

# Joint Support Service in Operations

In 2010 the Joint Support Service (JSS) approaches the tenth year of its activation. For the majority of the young servicewomen and servicemen of the Bundeswehr the existence of the JSS with its structures and capabilities is as normal and present as that of the classical Services. The services and contributions of the JSS for both the basic duties at home and for the missions/operations are being experienced by them every day and are recognized and appreciated because of their quality. A Bundeswehr without the JSS is just not existent in the military world of imagination of these soldiers. Most of our soldiers have a plain and positive conception of what the JSS is doing for the basic duties of the armed forces at home. But many of them still find it difficult to clearly describe the contribution the JSS to the missions of the Bundeswehr. The differentiation of the contributions made by the Army, Air Force, and Navy is not selective. And, in principle, this is all right so, because the JSS was established on the perception that missions/operations of the Bundeswehr will take place in a joint and combined mode only.

It is exactly for that reason that the cross-functional capabilities and forces required for the missions were consolidated in the JSS. And although the JSS is an independent organizational area with an own identity the roots of our service personnel are undisputedly still in the respective Services. The renunciation of a distinctive uniform and an own personnel management system underscores the content-related and personnel-intensive interlocking with the Services, with the JSS considering itself as a joint venture here. If the contribution made by the JSS is thus incorporated in the overall performance of the respective mission contingent in a more or less unnoticed way, one can say with a clear conscience “mission accomplished” and “ambition achieved”. Nevertheless, the JSS contributions to the missions are so substantial and so decisive for the conduct of operations that it is well worth taking a closer look at them. I am going to do this on the basis of the capabilities and areas of responsibility of the JSS by explaining in greater detail the respective consistency of the contributions in the continuum between strategic and tactical level. Here, it is particularly important to me to communicate a feeling for their comprehensive character.

The tasks of the JSS read:

- To provide and operate the joint and combined command and control organization for operations abroad and for Bundeswehr assistance efforts at home and abroad
- To command and control and support missions from out of Germany via the bases in



Vice Admiral (GE N) Wolfram Kuehn, Vice Chief of Staff, Bundeswehr and Chief of Staff, Joint Support Service. Picture: FMoD

## JSS as Force Enabler, Force Provider, and Force Multiplier

The comprehensive character of the contribution of JSS to the missions and operations can be demonstrated by the roles as Force Enabler and Force Provider. As a strategic Force Enabler the JSS, acting in the capability categories command and control, support, and sustainability as well as survivability and protection, makes it possible in the first place for the Bundeswehr to carry out its missions and operations. Ensuring the strategic mobility of the Bundeswehr by the central disposition of all modes of delivery and transport is, for instance, the daily grassroots business of the JSS. This is a real challenge, particularly in early-entry operations – a challenge which the JSS has successfully dealt with several times already, e.g. at the beginning of the ISAF operation or the EUFOR RD Congo operation. In addition, the JSS supplies the mission contingents of the Bundeswehr all over the world and every day over distances of strategic extent with everything the troops need. In its function as Force Provider the JSS, just like the Army, Air Force, Navy, and Central Medical Service, provides also fully trained troops for the joint and combined mission contingents. Here, the consolidation of inter-service forces has led to a concentration of specialized high-quality capabilities in the JSS. In missions conducted within the scope of international crisis and conflict management a lot of these capabilities are valued as so-called Force Multipliers, i.e. as forces and means which increase the effectiveness of other units many times over despite a numerically low strength.

the theatres of operation up to the mission areas

- To provide forces and assets for missions abroad and in a subsidiary way also for assistance and relief measures of the Bundeswehr at home and abroad
- To ensure support measures in the routine duty at home.

This mission is comprehensively ensured by JSS with stationary and mobile forces in the entire task spectrum of the Bundeswehr from the three force categories, i.e. the response, stabilization, and support forces. Be they high-intensity operations, stabilization or counter-insurgency and counter terrorism operations, forces of the JSS are engaged at the very front, making decisive contributions.



Discussions with Locals within the Scope of the ISAF Mission.

