

The Reorientation of the Bundeswehr

Safeguarding National Interests – Assuming International Responsibility –
Shaping Security Together

Second, completely revised edition



Bundeswehr
Wir. Dienen. Deutschland.

The Reorientation of the Bundeswehr







Safeguarding National Interests Assuming International Responsibility Shaping Security Together

The reorientation will consistently adapt the Bundeswehr to the changed security environment at the beginning of the 21st century. At the same time, Bundeswehr structures will be improved to cope with demographic change and its capabilities will become financially sustainable.

This reorientation far exceeds the scope of any reforms that have taken place in earlier years. It is more than just a process of organisational and structural adaptation for the Bundeswehr, aimed at aligning capability profiles, force structures and financial resourcing with the security environment. Rather, it involves a comprehensive modernisation, both inside and outside.

The course has been set. The Defence Policy Guidelines of 27 May 2011 define the strategic framework and provide a binding basis for the reorientation. They also formulate a new security identity for the Bundeswehr as an instrument of German security policy: safeguarding national interests – assuming international responsibility – shaping security together.

The wide diversity of potential threats and risks to our security requires a large number of different political options for action. That is why the reorientation will provide the Bundeswehr with a broad and flexible spectrum of military capabilities to be able to assume territorial and collective defence tasks as well as meet requirements for international conflict prevention, crisis management and homeland security.

The necessary strategic parameters for the reorientation have been established with the suspension of compulsory military service in July 2011, the Key Elements of the Reorientation of 18 May 2011, and the decision on future stationing of the Bundeswehr and outline structures in autumn 2011. Conceptual planning has largely been completed.

From the very beginning, the adoption of the new structures has been following a consistent top-down approach. The Federal Ministry of Defence therefore adopted its new structures as early as 1 April 2012 – ahead of all major organisational elements of the Bundeswehr. Then, from October 2012 on, the military higher command authorities and higher federal authorities were set up, followed by the establishment of the capability coordination commands.

This revised brochure gives an overview of the main decisions that have been taken as part of the reorientation of the Bundeswehr and places them in context. The reader learns to what extent these decisions have been implemented and how far reorientation has progressed. This brochure thereby contributes to a better understanding of the how and the why. It is intended both for the general public and for the members of the Bundeswehr. Understanding the need for, the characteristics of, and measures involved in the reorientation is an indispensable prerequisite for broad acceptance and support among those serving in the Bundeswehr as well as the people of our country.

As a volunteer force, the Bundeswehr of the future will have a reduced number of personnel. In terms of stationing, however, it will continue to maintain a presence throughout and for our country. With its capability spectrum and structures it will be a more future-proof Bundeswehr; one that is better suited to our new security identity and better able to serve the protection of our people and the security of our country.

Bundeswehr – Wir. Dienen. Deutschland.

Berlin, March 2013

Dr. Thomas de Maizière
Federal Minister of Defence

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**THE NEW BUNDESWEHR:
AN INSTRUMENT OF GERMAN FOREIGN
AND SECURITY POLICY**



Germany's place in the world is characterised above all by our interests as a strong nation in the centre of Europe and by our international responsibility for peace and freedom. By assuming additional responsibility – especially through Bundeswehr operations abroad after the end of the Cold War – Germany has accepted its new role as a foreign and security policy actor. As the strongest economy in Europe and one of the major export nations of the world we are highly dependent on the stability of the international system of states.

As an active member of the international community, Germany is pursuing its interests and is actively striving for a better and safer world.

In doing so, German security policy is invariably committed to the values and principles of the free and democratic order of the German constitution and international law. We are committed to serving world peace as a reliable partner in a stronger Europe.

The foundations of defence policy

The Federal Government's White Paper 2006 is the national capstone document for security policy and sets the strategic framework for Germany's defence policy. In its logical conclusion, the Federal Minister of Defence issued the Defence Policy Guidelines (DPG) on 27 May 2011. Germany's security environment as described in the DPG makes it clear that today the employment of the Bundeswehr can no longer be limited to traditional territorial and collective defence. More likely today are operations in the area of crisis management and conflict prevention, for today, Germany's security environment is also determined by regional conflicts, which despite being geographically remote can still directly and significantly affect our security. Ensuring security therefore means first of all to keep crises and conflicts at arm's length, to actively prevent them or contain their effects. Our security interest therefore grows to include not only regional European security, but also international security.

Risks and threats

Today, risks and threats are emerging above all from failing and failed states, acts of international terrorism, terrorist regimes and dictatorships as well as from criminal networks. But risks and threats also develop from climatic and natural disasters, migration trends, scarcity or supply shortages of natural resources and raw materials, epidemics and pandemics, as well as from possible hazards to critical infrastructure.

The growth of global interconnectedness encourages the rapid distribution and use of advanced technologies, in particular information technology. For many great opportunities there are equally great risks.

The proliferation of weapons of mass destruction and improvements in their means of delivery are increasingly becoming a threat for Germany, too. Free trade routes and a secure supply of raw materials are crucial for the future of Germany and Europe.

The wide diversity of potential conflicts and operations calls for armed forces that are operationally ready and capable of meeting our Alliance commitments, with a broad capability spectrum that covers purely stabilising operations all the way to high-intensity combat. Armed forces with a broad capability spectrum are an indispensable tool of our country's foreign and security policy. They are the basis of our willingness and preparedness to defend ourselves. Multinational security remains a fundamental principle of German security and defence policy.

In future, Germany as an active member of the international community of states will be called upon more frequently than before to assume international responsibility – also in military terms. We must be able to respond to such requests in an appropriate and credible way. Freedom of action in the area of security policy depends not least on the high quality of the Bundeswehr. This requires mission-ready and capable armed forces whose capacity and operational readiness corresponds with the international stature and importance of our country.

The need for an increased focus on operations

For many years already, the Bundeswehr has successfully accomplished its operational mission. So far, more than 340,000 Bundeswehr personnel have been deployed abroad. All of them have in the past contributed to the international reputation of Germany. But despite all adjustments and reforms of recent years, the Bundeswehr still was not adapted sufficiently to the current and future security environment.

The capacities that had to be retained to train tens of thousands of conscripts every year could not be used for the most likely spectrum of operations until the suspension of compulsory military service. In addition, some of the materiel in use with the Bundeswehr today no longer matches, in terms of quantity and design, our orientation towards current and future risks and challenges. Time-intensive procedures for materiel procurement and delayed deliveries also led to a slow buildup of capabilities. This needed to be improved, particularly for equipment urgently required on operations. The system for procurement and in-service support planning had to be changed to remedy this situation, which also improves the economical use of resources for investments and operation.

Apart from challenges related to equipment and size, there were, above all, structural deficits – as reflected by the low number of forces available for operations, insufficient sustainability and sluggish decision-making processes and procedures. The composition of personnel as well as their age structure no longer corresponded with the requirements of mission-ready armed forces. The previous command and control structures featured unnecessary duplications and often led to separate rather than pooled responsibilities.

It must become easier in future to put together contingents for deployment, and they must be sufficiently robust and able to adapt to changing operational options. That is why a broad capability spectrum is needed that makes it possible to provide the capabilities required for a particular mission in a modular way.

For many years there had also been structural underfunding for the assigned tasks and Germany had experienced a negative demographic development, both of which must equally be taken into account.

