by subject matter experts who are members of the Corps Orders Planning Group (COPG), G35, whose time horizon is a few days to several weeks, work on situations, tasks or specific phases of the campaign. Their procedures can be compressed to a few hours.

### JFIT : the effect cell

The Joint Fires Influence and Targeting office (JFIT) has essential and complex responsibilities:

The first of these is the «targeting». This aspect covers not only the destruction by fire, but also includes less direct or non-lethal effects, which can be more difficult to identify and implement.

The targeting team is also responsible for deep operations with the aim of «shaping» the battlefield for subordinate units' combat operations. The increased importance of information operations (see page 25) is one obvious aspect of modern conflict and another of JFITs responsibilities.

In addition, Land Component Command (LCC) interests in the air dimension are coordinated from this office: fire support and transport, the use of helicopters, the use of ground-air defence and airspace management.

Finally, JFIT takes into account the management of local key leader engagement throughout the area of operation.

### JOC : Executing operations

The Joint Operational Centre (JOC) continuously conducts the execution of the land forces missions in the 24-hour timeframe.

It is the entry and exit point for the information relating to the execution of the mission. Each HQ office can be represented within the JOC.



Despite the extent of its capabilities, the JOC does not work alone: it is duplicated on a small scale within the Citadel: the Home Base Operational Centre (HBOC).

The conduct of current operations also relies on other entities responsible for the coordination with the Special Forces and air forces as well as the battle space management.

## Achieving the Objective

The assessment of the achievement of operational objectives during the campaign is primarily designed to help the general commanding the Force to take appropriate decisions. The assessment tools are designed to compare, at any given point, what is expected and what has actually been achieved, thus helping to provide clear guidance for future operations. Thus, the assessment process is one tool of the RRC-FR command that also helps to provide data to the theatre joint command for its own assessment. The tools are mainly based on the lines of operation and decisive points as described in the operation plan prepared during the planning phase.



## Feeding Force information: new technologies, same mission

Composed of fifty French and allied officers, non-commissioned officers, and enlisted soldiers, the HQ RRC-FR intelligence office (G2) provides the HQ command the information they need to plan and conduct operations.

For this, G2 must master new technologies that are revolutionizing the collection, processing and dissemination of tactical intelligence.

### An increase in resources and capabilities

There are several ways to acquire information :

**IMagery INTelligence (IMINT)** sees its capacity raising with the increasing number of drones<sup>1</sup>, whose technical skills are constantly improved : range, flight duration, scope and spectrum surveillance and transmissions.

The IMINT is one of the most effective countermeasures to improvised explosive devices by maintaining a surveillance of the routes at risk.



<sup>1</sup> The drones are small aircraft able to fly and perform a mission without any human presence on board.



The growth of communications has greatly increased the traditional scope of **SIGnal INTelligence (SIGINT)**, long confined to listening to tactical radio networks. The SIGINT is now intercepting mobile phones, satellite phones and breaking the cryptosystems.

**Human intelligence (HUMINT)** remains important to the operations against insurgency and for stabilization. Deep information seeking (infiltrated patrols to observe a target) remains a key process, but the conversational intelligence has also become a major source of intelligence operations. HUMINT teams listen, make people talk, identify informants... In addition, combat units have rediscovered the old adage "every soldier is a sensor".

To supplement the IMINT, SIGINT and HUMINT, it is now necessary to be interested **in open sources** ; the military are not the only ones to collect and analyze intelligence. Daily journalists, NGOs, international organizations, private military companies, and "think tanks" produce a considerable amount of information and analyses that can be carefully processed into military intelligence.





## New technology at the heart of the processing and dissemination of information

The computer is an indispensable tool for the intelligence officer. Indeed, to treat a growing amount of information, the intelligence officer has access to new technologies: databases, search engines, portals, systems, data fusion, sensor management software, simulation systems, terrain and tactical data digitization. Moreover, the technological capabilities allow real-time dissemination.

The considerable progress made by new technologies in terms of collection, processing and dissemination of intelligence have certainly reduced the «fog of war» described by Clausewitz, but can never completely remove it.



## Managing operational readiness

The rapidity of response and advanced interoperability cannot be affected without a permanent effort as far as operational preparedness is concerned, whether individual or collective.