Picture: IMZ/Houben

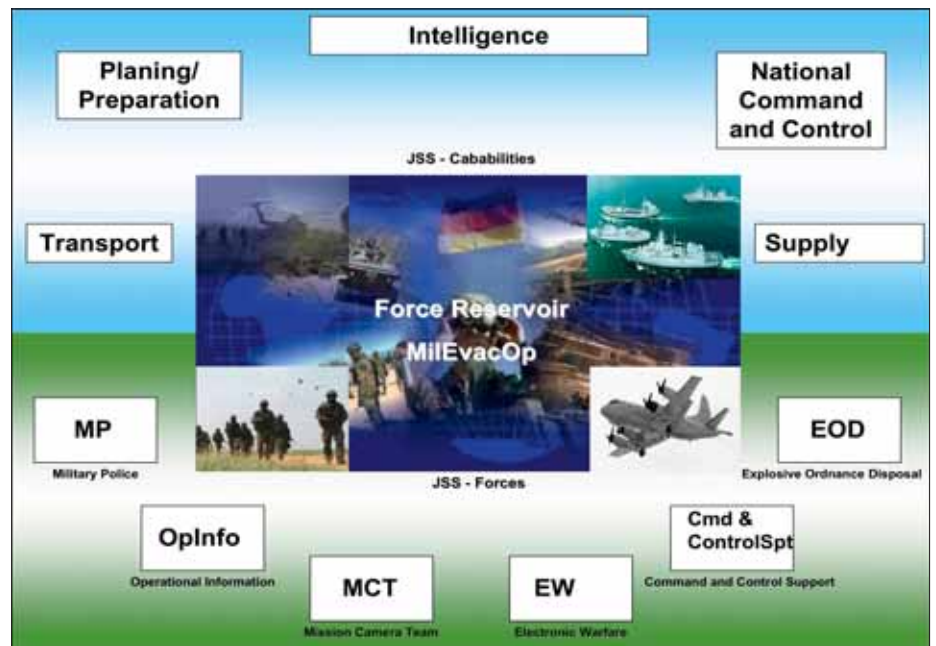
## Examples of Military Evacuation Operations

For national military evacuation operations the Bundeswehr keeps in reserve a “Military Evacuation Operation Unit” which has been particularly trained and equipped for this task. By the example of the MilEvacOps unit, the tasks and contributions of JSS become particularly evident in a bold, eye-catching style. Crises Support Teams (CST), which in their core are manned with specialists of JSS, explore endangered countries within the scope of crisis prevention and prepare plans for possible evacuations. For that purpose, the Bundeswehr Geoinformation Office provides the necessary maps and geographical information. The Federal Intelligence Service with its military component contributes intelligence and background information. The Bundeswehr Logistics Center plans the deployment of the MilEvacOps unit. Training areas are provided as staging areas for the training and in case of alert. The operation is planned in the Bundeswehr Operations Command, which also ensures the national command capability in the event of a military evacuation. All these contributions are made by JSS in the role of the Force Enabler. As a Force Provider it provides troops for direct employment in the MilEvacOps unit. Among them are military police, loudspeaker teams of the OpsInfo unit as well as mission camera teams for documenting the conduct of the mission, electronic warfare (EW) troops – e.g. for suppressing enemy communications – as well as command support forces for ensuring the national command capability.

Before I go into the individual areas of responsibility of the JSS in detail I would like to describe some basic principles by which the operational capability and sustainability of the operating forces of JSS are established and maintained. With all the diversity and specialization there is a bond, which holds the forces of the JSS together. This bond is the forward-looking orientation that is the capability and readiness to face modern procedures in a creative and innovative way. This future-oriented capability is, inter alia, expressed in the following principles.