The 2012 federal budget and the 45th budget schedule (until 2015) adopted by the Federal Government already have, as far as can be foreseen at present, created the conditions for sustainable financing of the Bundeswehr, also in the medium term. This is continued with the 2013 defence budget and the 46th budget schedule (until 2016). At the same time, the defence budget has identified personnel savings and in that way also contributes to the consolidation of the federal budget.

Sustainable funding of the Bundeswehr means that mission, tasks and capabilities are – and remain – in tune with the required financial resources. There is consensus in the Federal Government that the impact of future collective bargaining and the extra expense of additional operational costs based on any future cabinet decisions must not be at the expense of continuous capability buildup and professional training of the Bundeswehr.

New structures must be designed to cope with demographic change. This means that our planning will have to take into account the 18-year-old age groups of today and future years that have almost halved compared to 1990 levels, as well as the resulting overall competition for new talent in the private and public sectors, which has increased noticeably. In addition to reduction in force, this requires more flexibility and extended terms of enlistment for temporary-career volunteers.

Another factor crucial for success is the recruitment and retention of suitable personnel. This can only succeed if young men and women continue to see the Bundeswehr as an attractive and valued employer offering competitive career prospects.

1 THE NEW BUNDESWEHR: AN INSTRUMENT OF GERMAN FOREIGN AND SECURITY POLICY

These deficits were the starting point for the reorientation. Their justification, however, lies in the increasingly complex and dynamic strategic framework conditions. The reorientation, the first major steps of which have already been initiated, is our response to these challenges.

Goal and benchmark

Goal and benchmark of the reorientation is a Bundeswehr with tasks and capabilities that are derived from security policy, with a structure fit for any demographic profile and with sustainable financial backing overall.

The reorientation of the Bundeswehr is one of the key projects of the Federal Government. Its implementation will last well beyond the current legislative period.

Defence Minister Dr Thomas de Maizière presented his concept for the future Bundeswehr and the implementation of this reorientation in “The Reorientation of the Bundeswehr (Key Elements)” on 18 May 2011. The key elements set out fundamental structural and organisational changes for the Bundeswehr, but in their ideas of internal and external modernisation their scope goes well beyond past reforms.

With the DPG of 27 May 2011 providing the basis of security policy, these key elements contain the directions for the reorientation of the Bundeswehr. They are based in large part on the analyses and findings from the work of the Bundeswehr Structure Commission and the Chief of Defence as well as on the Government’s decisions on suspension of compulsory military service and adaptation of the Bundeswehr’s personnel strength.

The findings of the Chief of Defence helped to analyse the impact of significantly reducing the Armed Forces by up to 40,000 temporary-career and career personnel on Germany’s freedom of action in security policy as well as on the Bundeswehr itself.

The Bundeswehr Structure Commission’s final report of October 2010 contained proposals for achieving better focus on key Bundeswehr tasks as well as more internal flexibility and increased efficiency, which would strengthen the Bundeswehr as an effective tool of our security and defence policy.

The DPG, in turn, set the strategic framework for the mission and tasks of the Bundeswehr as an element of the whole-of-government approach to security. They describe the security objectives and security interests of the Federal Republic of Germany. This description provides the basis for the Bundeswehr Concept.

The mission of the Bundeswehr

- > The Bundeswehr protects Germany and its citizens.
- > The Bundeswehr guarantees Germany’s capacity for action in the field of foreign policy.
- > The Bundeswehr provides assistance in the defence of our allies.
- > The Bundeswehr contributes to stability and partnership at an international level.
- > The Bundeswehr supports multinational cooperation and European integration.

To accomplish its mission, the Bundeswehr assumes the following interconnected tasks:

The tasks of the Bundeswehr

- > Territorial defence as collective defence within the North Atlantic Alliance.
- > International conflict prevention and crisis management, including the fight against international terrorism.
- > Participation in military tasks within the scope of the European Union’s Common Security and Defence Policy.

- > Homeland security contributions, i.e. defence tasks on German territory as well as administrative assistance in case of natural disasters and large-scale accidents, for the protection of critical infrastructure and in cases of domestic emergency.
- > Rescue and evacuation operations including hostage rescue operations abroad.
- > Partnership and cooperation as part of multinational integration and global security cooperation in the context of modern defence diplomacy.
- > Humanitarian relief abroad.

Based on mission and tasks, the DPG describe the national level of ambition that sets out the security expectations for deployability and capacity of the Bundeswehr. They define the quality and scope of the capabilities to be provided. The capability of assuming command responsibility as a framework nation in multinational operations is one of the central objectives. It includes the provision of required capabilities for the entire task spectrum into which contributions of other nations can be integrated in a flexible manner.

The national level of ambition plays an important role in determining the capabilities and structures of the Bundeswehr.

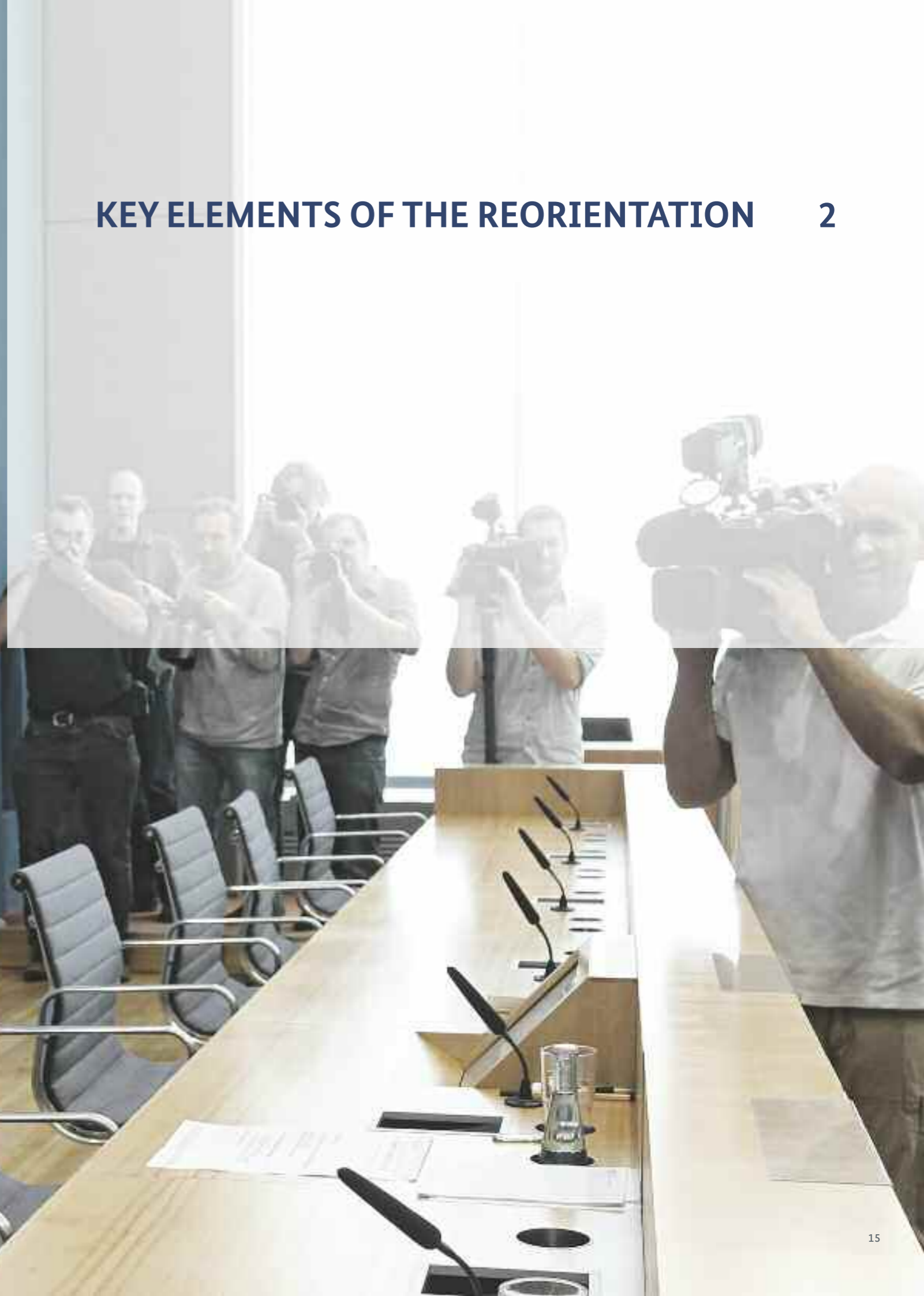
National level of ambition for the Bundeswehr