Individual basic training is a national responsibility, on a collective level they are of the responsibility of the HQ. G7, which is responsible for exercises, training and evaluation, is also in charge of the preparation and implementation of the commander's directives in this area.

In this capacity, it directs the whole training part for future missions, their training policies, programming and feedback (Lessons Learned/LL).

### Preparation planned well in advance

The operational capability of the HQ RRC-FR is largely guaranteed by a series of trainings and exercises, planned for 6 years, having considered the current or probable operations.

### Training objectives: operations

Preparation is an essential step in the operations. It was ubiquitous in the context of the NRF standby from July to December 2008, in sending of the HQ staff members to the EUFOR in Chad and the Central African Republic (CAR) and especially before the deployment of the staff in the International Security Assistance Force (ISAF) in Afghanistan in August 2010.

For the EUFOR Chad / CAR, 67 staff members attended an intensive 8-week conference programme, with "mentors" from the Chad theatre, and collective training, which culminated in a final exercise.



For ISAF, mission preparation was focused on enhancing individual skills, in particular through the upgrading of military skills (first aid, combat shooting...) and the acquisition of cultural knowledge essential to the action in such a complex environment. The personnel remaining in Lille were also prepared through a specific exercise.

In its mission, G7 constantly cooperates with other NATO HQs and framework nations.



## Projecting the forces in a theatre of operations

### The rear CP or RSC (Rear Support Command)

Its mission is to coordinate the arrival of a Force to its initial deployment area, to participate in its build-up and organize its travel to its area of operations. It also provides the commander with advice about the deployment of the Force into its area of operation.

Other tasks are assigned to it, such as coordinating host nation support, establishing local contracts and controlling logistics flow.

The RSC's experts represent the interests of the Force in the rear area of operations.

### Permanent Training

During periods of implementation the RSC Section practices the procedures for reception, stationary and the temporary forward movement of the troops (Reception, Staging and Onward Movement - RSOM). It also participates in all the RRC-FR training periods.

Its staff completes training using seminars, logistics training sessions, manoeuvres and deployment during exercises with the NATO RSC community.



Very active in the international RSC community; this branch performs reconnaissance missions on infrastructure and contributes to the development of the NATO doctrine.



## Men and women of the RRC-FR

G1's mission is to operationally condition the HQ RRC-FR human resources; it serves all the staff members. A visit to its offices is almost inevitable; G1 has two major tasks :



### Administering and managing the personnel

Under the authority of the Human Resources Manager, who is in charge of managing about 340 French soldiers on duty, seventy allies and forty reservists, the task of administering personnel is the responsibility of the Personnel Management section and the Chancellery.

The diversity of the task requires detailed knowledge of constantly evolving statutes and regulations. Specifically, it ensures the management of the job descriptions, the international evaluation forms, and rewards (commendation and international decorations ...) etc.

### Planning and monitoring operations

The second component of G1 is the multinational «operations» cell. Comprising of three cells, its major task is to provide “administration and

staff” advice and contribution to the planning of operations and future missions. With a focus on operational preparedness, the cells are responsible for:

- Future Plans: specifically the constitution of Force and headquarters and scheduling of rotations;
- Future Operations: specifically the assessment of residual capacity for future actions and the implementation of rotation and replenishment;
- Current Operations: specifically reporting the status of operational capacity in terms of strength (personnel killed or missing, state of fatigue, troops morale).

The cell tracks the status of staff, captured personnel and mortuary affair, and provides a conduit to the Community Support Centre (see page 18).

To accomplish these tasks, the G1 is heavily involved into operational preparedness.



## Money, sinews of war

«To support the war, three things are necessary : money, money and more money.» This was how Gian Giacomo Trivulce<sup>1</sup> addressed to King Louis XII at the end of the 15th century. G8 knows this quotation well. Its mission is to manage the financial resources of the HQ to enable it to efficiently function both in France and on operations.

### A versatile organisation dedicated to managing a complex environment

Funding military operations has become more complex over time. The ability of HQ RRC-FR to be involved either as part of a multinational coalition (NATO, EU) or a national framework increases all the possible sources of funding and regulations to apply.

G8 is organized into a budget, a purchase and a contract cell, all trained in the procedures required to execute their specific funding type.