### Centers – Answer to Increased Complexity

The realization of the center concept in the JSS stands for the core idea of transformation and thus for “absolute mission orientation”. Training, employment, development, the provision of mission capable forces, and the administrative command and control of a special capability are carried out in accordance with this concept from one activity. The evaluation of the mission and operations has shown that there is oftentimes a lack of unitary consolidation, linking analysis and utilization of mission



Force Reservoir for Military Evacuation Operations.

experience, training, equipment, personnel planning, and development of doctrinal principles. The continuity, which is of such great importance for the missions and for the soldiers employed, gets often stuck in a frayed and inconsistent landscape of responsibility. All attempts to manage the growing complexity of the mission requirements with increasingly complex structures were of little success. The JSS tries to untie the knot and pursues – wherever possible – the course of delegating all tasks of a capability area to one activity and meeting in this way the complexity of the mission world at least with clear responsibilities. The center principle is presently applied for the areas of civil military cooperation abroad, operational information, explosive ordnance disposal, geographic information service, and strategic reconnaissance.

### Added Value – Prerequisite for Efficient Acting

Topics like process orientation and economical acting are in the focus of the JSS. They are central means for being able to further strengthen the missions and operations. Economical acting and mission orientation are not contradictory, but are rather two sides of the same coin. The goal must, among other things, be to generate as many resources as possible for the mission accomplishment and the security and safety of our soldiers on missions. Required for this purpose is above all an analysis of the process chains in the fields of training, establishing of the initial operational capability (IOC), and providing of specific JSS capabilities in respect to possible added values. Only a meticulous analysis of the processes creates the necessary transparency, allows identifying requirements and potentials for an optimisa-

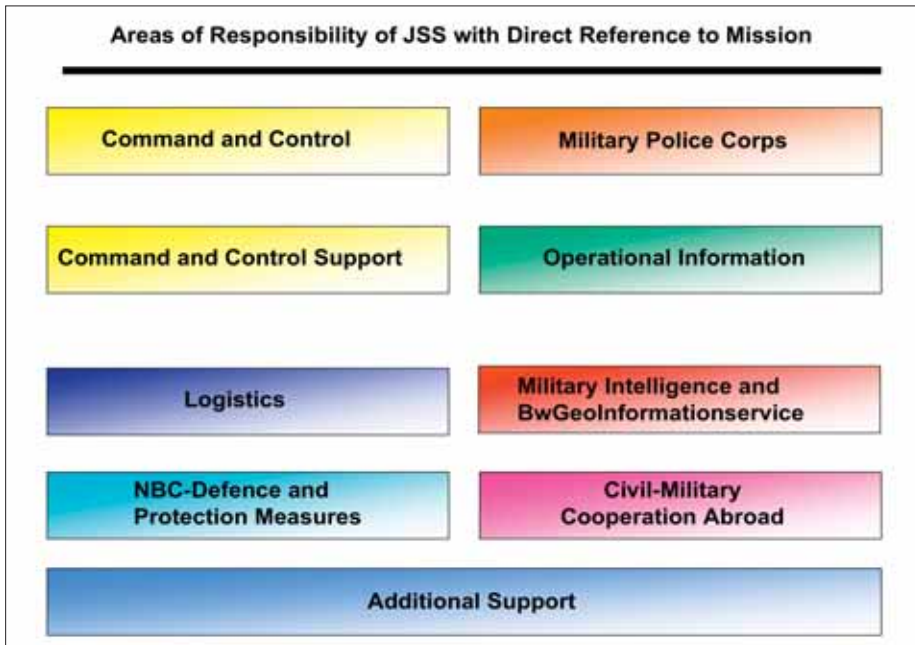
tion, and provides the necessary leverage and starting point for readjustments.

### Task Force Principle – Train as you Fight

Each mission is different. It is for this reason that especially the ground and air forces are confronted in every mission with the challenge requiring them to provide formations, units, and sub-units/elements that are not projected in the existing structures. Attempts to solve this basic problem by way of structure reforms have mostly failed. The available mechanisms were much too inflexible and too slow causing the structures to always lag behind the reality. The transformation of the Bundeswehr bets therefore on a capability-oriented approach. Based on this approach joint capability modules are put together, taking account of the respective task and mission. The JSS consistently applies the “train as you fight” principle since its activation. For this purpose, the formations, units, and sub-units/elements are composed from a maximally homogeneous and efficient peacetime structure in accordance with the strength, equipment, and capabilities actually needed for a concrete mission and for the specific country of deployment. Cohesion and initial operational capability are achieved by mission-preparatory training. This principle of “breathing structures” has proven a success.