- > Provision of a joint set of forces for collective defence that is able to respond multinationally in a fast and effective manner for a limited period of time.
- > Ensuring the German contribution to the NATO Response Force (NRF) and EU Battlegroups for a quick response within the North Atlantic Alliance and the European Union.
- > Earmarking approximately 10,000 sustainable military personnel for concurrent missions in different theatres of operations with escalation and enforcement capabilities as part of international conflict prevention and crisis management.

- > Provision of joint forces as part of the UN Standby Arrangements System for UN peacekeeping based on available capacities, and provision of an adequate number of personnel for monitoring missions.
- > Permanently ensuring capabilities for rescue, evacuation and hostage rescue operations abroad as part of national crisis prevention.
- > Permanent provision of capabilities for surveillance and policing of German airspace and maritime waters as well as for search and rescue.
- > Assumption of homeland security tasks, if required.



KEY ELEMENTS OF THE REORIENTATION 2



The Reorientation of the Bundeswehr (Key Elements) of 18 May 2011 is the document in which Defence Minister Dr Thomas de Maizière defines the central objectives and fields of action for the reorientation of the Bundeswehr, which will help to achieve the national level of ambition for the Bundeswehr within the given security, financial and demographic parameters. This reorientation goes beyond being an organisational and structural adaptation process that strives to align Bundeswehr structures, capability profiles and financial resourcing with the security environment.

The key elements in detail

- > Future Bundeswehr strength of up to 185,000 military personnel and 55,000 posts for civilian staff.
- > Armed Forces strength, including reservists, of up to 185,000 military personnel, with as many as 170,000 temporary-career and career soldiers and up to 15,000 military service volunteers.
- > Forward-looking design of the education and qualification landscape.
- > Initiation of statutory and other framework conditions as required in the area of human resources (Act Accompanying the Reform of the Bundeswehr).
- > Option for voluntary military service for young people.
- > Bundeswehr stationing concept based on the principles of functionality, cost-effectiveness, attractiveness and a broad presence throughout Germany.
- > New reservist concept.
- > Defence expenditure in keeping with the mission of the Bundeswehr, and a sustainable financial base.
- > Merging functional and organisational expertise on all levels and strengthening mixed civilian-military structures.
- > Reorganisation of the Federal Ministry of Defence (FMoD) into nine directorates-general with approximately 2,000 personnel and relocation of the management of the major military organisational elements, including the service chiefs of staff, outside the Ministry.

- > Enhanced position of the Chief of Defence who will be part of the Executive Group of the FMoD and have command responsibility.
- > Retention of the five major military organisational elements in the Armed Forces: Army, Air Force, Navy, Joint Support Service and Joint Medical Service.
- > Pooling of the procurement of Armed Forces equipment, the information technology of weapon systems and command support.
- > Review of all ongoing procurement and equipment projects for their compatibility with the reorientation.
- > Streamlining processes for infrastructure and services to enhance efficiency.

Shaping the reorientation

In order to further develop and implement large parts of the reorientation, Defence Minister Dr Thomas de Maizière has commissioned eleven individual projects at the FMoD on 10 June 2011 to implement the objectives specified in the key elements. A good example of internal modernisation of the Bundeswehr is the “Management and Controlling” project. It aims to develop a contemporary leadership philosophy and respective structures. Expertise and responsibility for a task are to be pooled. A steering philosophy aimed at effectiveness and efficiency as well as strong process orientation help to achieve this.

The major military and civilian organisational elements increasingly depend on the reliable provision of resources or services through other organisational elements in order to successfully accomplish their tasks. This new Bundeswehr jointness is taken into account by the inter-organisational process orientation that is part of the reorientation of the Bundeswehr.

Reorientation is a coherent process, enabling the coordinated reorganisation of procedures and structures in a comprehensive approach. Following the motto “Wir. Dienen. Deutschland.” (We. Serve. Germany.), this comprehensive approach is combined with a modernised Bundeswehr-wide leadership and organisational culture.

Individual projects of the reorientation

- > Reorganisation of the Armed Forces.
- > Bundeswehr Stationing Concept.
- > Organisational Structure of the FmoD.
- > Personnel Management and Recruitment.
- > Programme Accompanying the Reform.
- > Education and Qualification Landscape.
- > Armaments, In-service Use, Information Technology.
- > Infrastructure and Services.
- > Review of Procurement and Equipment Projects.
- > Reservist Concept.
- > Bundeswehr Management and Controlling.

As the results of the individual projects partly build on one another, reorientation in these areas is happening in stages. This also explains the timing of individual decisions.

The detailed planning of future Bundeswehr structures, for example, requires a stationing concept for the Bundeswehr, which in turn is based on the outline planning as well as on type and quantity of major defence equipment needed in the future.

The scheduled top-down restructuring places the reorganisation of the FMoD at the beginning of all subsequent organisational implementation. That is why the new structure of the Ministry was decided in early November 2011 and put into practice as early as 1 April 2012.

The Act Accompanying the Reform of the Bundeswehr adopted by the German Bundestag in 2012 is the legal basis for the reduction of the size of the Bundeswehr to the future personnel ceilings.

At the beginning of 2013, an amended equipment and armaments management system was introduced.

The 2012 defence budget has already provided important groundwork for sustainable financing of the Bundeswehr in the medium term. This is being taken ahead with the 2013 federal budget. At the same time, however, the budgetary situation will continue to force the Ministry of Defence to focus on priorities, so that sustainable solutions can be found for the national challenges of the international financial crisis and debt reduction.

Given the complexity of the Bundeswehr’s reorientation with its reliance on many individual results, it will take until 2017 for all measures to be basically completed.



**THE CAPABILITY PROFILE
OF THE BUNDESWEHR:
TACKLING NEW RISKS EFFECTIVELY**

3

The national level of ambition as contained in the Bundeswehr's Defence Policy Guidelines (DPG) stipulates the objectives the Bundeswehr must achieve by prioritising its tasks. The prioritised capability profile developed with these objectives in mind defines the number and sustainability of required Bundeswehr capabilities. It describes type, quality and scope for the deployability and capacity of the Bundeswehr to be obtained through reorientation.