When acting as the framework nation, RRC-FR budgets are managed according to French public accounting standards, however common and multinational budgets are governed by NATO procedures ; while deployed as EUFOR Chad / CAR the Athena procedure<sup>2</sup> of the European Union was used.

### Financial capacity for the missions

In order to achieve these multiple financial capabilities in the theatre of operations, the branch ensures that procedures are practised routinely during peacetime training opportunities.



G8 implements simple principles: anticipation - in planning costs, reducing costs, and minimizing financial risk taking; following accounting procedures - ensuring the proper use of public money, training, guiding and supporting those in charge of financial objectives.

G8 strives to meet the demands and contribute to mission success while ensuring the eligibility and legality of expenditure.

<sup>1</sup> Italian soldier (1448 to 1518). Condottiere serving in the Sforza, he was then one of Charles VIII's best generals. Marshal of France in 1499, he helped to the victories of Agnadello (1509) and Marignan (1515).

<sup>2</sup> mechanism to administer the common costs of the European Union operations with military implications or in the field of defence



## Helping the staff and families

Established in February 2009, the Community Support Centre (CSC) is designed to provide practical help to all the members of the HQ RRC-FR, both French and Allies, particularly to families whose spouses are deployed on exercise or abroad.

Indeed, it is very important for military personnel on overseas operations to know that their close relatives will find, if necessary, assistance and support within the Community Support Centre.

The CSC may, for example, assist allied families to perform administrative tasks such as helping with finding housing or schooling; with the provision of access to modern communication means ;

and with developing a social network through organising activities and meetings.

Finally, in case of emergency, the CSC can provide an interface between the deployed soldiers and their relatives.

The Community Support Centre is undoubtedly a common anchor whose role is firstly to allow families to better understand a period which may be difficult to live and secondly to avoid isolation.

These actions contribute to improve the operational efficiency of the HQ RRC-FR and, as part of deployment policy, must be regarded as essential for success of the mission.



## Providing logistical support

Logistics is the backbone of any military operations as was stated by General D. Eisenhower: it "Influences all battles, it is very often decisive. Ammunition, food, water, construction materials, supporting measures, means of transport are indeed essential to succeed."

Within the HQ RRC-FR, G4 is in charge of this mission.

### Ubiquitous Logistics in operation phases

G4 plays its role fully during each phase of the RRC-FR mission: by bringing expertise to the Corps Planning Group (see page 9) or by participating into the Rear Support Command (see page 15).

Within G4, the tasks are divided between daily monitoring of ongoing operations and the planning, writing and production of orders, whilst simultaneously reflecting on how to fight against improvised explosive devices.

It also manages all the matters relating to movement and transport as well as the main supply categories (water and food, fuel, maintenance, ammunition).

It coordinates logistics support between the nations of the Force.

### High Maintained Skill Set

The level of experience is high: the G4 staff have participated in recent years to support operations in Afghanistan, Iraq, Kosovo, Bosnia, Darfur, Chad, Côte d'Ivoire and French Guyana.



## Preparing Land Space

Engineering is at the heart of currently led operations. Its scope covers a wide range of specialties that can be grouped into three areas of expertise.

### Providing information on the operation environment

The objective is to identify the impact of the environment on the action of the deployed Force and its opponents. Using integral technical equipment, Land and Weather analysts compile maps, carry out studies and forecasts to inform and predict the ability of both friendly and adversary engineer actions and limitation.

### Planning Engineering Support

The Engineer Operations and Planning Cell is responsible for:

- Assessing the Force's engineering priorities, the engineer resources required and available, and the capabilities of the Host Nation, civilian and military actors to deliver them;
- Direct support: The provision of expertise in three key areas: counter-mobility – denying the enemy the freedom of movement (obstacles); mobility - ensu-

ring the freedom of movement of our units (bridge building, mine clearance); survivability – establishing water, energy, sanitation, enhanced protection and more permanent facilities. As part of plans for reconstruction and development, local actors, through assistance to the host nation, are fully involved.

### Identifying and addressing to threats (explosives, chemical, biological ...)

The engineering is finally in charge of explosives - shells, mines, bombs - and the nuclear risk control, biological, chemical and toxic industrial. No theatre is immune to these dangers that cause losses to both soldiers deployed and the civilian population.

