

GARY SPALTON

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PROFILE

An erudite, dynamic senior warfare officer with substantial Joint, NATO and International experience of operational planning, project management and developing policy, a proven track record of analysis, managing change, exploitation of lessons learned and improving efficiency. An experienced negotiator and communicator able motivate staff, gain consensus and to liaise comfortably with outside agencies at all levels is looking for new challenges after a successful career in the Royal Navy.

KEY SKILLS AND ACHIEVEMENTS

- Led a team of 20 international staff across different organisations to analyse Intelligence and threats to NATO and deliver the maritime portion of the NATO Defence Requirements Review.
- Meticulous attention to detail developing, executing and analysing complex, expensive and potentially dangerous projects and programmes and exploiting the lessons learned.
- Wrote EXTAC 1000 and co-authored Multinational Maritime Operations (MMOPS) to enable coalition forces in the gulf to operate together.
- Solid understanding and knowledge of the overall NATO operational planning and intelligence processes.
- Reviewed, improved and implemented all aspects of facilities management, physical security and force protection for a base and 450 UK and US servicemen, in the aftermath of 9/11.
- Delivered the Royal Navy Corporate Communications Strategy for the Management Board.
- Budget manager through eight cycles of reducing resources, always delivering required outputs
- Computer literate – European Computer Driving Licence.

CAREER HISTORY

Defence Planner - Allied Command Transformation HQ (ACT) 2005–2007

- Developed policy for the future Transformation of NATO maritime forces to reflect the new security environment.
- Conducted extensive analysis of NATO agreed intelligence, updated threats and developed likely operational scenarios.
- Planned, managed and delivered the Maritime portion of the biennial NATO Defence Requirements Review to a tight deadline, ensuring project remained on track throughout. Developed lessons learned to ensure next cycle starts from higher knowledge and process baseline.
- Identified future capability gaps, incorporating lessons learned from operations and developed proposals to fill them; subsequently advised NATO and Partnership nations on procurement strategies. (Force Planning Process).

- Represented ACT on Naval Armament Groups and National ASW development programmes.
- Provided oversight for the Scientific Programme of work at the NATO Undersea Research Centre.
- Deployed to NATO HQ to work on the training and equipment group for Iraq.
- Branch lead for new Capability Management Framework development.

Section Chief Intel Policy and Plans - Allied Command Operations (SHAPE) 2004

- Responsible for supervising a team of 5 drafting policy papers on NATO security and intelligence policy, and providing Intel input to wider NATO policy.
- Regularly deputised for Branch Chief at SHAPE meetings, providing input as required on NATO intelligence architecture, structure and mechanisms.
- Responsible for preparation of ACO input for NATO Intel committees.
- Delivered initial conceptual development for the NATO Intel Fusion Centre.
- Provided SHAPE input to SecGen NATO Intel review.
- Managed the migration of Intel policy development from ACO to ACT.

Senior British Officer Joint Maritime Facility St. Mawgan – Cornwall 2001-2004

- Commanding Officer for 100 UK personnel in a joint UK / US facility contributing to the global Intelligence picture.
- Accountable for delivery of operational information to the Commander in Chief.
- Successfully delivered all host nation support required by 450 US forces in accordance with an inter-governmental MoU including physical security, emergency response and the development and implementation of Force Protection measures after Sept 11th 2001.
- Conducted the long term future study for the facility.
- Bid for and managed the budget of £5.9M annually – targets achieved each year in a climate of reducing resources.
- Oversaw the property management and redevelopment of 48 buildings, including a complex, high security underground bunker - All maintenance goals achieved or exceeded.

Marketing Manager- MOD 1999-2001

- Wrote and delivered the Royal Navy Corporate Communications Strategy for the Navy Board.
- Wrote the Coordinated Activity Programme ensuring coherence across all areas and delivered a more cost effective and efficient presentation of the RN to the outside world.
- Oversaw a £350K external study into rebranding the RN.
- Bid for funding, planned and set up project teams to deliver events to promote the RN.
- Designed and implemented an internal communications system for 40,000 people.

- Wrote the plan and delivered the contract for the 2001 International Festival of the Sea – (£4.5M).
- Developed the Nelson Bicentennial programme for 2005

Deputy Director Joint Maritime Operational Training Staff

1996-1999

- Managed and led a team of 10 Naval warfare experts alongside a similar Air Force team to design, execute and debrief three extensive training periods per year for UK and NATO Navies and Air Forces (JMC – similar to US JTFX); each involving up to 40 ships and submarines, 100 aircraft and 10,000 people from 10 nations. All aspects of emerging NATO doctrine, capabilities and force structures were explored, and exercises were extensively analysed, lessons learned identified and incorporated into follow on events.
- Acted as CJTF to execute the training, managing ops team of 60.

National Liaison Officer - US Naval Doctrine Command

1994-1996

- Head of Seawarfare group in the Concepts Division, articulating US Navy and multi-national naval operating procedures and doctrine and identified lessons applicable to the UK.
- Wrote the initial draft of US Navy concept for minewarfare in the 21st century.
- Author of Experimental Tactic 1000 – first ever multi-national naval operating manual, used by coalitions in the Gulf and by NATO PfP (Partners for Peace).
- Co-author of Multi-National Maritime Operations (MMOPS), used by 27 nations within a year.

Exercise Programme Manager – MOD

1992-1994

- Developed the RN Exercise Policy on behalf of the Senior Management Board and directed the subsequent programme of participation in NATO and National exercises to ensure maximum value.
- Developed the UK input to the NATO Crisis Management Exercises and managed senior UK military and political participation.
- Organised and delivered the downsizing and reorganisation of two Ministry of Defence branches into one, including management of all civilian staff, budget management and documentary security.

Royal Navy Seagoing Warfare Officer

- An extensive and varied early career with a series of steadily more responsible seagoing posts from Navigating officer (including a full exchange post with the Dutch Navy), Principle Warfare Officer, Operations Officer and Executive Officer, with multiple deployments to the Falklands and the Persian Gulf.

EDUCATION AND PROFESSIONAL DEVELOPMENT

- Bachelor of Science Degree in Polymer Technology- University of Manchester. First Class Honours
- RN Frigate and Destroyer Command Qualified

- Graduate of Ashridge Higher Management Training Programme
- Graduate of NATO Defence College short programme The Changing Security Environment
- Graduate of USN Joint Maritime Tactics Course (NOFORN)
- Captain Farmer Memorial Prize for top warfare officer of the year
- Civil Service Colloquial Level Dutch and French
- European Computer Driving Licence (ECDL)

PUBLICATIONS / PAPERS

- EXTAC 1000 Maritime Manoeuvring and Tactical Procedures
- A Marketing Strategy for the Royal Navy
- The Royal Navy Corporate Communications Strategy

PROFESSIONAL MEMBERSHIPS

- Fellow of the Institute of Leadership and Management (highest grade of membership)
- Member of City and Guilds Institute - Leadership (Masters degree level)
- Chartered Institute of Marketing
- UKTS and NATO TS security clearance