The structural requirements and limits set by the DPG and the key elements of the reorientation of the Bundeswehr as specified by the Federal Minister of Defence, particularly those for the number of personnel and the financial volume, are translated into the prioritised capability profile. It provides the basis for the design of personnel and equipment structures. The capability profile can be prioritised according to the probability of risks and threats requiring the deployment of armed forces to provide security as well as to the time needed for the provision of individual military capabilities.

The planning resulting from this prioritisation was therefore organised along reorientation principles that take these aspects into consideration.

Shaping principles of the reorientation

- > A broad capability spectrum ensures a broad range of options for security policy. This principle reflects the role of the expectations the Bundeswehr faces in its alliances.
- > The future Armed Forces will be even more focused on the principles of modularity and flexibility as well as capability of escalation and scalability so that they can effectively tackle threats and challenges of different types and intensity in all areas of responsibility.
- > To meet these demands, the Bundeswehr will have a single set of forces.
- > Multinationality as part of the Bundeswehr's security identity does not only imply the assumption of international responsibility, but also coordination with partners in terms of future capability development.

A broad capability spectrum must not be equated with a highly differentiated equipment variety. Scalable, flexible and cross-capability or modular systems are to be envisaged, in order to put the Bundeswehr in a position to adapt to rapidly changing framework conditions, particularly on operations. With regard to the equipment, a multinational coordination for a targeted capability development with regard to enabling multinational operations is to be included. The overarching system context is included in the overall analysis, taking personnel, operational, training and infrastructural requirements into account.

Providing a single set of forces with a broad capability spectrum means that in the new structures, capabilities are graded according to quality and scope. It is neither possible nor necessary in future to provide all capabilities at unlimited sustainability for every Bundeswehr theatre of operations.

In terms of planning, a cycle is envisaged that enables four months on operations and twenty months in between operations, as a rule. A uniform deployment planning and implementation system, however, is not feasible due to the specific peculiarities of the major military organisational elements. As a general guideline, the average individual duration of employment in the long term should not exceed two months per year.

The organising principles include a multinational focus, which requires enhanced task-sharing with allies and partners. This excludes capabilities that are of critical national importance and are therefore provided on a strictly national basis. Such capabilities include rescue, evacuation and hostage rescue operations of German nationals abroad.

A multinational focus also implies the capability to integrate contributions from other nations into a set of Bundeswehr forces. At the same time, Bundeswehr contributions must equally be capable of being integrated into international structures. Multinational integration will be increasingly used to create flexibility and to close gaps.

The capability profile of the Bundeswehr

In future, the Bundeswehr will have the following capability profile to accomplish its tasks:

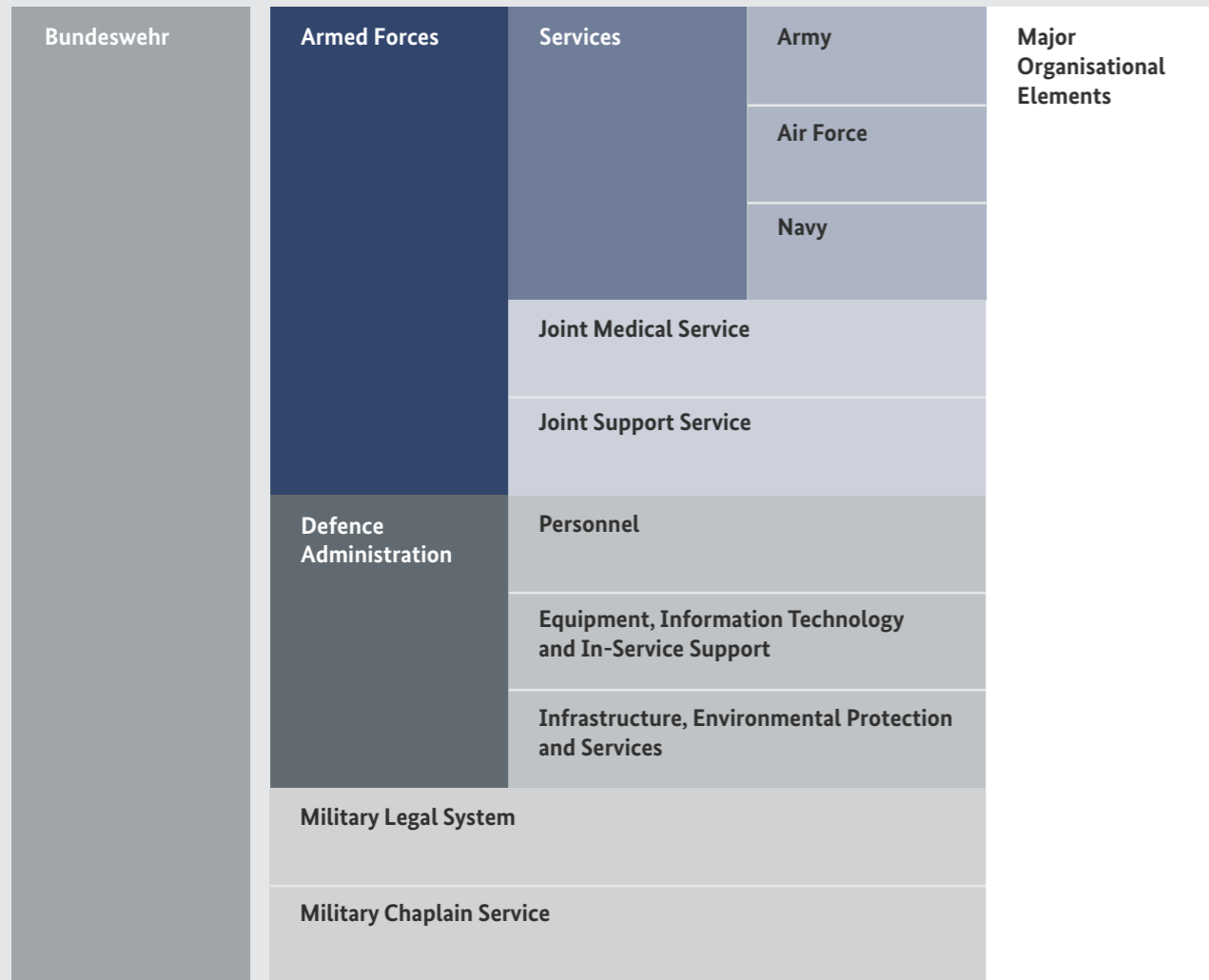
- > The Bundeswehr will ensure Germany's ability to assume responsibility as a framework nation for land-based operations in up to two theatres of operations and one maritime operation. Responsibility as a framework nation will require the provision of services to military contingents of partner nations in terms of reconnaissance, command and control and support, supplemented by a German element from the "effects" category acting as the core of the multinational formation.
- > Up to 10,000 military personnel will be available for simultaneous and sustainable deployment in a flexible composition for operations across the entire task and capability spectrum of the Bundeswehr.
- > There will also be contributions to additional smaller operations of land, air and maritime forces in further theatres of operations, depending on the availability of national capabilities and additional third-party support services.
- > For high-intensity combat as part of territorial and collective defence it will be possible to provide a joint set of forces for a duration of up to one year. Such an operation may entail decisions to discontinue other deployments.
- > Rapid response forces for military evacuation and hostage rescue operations will be kept ready as a standing commitment.
- > NATO Committed Forces, forces for German elements of multinational command structures and for nuclear participation will be kept ready continuously. In addition there will also be forces to provide assistance to other ministries in the surveillance and protection of German airspace and waters as well as in search and rescue operations.
- > German elements at high standby readiness for the NATO Response Force (NRF) and EU Battlegroups will form the core of the German contribution within the

North Atlantic Alliance and the European Union for unexpected new challenges as part of quasi-operational commitments.