Moreover, the terrorist threat is growing and requires constant adaptation by the military. It is therefore important for all personnel to identify and address themselves to these threats as early and efficiently as possible.





## Coordinating medical capabilities

Subordinate to the support division, the medical branch (GMED) performs several functions within the Headquarters Rapid Reaction Corps - France. Although its name refers to the medical community, GMED does not provide treatment for the staff.

### Preparing operational engagement

In peacetime, GMED takes part in the preparation of national and multinational exercises. Thus, it participates in all the working groups within the HQ concerning exercises planning or operations in order to provide medical expertise. It gives provides opinion, instructions and advice in the field of health to all staff of the HQ.

Finally, it has to work in conjunction with the Garrison Medical Centre concerning the medical preparation of the staff before projection.



ensure timely medical evacuations and effective treatment. It is reinforced with a cell coordinating medical evacuation (Patient Evacuation Coordination Centre, PECC).

Moreover, experts (such as veterinary and prevention doctors) reinforce the order of battle to provide advice on their specialist areas.

The French Armies Educational Hospital psychiatric cell considers the impacts caused by a theatre and can contribute to the preservation of personal morale by providing treatment and advice on shock and combat stress disorder.

### Conducting the « medical manoeuvre »

In crisis time, GMED coordinates all in-theatre medical facilities and focuses medical priorities to



# To prepare, facilitate, support and sustain the action of forces

## Providing efficient information and communication systems



video display wall to follow the evolution of a tactical situation and a video-conferencing suite enabling authorities to exchange information online.

### An operational system deployable in all places and times

At the commencement of activities in a foreign theatre of operations, an initial command post (CP) is activated within the Citadel to allow the general to command the force starting projection and to liaise with the higher command.

It is the responsibility of G6 to manage and implement a command support system that is adapted to the needs of the HQ. HQ RRC-FR information and communication systems achieve this through using extremely efficient organization networks.

Simultaneously, various CPs (main CP, rear CP, alternate CP, tactical CP) of different size and configurations (tents, modular CP shelters, life support and protection) are established by the signals and support command brigade.

### When modernity is close to tradition

In peacetime, HQ RRC-FR has eighteen computer and telephone networks that range from "Unclassified" to «NATO Secret». Using several hundred kilometres of fibre optics, these networks connect the HQs offices in twelve buildings to over twelve hundred computers and six hundred phones.

Finally, the Citadel is connected to the outside world via media infrastructure, supplemented as required by tactical means.

The HQ has state of the art tools: a main working network based on the information forces command system (known as SICF), an operations centre with



# To prepare, facilitate, support and sustain the action of forces

The citadel based CP becomes a rear CP. It functions to project, via satellite link to the theatre, all IT and telephone services, both national and NATO, needed to command the operation.

Within a deployed HQ G6 is responsible for the design of the manoeuvre «Command Support»; this is then executed by the signals and command support brigade.

The technical architecture is designed based on modern methods (satellite, radio links) ; it enables network administration, security of information systems (computer defensive struggle, technology watch ...) and ensures interoperability with the allies.



Modular CP Shelters

For example, when deployed RRC-FR can include five thousand square metres of tentage, four hundred and fifty modular CP shelters, seventy kilometres of electrical cable, one hundred and twenty kilometres of fibre optics and sixteen hundred computers.

Command support is essential to peace time functions the branch, through its information and communication systems and personnel, allow RRC-FR to meet its operational engagements in close collaboration with major national and international headquarters.

...450 modular CP shelters

5 000 m<sup>2</sup> of tentage

70 Km of electrical cable

120 Km of fibre optics

1 600 computers...



## Forging a link with civil actors

The civil-military cooperation (CIMIC), managed within the HQ by G9, is to establish and maintain at all times and at all levels, a link between the military and civilian environments. Thus, the CIMIC greatly contributes to the security of the Force.

### Assessing the environment

This link will provide the commander of the Force and his HQ with an evaluation of the impact of the current operations on the civilian world and vice versa.

This is done through contact with the civil authorities of the host nation, international NGOs, and all the other actors in the area of operations, including the population.