### Banking on the Home Base – Reachback – Means to Reduce the Footprint

A principle of modern conduct of missions and operations is to deploy only those operat-



ing forces into the country of deployment, which are indeed needed there in tactical-operational respects. Tight mandate caps require that every opportunity be taken to keep the “footprint” of the supporting elements in a contingent as small as possible. Modern communication means allow the transmission of mass data and make it thus possible to provide many products needed in the mission directly out of Germany. The JSS takes advantage of this means to economize on the number of personnel, especially in the fields of geoinformation, intelligence collection and reconnaissance as well as operational information. For instance, magazines, leaflets, and posters/placards are thus initially investigated, written, commissioned and then printed in Germany and subsequently again distributed in the country of deployment. I come now to the subject of the areas of responsibility with direct mission reference and their respective contribution to the missions.

## Command and Control

The “command and control” area of responsibility ensures from one source the activation and provision of mission contingents and their national command and control during the employment through a clearly organized command and control organization working in accordance with standardized procedures. Pillars of this area of responsibility are the Bundeswehr Operations Command (BwOpsCmd) with the Special Forces Operations Command (SpecForOpsCmd) and the Response Force Operations Command (RFOpsCmd). The BwOpsCmd exercises command and control on operational level over all Bundeswehr missions abroad. Integrated in the BwOpsCmd, the SpecForOpsCmd commands and controls each mission of German Special Forces on operational

level. Moreover, the SpecForOpsCmd will form the core staff for a Combined Joint Special Forces Operations Component Command (CJSFOCC) should Germany assume the role of the lead nation for the employment of multinational special forces. The RFOpsCmd forms the national core of a deployable mission headquarters on operational level. In addition, it provides in peacetime already the multinational components of a deployable Force Headquarters (FHQ) and of a non-deployable Operations Headquarters (OHQ) for the command and control of military operations on operational and/or military-strategic level of the European Union.

## Command and Control Support

*“Monday, 10:25 hrs local time/Operations Center Provincial Reconstruction Team (PRT) FEYZABAD: Master Sergeant K. and a team of his Deployable Communication Module (DCM) are establishing the new Joint Command, Control and Information System (JC-CIS). As of now it is possible for the PRT to transmit data classified Secret in an enciphered mode via satellite communication to the Bundeswehr Operations Command as well as to receive classified information on the current situation. 18:32 hrs Joint Support Command (JSC)/Central Operating Center IT System Bundeswehr/RHEINBACH/Germany: The JC-CIS of the PRT FEYZABAD element is switched on for live transmissions and technically controlled on a permanent basis with immediate effect.”*

The worldwide operation of the JCCIS as well as all other employed command and control means for the Bundeswehr mission contingents is planned, controlled, and monitored in the Central Operating Center IT System, Bun-

deswehr. The task of the JSS in this field is to uninterruptedly ensure the supply of information between all areas of operation and Germany and thus the national command capability. A major achievement is the linkage of core nets operated by the mobile command and control support forces of JSS in the area of operations with the Bundeswehr IT System in Germany. The possibilities now available for any type of voice and data transmission create the prerequisites for worldwide accessibility to/contact with and command control of the mission contingents for conducting Computer Network Operations (CNO) as well as for the capability to support and supply the mission contingents. Command support forces are pioneers in the application of the task force principle. Mobile mission modules, so-called Deployable Communication Modules (DCM), offer as a package in the area of operations all necessary modern communication means as a service from one source. To perform these tasks the JSS holds ready three command support battalions.

## Logistics – Supply Chain Management and More

*“Monday, 18:30 hr local time/Camp MAR-MAL: First Lieutenant T. takes delivery of a new EAGLE IV. Approximately 6 hours earlier/Monday 12:10 hrs/MAZAR i SHARIF/airfield: 3 EAGLE IV are unloaded from an IL 76 by handling/transshipment personnel of JSS. On the previous day, 20.00 hrs/Materiel Management Center “Missions” at HESEDORF/Germany: The 3 EAGLE IV are loaded on low loaders of a transport battalion of the JSS and transported to the Leipzig airport”.*

The total transport chain as well as all other measures taken within the scope of the establishment of the Initial Operational Capability (IOC) were coordinated, controlled and monitored by a Supply Chain Manager at the Bundeswehr Logistics Center in Wilhelmshaven in accordance with the operational requirements and guidelines of the Joint Support Command. The JSS is responsible for the logistic support of all German mission contingents. Aside from strategic transports of personnel and materiel a primary task is also the supply with spare and repair parts and bulk expendables such as food/rations, water, POL, and ammunition. But the military postal service and the supply with



Signal Support in Afghanistan.