- > The forces notified to the United Nations as part of the UN Standby Arrangements System will be provided according to availability and subject to other operational burdens. Sufficient numbers of qualified personnel will be retained as a standing commitment for contributions to observer missions.
- > Further homeland security tasks will be assumed as required using available resources, including the reserve.

The prioritised capability profile of the Bundeswehr is continually being developed so that it can continue to respond to strategic uncertainties of Germany's national security in future. Particular emphasis in this context is placed on multinational capability development, which is becoming an integral part of national planning. This includes coordination of the national capability profile with those of NATO and the EU. Initiatives aimed at increased task-sharing and pooling of capabilities in NATO and the EU are important fields of action in this sense. The future Bundeswehr structures will provide this ability to adapt.

* NATO Committed Forces include German contributions to the NATINAD integrated air defence, including a possible German contribution to NATO territorial missile defence, to NATO's standing maritime task forces, the reconnaissance and surveillance network as well as temporary surveillance operations.



STRUCTURAL REORIENTATION: FOCUS ON OPERATIONS, JOINTNESS AND RESPONSIBILITY

The structural reorientation of the Bundeswehr affects all major organisational elements and the Federal Ministry of Defence (FMoD). The structures of the major military and civilian organisational elements are geared towards the Bundeswehr's capability profile. The pooling of capabilities and responsibilities and a clear definition of who is responsible for what, while further developing a Bundeswehr-wide command and organisational structure, are the key principles for the restructuring of all major organisational elements, including the FMoD, as stipulated by Defence Minister Dr Thomas de Maizière.

This leads to a new type of cooperation and interdependence which, in addition to a strict focus on operations, is the prerequisite for the creation of more effective and more efficient structures within the Bundeswehr. In future, the Bundeswehr's tasks will be accomplished within the new structures with the new procedures in a Bundeswehr-wide approach. Once decisions on the structures were made, planners determined when and in what order the Armed Forces and the Defence Administration were to adopt their target structures.

The structural reorientation started with the Ministry of Defence on 1 April 2012. In the autumn of 2012, the new military command authorities and higher federal authorities were set up, followed by the restructuring and set-up of further Bundeswehr authorities.

The Federal Ministry of Defence

4.1



The Federal Ministry of Defence (FMoD) supports the Federal Minister of Defence in his capacity as a member of the Federal Government and head of the ministry in charge of the Bundeswehr.

The FMoD is the central command and control instrument of the Federal Minister of Defence in his capacity as Commander-in-Chief of the Armed Forces and Chief of the Defence Administration.



The FMoD has two official seats: the first one in Bonn (photo, top) and the second one in Berlin (photo, bottom).

The objective of the reorientation of the FMoD and its organisational structure is to optimise the performance of ministerial tasks as a whole, increase the focus on ministerial and strategic core tasks and, to the extent possible, delegate operational matters to subordinate Bundeswehr agencies.

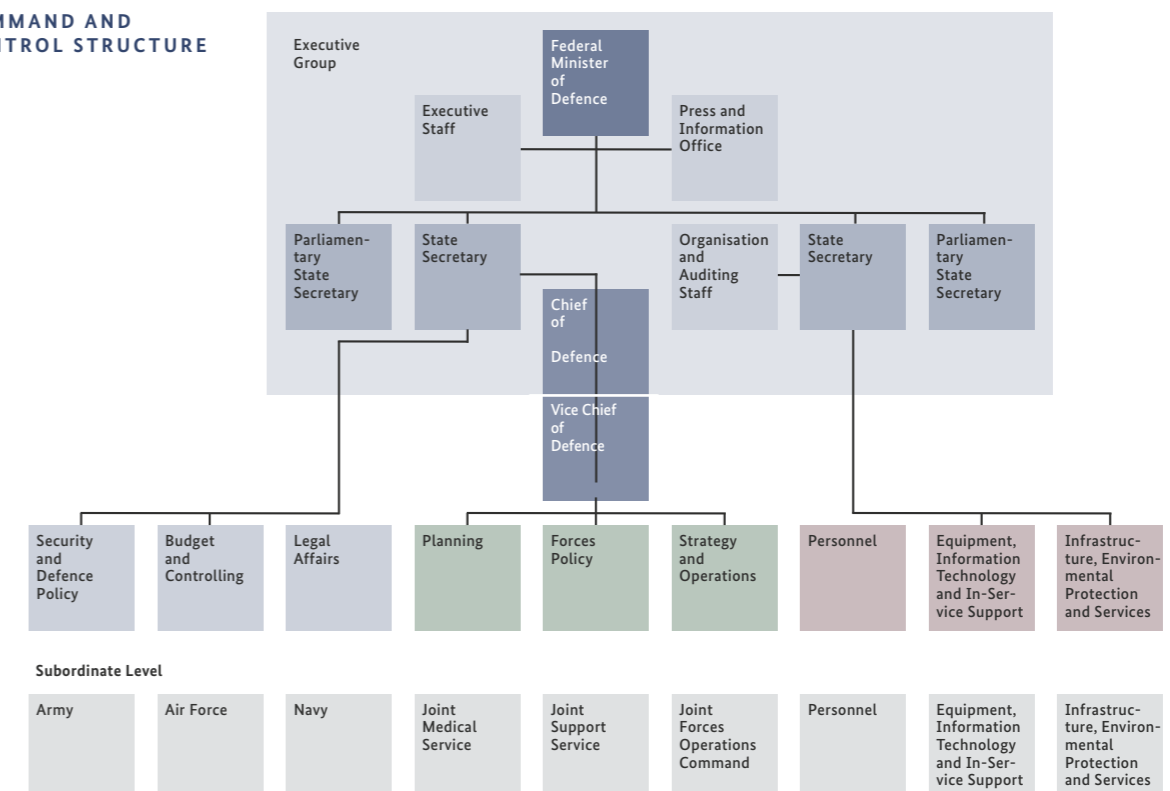
The leadership philosophy and the command and control structures, the principles for the top-level structure, chain of command and command and control organisation at the FMoD and in the Bundeswehr have been redefined in the Dresden Directive issued by the Federal Minister of Defence on 21 March 2012 (see Annex). This directive is in the tradition of the Blankenese Directive of 21 March 1970 and the Berlin Directive of 21 January 2005. It describes how the guiding principles of the reorientation, such as joint task performance, the pooling of responsibility, the reduction of interfaces, and the merging of responsibility, should be applied throughout the Bundeswehr as a whole.

Organisation of the FMoD

The future structure of the FMoD reflects this fundamental reorientation as follows:

- > As in the past, the Minister will be assisted by two Parliamentary State Secretaries and two Permanent State Secretaries.
- > The Chief of Defence will become the superior with command authority over all the military personnel in the Armed Forces reporting to him and, as the military advisor to the Federal Government and the senior military representative of the Bundeswehr, he will be part of the Executive Group of the FMoD.
- > The FMoD will have a total of 2,000 posts, organised in nine directorates-general.
- > The service chiefs of staff will exercise command and control of their respective major military organisational elements as part of the subordinate level.
- > Functional and organisational competence will, wherever feasible, be merged at all levels.

COMMAND AND CONTROL STRUCTURE



The FMoD Executive Group

In the preparation of its decisions the FMoD Executive Group is supported by the Executive Staff, the Press and Information Office and the Organisation and Auditing Staff.