### Promoting the Force's action

The civil-military actors help to accept the Force by promoting its mandate; they promote a better mutual understanding among all the actors.

### Helping people

Where possible, in co-operation with local authorities and the international community, drawing on the expertise and other HQ offices (engineering, medical ...), G9 coordinates and facilitates all efforts to assist the host nation and its people, depending on available resources and needs.

For example, G9 may request logistical and medical support for refugees or displaced persons; seek engineer expertise about mining (mine clearance, mine awareness) or related to infrastructure repair projects such as repairing buildings or the restoration of running water.

To perform these tasks, G9 (in peacetime) is composed of three sections Operations, Plans/Evaluation and Liaisons.



To maintain current skills and to exchange experiences, it regularly organizes seminars, which gather experts from the High Commissioner for Refugees (UNHCR), the Office for the Coordination of Humanitarian Affairs (UNOCHA), or some NGOs.

G9 has benefited from the recent practical experience of five of its members who deployed on the EUFOR Chad/CAR from January to June 2009.



## Virtual weapons: information operations (IO)

IOs have seen an increased role in recent operations. Indeed, history has taught us that the use of weapons is not always the only or best way to achieve military action. Moreover, our opponents constantly use other methods or tools, such as the Internet.

By adapting to this new operating environment, IO provide the commander with a wide range of assets.

### Exploiting Force operations, countering those of adversaries

The IO cell advises the Force on the use of these assets. Acting in advance, it exploits the traditional military actions of the Force, based on other elements : the military influence operations and relations with decision makers.

It also counters the enemy information operations. To do this, it incorporates the electronic warfare assets and conducts deception<sup>1</sup> or computer operations.

### Example of Information Operations

As an example : a Force is deployed in an area where insurgents are seeking to overthrow a democratically elected government recognized by the international community.

In this sector there is a town in which the population does not support the government; some people may be helping insurgents. The use of conventional means would secure the city.



However, the commander may also choose to develop relationships with local officials to identify the needs of the population and its concerns. This information will enable the conduct of targeted operations in order to change the attitude of the population.

They would be obviously conducted and coordinated in close liaison with the civil-military actors. They would be relayed by the communication service and / or through posters produced by military influence operations.

In tune with the reality, information operations are only valid if they are consistent with other actions of the Force.

<sup>1</sup> Measures to mislead the enemy



## Advising in the legal, political and communication fields

In current operations, military forces must consider complex situations where political and legal dimensions are becoming increasingly important. In addition, the permanent presence of the media and the instant dissemination of information throughout the world require the Armed Forces to attach special importance to communication.

In this context, three experts and their cells are responsible for advising the commander and his staff: the legal and political advisors and the head of communication department.

### The Legal Advisor (LEGAD)

The LEGAD operates in two main areas. Firstly, he is responsible for everything that relates to the use of force. Indeed, whatever the intensity of the fighting, democratic armed forces have an obligation to respect international laws and implement the principles of necessity, proportionality or self defence.

In this area, the LEGAD advises the commander to establish clear and specific rules of engagement tightly defining the use of the Force for the subordinate units.

Secondly, he is responsible for the successful implementation of the Force status within the host nation, the LEGAD ensures the legal compliance of agreements signed between the host nation and the participating nations.

### The Political Advisor (POLAD)

The POLAD is in charge of civil or military issues that could have political repercussions on local or international levels.

Specifically, he advises the commander about relations to any civil authority in the area of action.

He ensures the continuing liaison with the POLAD posted to other levels of command as well as to the diplomatic advisors of various authorities in the capital cities and in the field.

He works closely with the HQ and members of the Command Group.

### The Communication Advisor

The communication advisor has two main tasks: internal communications aiming at facilitating the flow of information within the HQ and the Force deployed and then the relations with the media. In this context, he prepares, disseminates information materials and organizes media events (interviews, press conferences, press trips, etc ...).

For both tasks, he is assisted by a team of specialists in the communication department of the HQ. The team also contributes to some studies and work completed within the staff (including the preparation and drafting orders, or advice in specific areas). Finally, he can organize media trainings.

On an individual basis, the communication advisor informs and advises the commander on all the matters pertaining to the media. He is also in charge of assessing the impact of actions undertaken by the Corps on local and international media and advising the commander on his communication policy.





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