Picture: IMZ



Logistic Support in ISAF Mission.

Picture: IMZ/Houben

clothing and sales articles belong to the tasks of JSS, too. In addition to these services the JSS provides in its function as Force provider both forces and means for all logistic tasks in missions, which are to be performed on a cross-sectional and joint and combined basis. A logistic brigade with three logistic regiments and a total of thirteen subordinate logistic battalions as well as fixed logistic facilities ensure the logistic support of the mission contingents.

## Operation of Bivouacs and Camps and Fuel System Supply Points – A Special Logistic Task

*“Tuesday, 03:00 hrs local time, Field Fuel System Supply Point MAZAR i SHARIF: SFC G., together with Sgt. B. – a temporarily attached pipe welder of 464<sup>th</sup> Spec Engr Bn from SPEYER/Germany – are finishing the completion of a 12 m long underground pipeline linking the field fuel system supply point (FSSP) with the tank farm of a civilian company. Tuesday, 10:00 hrs: SFC G. is filling the FSSP at the Forward Support Base (FSB) with fuel. Tuesday, 12:00 hrs, G4 of German ISAF mission contingent reports to COM RC North: ‘logistic sustainability of POL of the German ISAF contingent increased by 6 days’”.*

The Field FSSP is part of a camp. Bivouacs and camps are established in the theatre of operations to accommodate headquarters, operating forces, and a multitude of the necessary supply and command control facilities; the bivouac/camp personnel of the special engineer forces of JSS operate them. Planning and operating bivouacs/camps is attributed decisive significance in especially stabilization operations. Among other things, the planning must take account of tactical-operational, geological, infrastructure-related, medical, hygienic, and political factors. Own specialists from the fields of infrastructure and environmental protection plan and build the bivouacs and camps together with specialists from the areas of military administration and the Central Medical Service in an “integrated approach”. There are two special engineer battalions available in the JSS to carry out these tasks.

## Civil Military Cooperation (CIMIC) Abroad – Winning Heart and Minds

*“Tuesday, 08:23 hrs local time/PRT KUNDUZ: Major T. – commander of a Liaison Monitoring Team (LMT) – is leaving the bivouac/camp together with protection forces. Mission: Firstly, finding out the situation in A village after the sudden onset of winter. Secondly, coordination of possible fields of action/measures with the representative of UNHCR. Thirdly, checking the progress of the construction of the police station in B village”.* Basis for the success of a stabilization operation is the visible and sustainable improvement of the overall situation of the population. CIMIC pursues the goal of supporting the execution of the task of the military forces in all phases of a mission. Among other things, this is affected by project work in the form of reconstruction projects. CIMIC is not a form of “armed development aid” in competition with the activities of civilian relief organizations, however. CIMIC is rather a means of the military commander for the assessment of the civilian situation as a liaison element to the civilian local environment as well as to the civilian actors of the operation and for the support in the execution of operations. CIMIC makes a veritable contribution to the protection of the own operating forces. CIMIC projects are carried out with different reaches and spans of time. Thus, CIMIC supports both with rapidly effective projects – the so-called quick impact projects – and with long-term projects. For this purpose, the JSS provides the command structure, personnel and facilities for the planning, command and control, and support as well as the pre-deployment training. To render these joint services there are a CIMIC center and a CIMIC battalion available in the JSS.