The Executive Staff is responsible to the Federal Minister of Defence for the appropriate consolidation of information, the purposeful involvement of all relevant agencies and the coordination of his immediate support.

The Press and Information Office informs the media and the public on the Bundeswehr and on the security and defence policy of the Federal Republic of Germany.

Command and control instrument of the Chief of Defence: the Bundeswehr Joint Forces Operations Command



The Organisation and Auditing Staff supports the implementation of the reorientation and coordinates the organisation of the Ministry and the Bundeswehr. The Auditing Branch acts as an independent audit and control instrument of the Executive Group.

The command and control instrument of the Chief of Defence is the Bundeswehr Joint Forces Operations Command.

The FMoD directorates-general

The Directorate-General for Security and Defence Policy shapes and coordinates the security, defence and armaments policy in the area of responsibility of the FMoD.

Additionally, it is the central control tool for the maintenance and shaping of bilateral relations and, among other things, is responsible for the general political orientation of Germany's representation of interests in international organisations, the relationship between the Bundeswehr and society as well as the participation of the Bundeswehr in operations and missions.

The Directorate-General for Budget and Controlling generates the documents for financial planning. It prepares the part of the budget relevant to the Federal Ministry of Defence and implements it after its adoption. Furthermore, it is involved in any budget-related matters. It is responsible for designing both centralised and decentralised controlling and assists the FMoD Executive Group in strategic management, particularly regarding the validation, complementation, adaptation and updating of the strategic objectives system.

The Directorate-General for Legal Affairs is the central authority for all legal matters related to security and defence policy as well as Bundeswehr operations. This Directorate-General addresses all matters that are of legal relevance to the political executive of the FMoD and the Chief of Defence.

The Directorate-General for Planning bears responsibility for the overall planning of the Chief of Defence. This includes the preparation of the conceptual guidelines for the future development of the Bundeswehr, for capability management, and for translating the relevant concepts into plans.

The Directorate-General for Forces Policy supports the Chief of Defence in his capacity as the immediate superior of the Armed Forces, particularly in order to establish and maintain the Armed Forces' operational readiness.

The Directorate-General for Strategy and Operations is responsible to the FMoD Executive Group particularly for the preparation, planning and management of operations. Furthermore, this Directorate-General supports the Chief of Defence within the scope of his responsibility for shaping military policy, as well as in his capacity as the senior military representative of the Bundeswehr in international bodies.

This Directorate-General is also in charge of the technical supervision and management of the Bundeswehr's military intelligence affairs.

The Bundeswehr Joint Forces Operations Command as a subordinate agency is placed under the direct control of the Chief of Defence in order to support him in his responsibility for Bundeswehr operations. This Command is responsible for national tasks of operational-level planning, conduct and analysis of operations.

The Directorate-General for Personnel is the central authority for the personnel process including all fields of action related to personnel management. These include, among other things, recruitment, personnel planning, personnel development, pay matters, welfare matters as well as initial, advanced and follow-on training.

The Directorate-General for Equipment, Information Technology and In-Service Support is in charge of planning, managing and supervising armaments processes at the national and international levels. Furthermore, this Directorate-General assumes single-manager responsibility for the operational viability of all defence materiel. It is headed by the National Armaments Director. This Directorate-General has overall responsibility for the procurement and in-service support process and the IT strategy.

The Directorate-General for Infrastructure, Environmental Protection and Services establishes the conceptual basis for occupational safety and health, environmental protection and facility management. This Directorate-General pools ministerial control over all infrastructure tasks (construction and operation of facilities) and all services related to facilities in Germany, in theatre and abroad.

The FMoD has two official seats: one in Bonn and one in Berlin. In compliance with stipulations of the Bonn-Berlin Act, it was decided to distribute the organisational elements over two official seats on the basis of the criteria of effective cooperation, proximity to the Executive Group and participation in the parliamentary and interministerial processes.



The Bundeswehr Joint Forces Operations Command

4.2

Since 1 April 2012, the Bundeswehr Joint Forces Operations Command has been directly subordinate to the Chief of Defence. It plans and controls all Bundeswehr operations – whether on land, in the air or at sea – in keeping with the principle of “unified command”.

The Bundeswehr is a force with an emphasis on operations. By taking part in missions abroad, it makes an essential contribution to worldwide security and stability. More than 340,000 German servicemen and women so far have served this effort – highly recognised by the international community – in a wide variety of operations in Afghanistan, in the Balkans, off the coasts of Lebanon and Somalia, in the Mediterranean Sea and on the African continent.

The Chief of Defence is responsible for the planning, preparation, execution and assessment of Bundeswehr operations at the strategic level. The Bundeswehr Joint Forces Operations Command is responsible for the planning, execution and assessment of all operations at the operational level and in this respect it is directly subordinate to the Chief of Defence. By issuing orders and directives to the German

servicemen and women deployed around the world, it translates the political and strategic specifications into military action. This responsibility for personnel and materiel is closely linked to the needs and concerns of the troops on operations, which are at the focus of all action.

Already during the planning of operations the required personnel and materiel are identified and carefully matched together. In cooperation with all major organisational elements of the Bundeswehr the Bundeswehr Joint Forces Operations Command ensures personnel readiness on operations and takes care of the provision of all goods and services required to accomplish the mission. This also involves the responsibility for theatre force protection.

Pre-deployment training of operational contingents remains the responsibility of the Bundeswehr's services and major organisational elements in order to ensure that the required forces are available to the Bundeswehr Joint Forces Operations Command in an operational readiness status at a specified point in time. Furthermore, it ensures that all Bundeswehr operations are carried out within the framework of international mandates, resolutions of the Federal Government and the German Bundestag and in compliance with the German legal system.

The Operations Control Groups, which are concentrated in the Operations Coordination Division, represent the “operational motor” of the Bundeswehr Joint Forces Operations Command. Here, the task areas “operational planning”, “operational command and control” and “operations analysis” are pooled for each theatre in order to expedite decision-making processes. They are complemented by representatives of all other divisions. Experts of the Army, Air Force, Navy, Joint Support Service, Joint Medical Service and Defence Administration combine specific information and mission-relevant developments in a synergetic fashion.

Furthermore, the multinational character of operations is taken into account by the Liaison Organisation with representatives from NATO and EU states, which is based at the Command. In order to strengthen the interministerial approach to crisis and conflict management, representatives of the Federal Foreign Office, the Federal Ministry of the Interior and, temporarily, the Ministry for Economic Cooperation and Development are represented with liaison elements at the Command.

The structure of the Bundeswehr Joint Forces Operations Command has in general proven to be adequate and efficient over the past years. In the course of reorientation, however, new elements have also been integrated.

> Cultural advisers counselling the members of the Bundeswehr Joint Forces Operations Command and the military personnel in the theatre on social, cultural, ethnic, religious and historic aspects and conditions in

the country of deployment that are relevant to crisis prevention, the evaluation of the security situation and the planning and implementation of operations on site.

- > The Special Forces Operations Command, which was already based at the garrison, was placed under the direct control of the Commander, Bundeswehr Joint Forces Operations Command as the Special Operations Division.
- > The newly created Counter-Improvised Explosive Devices (Counter-IED) Centre develops concepts and measures to improve the ability to deal with the threat booby traps pose to military personnel deployed on operations.

