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Application - Chairman of NATO Industrial Interface Group (NIAG) to NFTE (NIIFTE)

This letter is to confirm that I would like to apply for the NIIFTE Chairman position.

Why are you the ideal candidate?

As a former fighter pilot, I have deep expertise and experience in military training and was a Central Flying School (CFS) accredited Flying Instructor (CFS QFI A2), Tactics Instructor (CFS QTI A2), and Weapons Instructor (QWI). I also served as the Requirements Manager for the Advanced Jet Trainer UK, redesigning the RAF's Hawk 128 flying training syllabus.

As Commanding Officer of the UK's 'Red Air' Aggressor Squadron, I served across Europe, providing adversary air and training to NATO air forces. In 2014, I served in the Pentagon for two years, holding the position of UK Strategic Advisor to the Chief of the United States Air Force.

In 2016, I joined Meta Aerospace, where I assumed the position of Head of Aerospace and later Head of Europe, specialising in designing and adapting aerospace services to meet government requirements. I worked closely with NATO on emerging opportunities and strategy around the provision of contractor-owned, contractor-operated (COCO) flying training, live red air, synthetic training, air-air refuelling and the application of augmented reality to offset costs and resources.

Now, with so much experience, I feel uniquely positioned to represent industry across NATO, providing NFTE with impartial, entrepreneurial and innovative training solutions.

What would you aim to achieve in the first 18 months?

Firstly, a **complete appraisal of our collective industrial training capabilities and capacity**, so that the NIIFTE speaks with one voice. The NIIFTE will be most effective if it provides clear and impartial advice to NATO – not just in how it can add value and innovation, but also where it can't. NATO needs the truth and not to be 'duped' by the NIIFTE, so in the first 3-6 months, each consortium member of NIIFTE must be able to articulate its own capabilities, but also be pragmatic in recognising that we shouldn't over promise.

Secondly, **introducing the principles of impartial advice** will become key as NFTE matures in outlook and requirements. therefore, the NIIFTE representatives need to be influenced and solidified into an international team that collectively presents their combined capabilities, their interest and their vulnerabilities so that together, the industry solution can be more resilient and cooperative. Each NIAG member should be 'provider agnostic', interested only in the best outputs achieved of any industry solution.

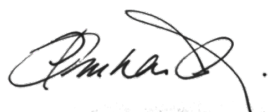
Finally, the **NIIFTE must become a credible, reliable and helpful asset for NATO**. That means being agile, adaptable and pragmatic – every country member will have different needs and that demands exceptional, empathetic leadership.

What do you sense is the greatest risk to NFTE?

We should take seriously the warnings from Washington that the United States could reduce its role in NATO. If the strength of NATO is diminished by US isolationism, the effects and effectiveness of NFTE will suffer concomitantly. **Incoherence across NATO could be the greatest risk to any scheme that relies on coherence** and teamwork for its very existence, so integrating the US in the thought-process of NFTE and the NIAG from the outset will be crucial.

NFTE must generate combat-ready aircrew and be properly financed. That has been the essence of the alliance's posture not just throughout the Cold War but also in the contemporary era, from its intervention in the Balkans to today's cyber defences. **NFTE will demand effort, sacrifice and political will**. The NIIFTE should never compromise the strength of relationships –the US and any other NATO member is a friendly force. At the heart of NIIFTE business must be to consolidate the alliance; it is the lynchpin of NATO.

Yours Sincerely,



Christian Gleave
Director