## Military Police (MP) – Police of the Bundeswehr

*“Wednesday, 10:12 hrs local time/PRT KUNDUZ: After an IED attack on a German ISAF patrol soldiers of the Quick Reaction Force (QRF) are being employed within the scope of general exterior security measures. MPs pro-*

*vide for the interior security of the sealed off scene and for the preservation of evidence. The commander of the German ISAF mission contingent is at the site of the attack. Bodyguards of the MP provide for his protection”.*

The military police corps of the Bundeswehr provides support in all areas of operation by performing military police functions in the entire mission spectrum. With their specialized capabilities like personal protection/escorts, surveys and investigations, drug and explosive tracker dog teams, searches/apprehensions, special capabilities for crowd and riot control (CRC) and security controls, the MP contribute in a sustainable way to the fulfilment of the overall task of the mission contingents in vulnerable areas. Tasks in taking persons suspected of piracy into custody as well as training support for civilian police of the countries of deployment round off the picture of the complex task spectrum of the military police forces in the current missions. Especially in stabilization operations the MP make absolutely necessary and indispensable contributions in the transitional area between military and civilian operations. The JSS has seven MP battalions at its disposal from which these capabilities are gained and modularly combined.

## Military Intelligence – Contribution in the Fight for Information Superiority

*“Thursday, 02:25 hrs local time/PRIZREN (KOSOVO): Following the execution of their intelligence mission, SFC W. and his team are on the way back to the camp. By use of electronic warfare (EW) he has acquired, identified, and monitored the communication means of potential ringleaders of a group of demonstrators who are ready to use violence. Thursday, 06:45 hrs/Strategic Intelligence Command/ GELSDORF/Germany: Together with additional reports by several other sensors and intelligence furnished by the Federal Intelligence Service the intelligence information gathered by SFC W. are evaluated, compared and compiled to a situation update and transmitted to the military command as well as to the mission contingent via the Bundeswehr Operations Command”.*

In addition to the provision of EW operating forces the Strategic Intelligence Command with



Local Civil Military Cooperation in Afghanistan.

Picture: JSS



German Military Police and Afghan Police on Joint Patrol Mission. Picture: IMZ/Houben

its signal-detecting and satellite-based intelligence makes a comprehensive contribution to the estimate of the situation from the tactical up to the strategic command level. With these capabilities it contributes to worldwide crisis prevention and early recognition of crises as well as to the protection of German soldiers employed in missions abroad. It correlates the intelligence information collected with different sensors of signals intelligence (SIGINT) and imagery intelligence (IMINT) with the results of the central situation processing and evaluation team of the Federal Intelligence Service and the Counterintelligence Service. By use of the space-based reconnaissance satellite SAR Lupe, a high-resolution radar satellite system, and the merger of military elements with the Federal Intelligence Service the JSS has succeeded in clearly improving the field of intelligence. Two communications intelligence (COMINT) sections as well as three EW battalions provide the required services in addition to the Strategic Intelligence Command.

## Geographic Information Service – Science and Technology

“Friday, 07:00 hrs local time/morning situation briefing RC North/MAZAR i SHARIF: Heavy precipitation in the Badkshan Province. Do they impede the activities of the PRT FEYZ-ABAD? On the same day/03:00 hrs local time/Aerologic Station MAZAR i SHARIF: ascent of a radiosonde to an altitude of 30 km. 05:00 hrs Bundeswehr Geoinformation Office/EUSKIRCHEN/Germany: Data of the probe are being fed into the Afghanistan weather forecast model. A computer-assisted forecast is made and transmitted to RC North. Answer in the morning briefing/07:00 hrs: From NW ending of precipitation by about 09:00 hrs. Main roads remain passable. No restrictions for the conduct of operation”.

Aside from these direct contributions to the planning and conduct of operations, the main task of the Bundeswehr GeoInfo Service is the collection, processing/producing, and provision of worldwide uniform and up-to-date geoinformation. Geoinformation is gathered in eighteen fields of science ranging from biology via geodesy up to ethnology; they create important preconditions for the successful and modern conduct of operations. Weapon systems

which, for instance, are employed within the scope of joint tactical fire support (JTFS) require extremely precise coordinates in order to accurately hit the assigned target and, in consequence, to also avoid collateral damages. The geo-referenced maps necessary for that are prepared and provided by the Bundeswehr GeoInfo Service. The Bundeswehr Geographic Office generates all services.