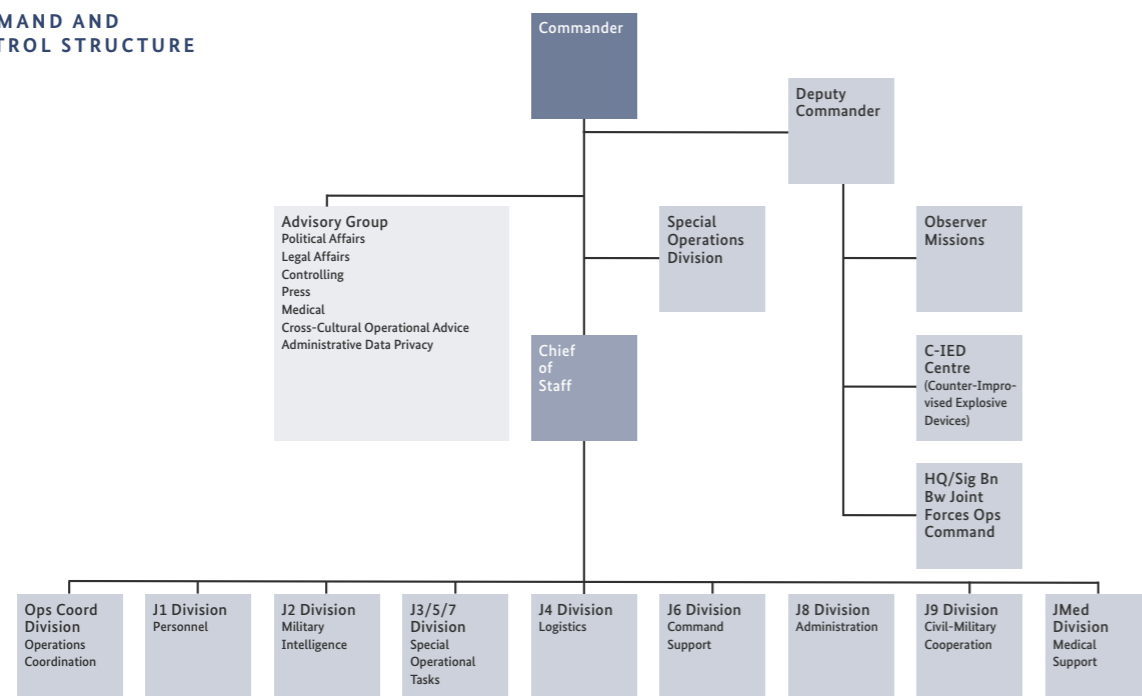
At its location in Schwielowsee near Potsdam, the Bundeswehr Joint Forces Operations Command also has its own support unit, the Headquarters and Signals Battalion.

By adapting this target structure early during the reorientation of the Bundeswehr, unified command of operations abroad is ensured at any time.

The reorientation of the Bundeswehr Joint Forces Operations Command

- > **The Bundeswehr Joint Forces Operations Command is responsible for the planning, execution and assessment of all operations at the operational level and in this respect it is directly subordinate to the Chief of Defence.**
- > **The conduct of special forces operations in the theatres will in future be ensured by the Special Operations Division, which has been newly integrated into the Bundeswehr Joint Forces Operations Command.**
- > **The new organic Counter-IED Centre is responsible for the assessment, analysis and evaluation of the threat posed by IEDs in all theatres.**
- > **In the new structure, the personnel strength of the Bundeswehr Joint Forces Operations Command comprises some 840 servicemen and women as well as civilian staff.**

COMMAND AND CONTROL STRUCTURE





The Army

4.3

The Army provides forces for joint and multinational land operations. This requires the Army to cover a broad spectrum of tasks for current and likely future operations. They range from high-intensity operations through the capability to conduct military initial-entry, evacuation operations and hostage rescue operations abroad to extended stabilisation operations at all levels of intensity.

The Army's task spectrum includes participation in international conflict prevention and crisis management operations, within the scope of initial-entry operations as well as in territorial and collective defence. At the same time, the Army must be available for short-notice (humanitarian relief) operations. Current stabilisation operations, in particular, have become longer and more intense. They require a reprioritisation of capabilities.

The future Army must:

- > Be composed of both light and heavy forces.
- > Be rapid and responsive.
- > Be able to produce long-term and sustainable effects.
- > Be powerful and robust across the entire spectrum of operations.
- > Be able to escalate and de-escalate situations and
- > Be able to operate in a considerate and precise manner and communicate with the population in the theatre of operations.

BRANCHES OF THE ARMY



Objectives and shaping principles

Success on operations will continue to be the guiding principle for the reorientation of the Army. Graduated sustainability, robustness at any intensity level and the capability to quickly respond to developing crises and changing operational requirements are the shaping principles for the reorientation of the Army. Modernity and attractiveness are key in this context. This requires sufficient numbers of high-quality forces with the appropriate equipment. However, it also requires a reasonable time span between deployments to allow for regeneration and training as well as specific pre-deployment training. The Army's operational readiness is measured against its combat capability across the entire task and intensity spectrum.

Strengthening the basis

In addition to cohesion and modularity, the strengthening of the basic structures for the benefit of deployed forces is another focus of the reorientation of the Army. The Army of the future will have more combat forces and a tailor-made structure of supporting units. In a balanced approach, infantry capabilities will be strengthened without abandoning mechanised capabilities.

For specific operational tasks such as the assignment of mentors and instructors in support of foreign armed forces (OMLT: Operational Mentoring and Liaison Team) and staff for multinational headquarters, the Army, in its basic structure, will already have the appropriate resources. This will increase the Army's sustainability and is a logical consequence of operational requirements.