## Operational Information – Winning through Convincing

“Saturday, 08:25 hrs local time/PRT KUNDUZ: First Lieutenant A. leaves the camp with his tactical OpInfo group within the scope of a patrol of the operating company. Task: Firstly, to establish direct communication in order to gather information on the mood and atmosphere of the local Afghan population. Secondly, to distribute leaflets giving instructions on how to react in case of an endangerment by IED. A few days before: The ISAF Weekly Newspaper “Sada-e-Azadi” published an identical article on IEDs; at the same time, the IED information is broadcasted by the ISAF radio station within the scope of the 24-hour information and entertainment program”.

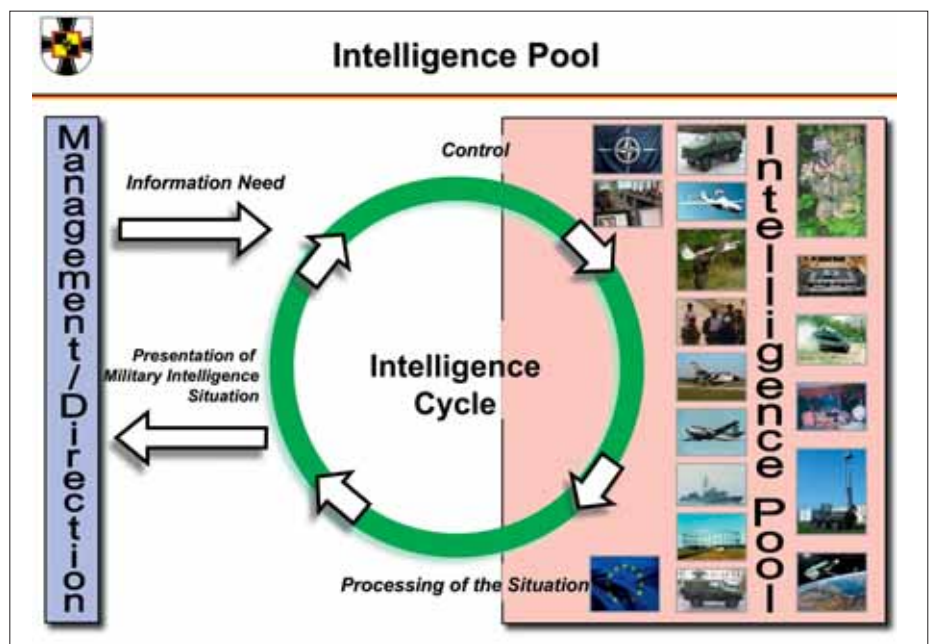
Soldiers of the OpInfo unit operate the weekly newspaper as well as the “Sada-e-Azadi” radio. In doing so the OpInfo unit helps to explain the task and mission of the operating forces vis-à-vis the population of the country of deployment. Here, OpInfo makes full use of the entire media spectrum. Newspapers and magazines are published in the respective language of the country; own radio stations are operated; local TV stations broadcast videos or the videos are shown on own large-screen displays; presentations are made on Internet websites; and in-

formation is spread by means of extended-range loudspeaker systems. Basic prerequisite for this work within the scope of a focus group analysis is an intensive content-related discussion with the people and about their needs, hardships, fears and worries. The OpInfo unit tries to win the hearts of the people in the areas of operation. It wants the local population to understand and – wherever possible – to support the mission of the operating forces, because stabilization and reconstruction are hardly possible without the help of the population. Inter-cultural competence to act is a key qualification for the OpInfo unit aside from the editorial work. The tactical-operational contributions are made by an Operational Information battalion, which is attached/subordinate to the OpInfoCenter.

## Explosive Ordnance Disposal (EOD) – In the Fight against the Primary Attack Means “Irregular Forces“

“Sunday, 10:15 hrs local time/BOSNIA HERZEGOVINA: The liaison and observation team (LOT) at Goraz reports an explosive ordnance find on the road to Sarajevo. An antipersonnel (AP) mine lies on the side of the heavily used road”.

The Counter-IED Coordination and Control Center alerts the EOD personnel. MPs guard the site where the AP mine was found and divert the traffic; the EOD team demolishes the AP mine right at the site. Mines, unexploded explosive ordnance as in the described case, but also improvised explosive devices (IED) pose the main threat for the own forces and the population in the areas of operation.





Work in the Bundeswehr Military Geographic Office  
Picture: IMZ

The EOD personnel of JSS have the capability to act against the explosive ordnance threat both from a distance and directly at the site of the incident. With their work and their expert knowledge the EOD personnel make an indispensable contribution to counter IEDs. They are the specialists for the ordnance-technical element of this primary combat means of the asymmetrically fighting adversary. The EOD personnel of JSS are centralized in the Bundeswehr EOD Center. The EOD teams are directly attached to the Explosive Ordnance Disposal Center.



Soldiers of OpInfo Service on Mission in Afghanistan.  
Picture: IMZ

## NATO Response Force (NRF), EU Battle Group (EU BG) – Mission-identical Commitments

Over and above its direct contributions to the missions and operations of the Bundeswehr abroad, the JSS provides assistance and support in many other areas as well. I have already described the contributions it makes to the crisis support teams and the MilEvacOps unit. Germany also holds ready force pools for international crisis reaction operations of NATO and EU, which contain assets and capabilities of the JSS in the same scope and in the same quality as in actual missions. The mission-identical commitments of NRF and EU BG need to resort to the full scope of the above-mentioned assets and capabilities of JSS to ensure their mobility, their sustainability as well as their effectiveness in missions.

## JSS on Missions – Also at Unexpected Places

JSS units can also be found at places where one would hardly expect them to be. Thus, electronic warfare (EW) personnel are employed on board of fleet service ships of the Navy or in naval reconnaissance aircraft. Military police are also found aboard frigates that are employed against piracy within the scope of the ATALANTA operation. There they take on the necessary police work in connection with the detained pirates. When the civilian Albanian fire brigade is trained with KFOR at Prizren, fire protection staff of the JSS discharges this task. When a logistics school for the Afghan National Army (ANA) is set up and operated in Kabul, it is the Joint Support Command, which is behind it with provision of know-how and personnel.

## Creative – Efficient – Modern Successful in Missions and Operations

The JSS is a product and one of the decisive motors of transformation at the same time. The goal of the transformation is to improve and upgrade the operability of the Bundeswehr. The JSS is therefore inseparably coupled with the operational readiness of the Bundeswehr. An employment without JSS is simply no longer possible. This statement does not express falsely understood pride, but rather the true commitment that we have as an organizational area. Commitment is our task and mission. We create the preconditions for the Army, Air Force, and Navy to be able to selectively employ their capabilities. The JSS is still a globally unique model without any predecessors and competitors. The fact that we were able to perform this task since our establishment in the year 2000 devoid of any frictions and with a high standard of quality in parallel with the set-up of the organizational area is thanks to the servicewomen and servicemen and the civil-

ian staff of JSS. It is the high motivation of the personnel and their will to contribute to the conception and shaping which have made the JSS such a successful organizational area. And, I am deeply convinced that the potential is not exhausted yet by a long shot. The approach “The Best of two Worlds”, namely to connect the military and the trade and industry with each other,



OpInfo Product Example in EUFOR Mission Congo.  
Picture: FMoD

er, will enable us to reach a completely new quality of military capabilities which will make our contributions to the missions even more efficient, more effective and more professional.

The motto of JSS: “Creative – Efficient – Modern; Successful in Missions” is an eminently useful formula for advertising purposes. In addition, the motto stands not only for our commitment, our goals and ambitions, but also for the spirit and ethos and our “esprit de corps”. The Joint Support Service is the youngest organizational area and offers a place for all creatively thinking, forward-oriented individuals and all those who want to make a contribution to the success of the Bundeswehr on mission in the best meaning of the unitary approach. ■

*By Vice Admiral (GE N) Wolfram Kuehn, Vice Chief of Staff, Bundeswehr, and Chief of Staff, Joint Support Service.*



Employment in EUFOR Mission Congo.  
Picture: FMoD