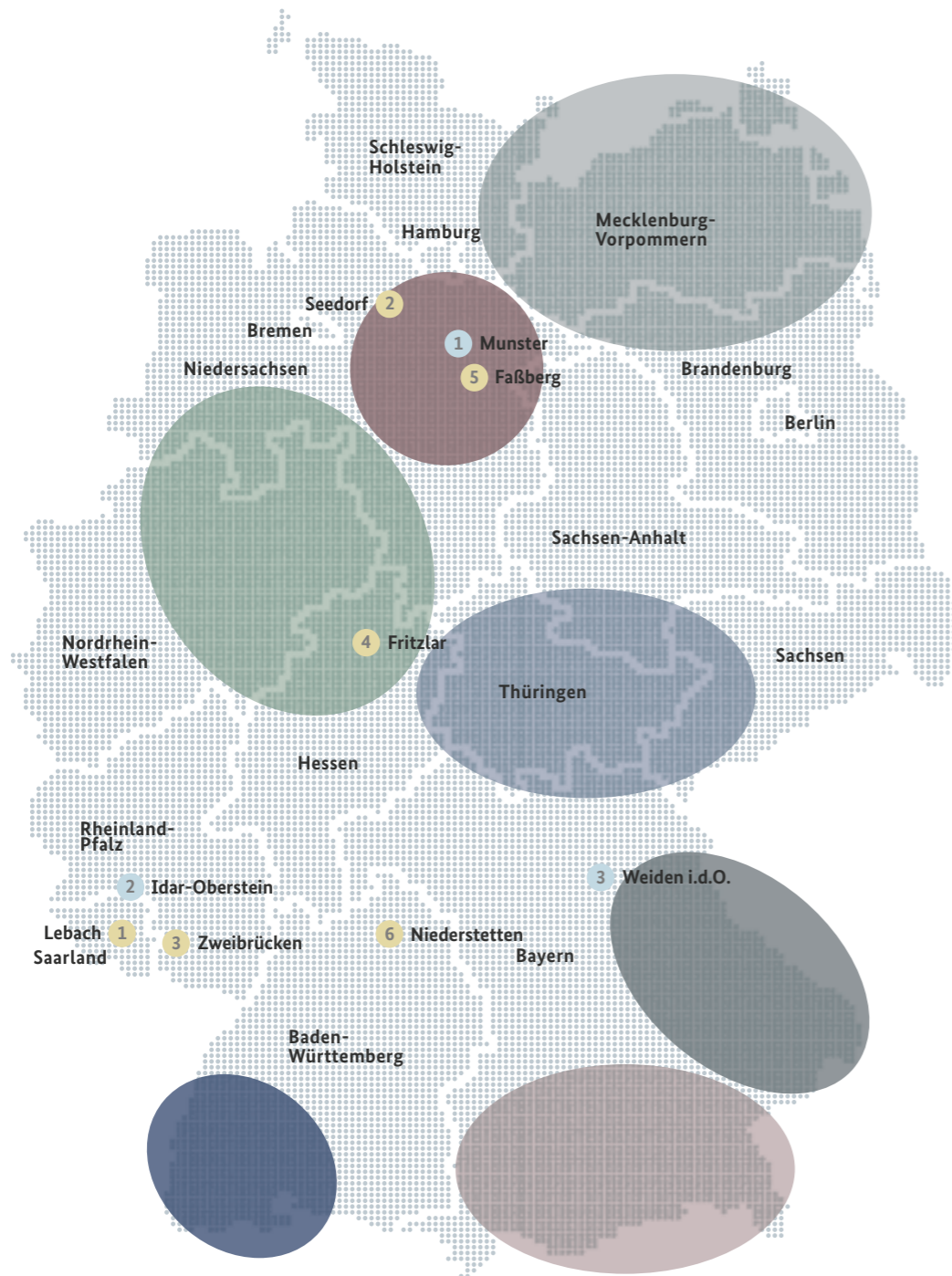
The new "Operations-Focused Army Equipment Planning" concept is another important step towards the reorientation of the Army. Under the given budgetary constraints, this concept makes it possible to substantially modernise the capability profile of the Army towards improving its operational readiness. This new approach abandons the principle of fully equipping all troops and becomes viable by introducing a dynamic availability management, while reducing stocks of major equipment to approximately 70 to 80 per cent. As a result, the full range of equipment will be available for operations abroad, pre-deployment training, national crisis prevention and basic and follow-on training of military leaders, despite a reduction in overall stocks. This will be compensated by reducing the number of main weapons systems available for unit-level training to a minimum.

Extended terms of enlistment, in particular for private ranks, will help to retain the experience, knowledge and skills gained by military personnel. This applies above all to the level of professionalism acquired on deployments. Furthermore, this will lead to reduced regeneration and training requirements and strengthens cohesion through increased continuity. It will also strengthen the unit commander's leadership competence. A modified assignment pattern will allow for longer tours of duty over a number of assignments at company level. Under this system, prospective unit commanders will gain greater leadership experience, which better reflects the great importance of the company level on operations.

Cohesion – operating as part of a system

Only when operating as part of a system can the Army reach maximum operational effectiveness. Cohesion, the interaction of forces, is the prerequisite for success on operations and, with a view to the heterogenic nature of operational land forces in particular, is being given ample consideration in the design of the basic structures. The soldiers in the units know each other and stand side by side during training and exercises prior to deploying together. Close proximity of the brigades as well as integrated operations-focused training and exercises are the prerequisite for this.

STATIONING AREAS OF THE BRIGADES



- **9 Armour Demonstration Brigade**
- 91 Light Infantry Battalion
- 92 Armoured Infantry Demonstration Battalion
- 33 Armoured Infantry Battalion
- 93 Armour Demonstration Battalion
- 3 Reconnaissance Demonstration Battalion
- 130 Armoured Engineer Battalion
- 141 Logistic Support Battalion
- 414 Tank Battalion (na)

- **21 Armoured Brigade**
- 1 Light Infantry Battalion
- 212 Armoured Infantry Battalion
- 203 Tank Battalion
- 7 Reconnaissance Battalion
- 1 Armoured Engineer Battalion
- 7 Logistic Support Battalion
- 921 Light Infantry Battalion (na)

- **41 Armoured Infantry**
- 413 Light Infantry Battalion
- 401 Armoured Infantry Battalion
- 411 Armoured Infantry Battalion
- 6 Reconnaissance Battalion
- 803 Armoured Engineer Battalion
- 142 Logistic Support Battalion
- 908 Armoured Infantry Battalion (na)

- **23 Mountain Infantry Brigade**
- 231 Mountain Infantry Battalion
- 232 Mountain Infantry Battalion
- 233 Mountain Infantry Battalion
- 230 Mountain Reconnaissance Battalion
- 8 Mountain Engineer Battalion
- 8 Mountain Logistic Support Battalion

- **12 Armoured Brigade**
- 112 Armoured Infantry Battalion
- 122 Armoured Infantry Battalion
- 104 Tank Battalion
- 8 Reconnaissance Battalion
- 4 Armoured Engineer Battalion
- 4 Logistic Support Battalion
- 8 Mountain Tank Battalion (na)

- **37 Armoured Infantry Brigade**
- 371 Armoured Infantry Battalion
- 391 Armoured Infantry Battalion
- 393 Tank Battalion
- 13 Reconnaissance Battalion
- 701 Armoured Engineer Battalion
- 131 Logistic Support Battalion
- 909 Armoured Infantry Battalion (na)

- **French-German Brigade**
- 291 Light Infantry Battalion
- 292 Light Infantry Battalion
- 295 Artillery Battalion
- Logistic Support Battalion, French-German Brigade

- **1** 1 Airborne Brigade
- **2** 31 Paratroop Regiment
- **3** 26 Paratroop Regiment
- **4** 36 Attack Helicopter Regiment
- **5** 10 Transport Helicopter Regiment
- **6** 30 Transport Helicopter Regiment

- **1** 325 Artillery Demonstration Battalion
- **2** 345 Artillery Demonstration Battalion
- **3** 131 Artillery Battalion

Modularity and flexibility for a broad task spectrum

The brigade, as the mainstay of operations abroad, will play a key role for the integration of all capabilities into an effective overall system. With its full range of combat troops and its reconnaissance, engineer and logistic support elements, the brigade will ensure successful mission accomplishment across the entire task and intensity spectrum. According to the principle of composite land force operations, deployment forces of the Army, which have been tailored to a specific situation, and assets from other major organisational elements will be combined and trained as needed. This requires a greater degree of modularity of the Army. It is only this modularity which will provide the flexibility needed for a broad task spectrum and a wide range of operational requirements.

Mainstay of land-based operations

In future, the Army will be composed of around 55,400 career and temporary-career soldiers, up to 6,000 military service volunteers and 1,740 civilian employees.

With this personnel strength, the Army will be able, given notice, to provide a division-sized formation including two combat-effective mechanised brigades and division troops for territorial defence as part of collective defence. This division will be able to additionally integrate multinational brigades and headquarters elements.

In the context of international conflict prevention and crisis management, the Army will be in a position to make a sustainable contribution of up to 4,000 military personnel to joint and combined stabilisation operations, consisting of, for example:

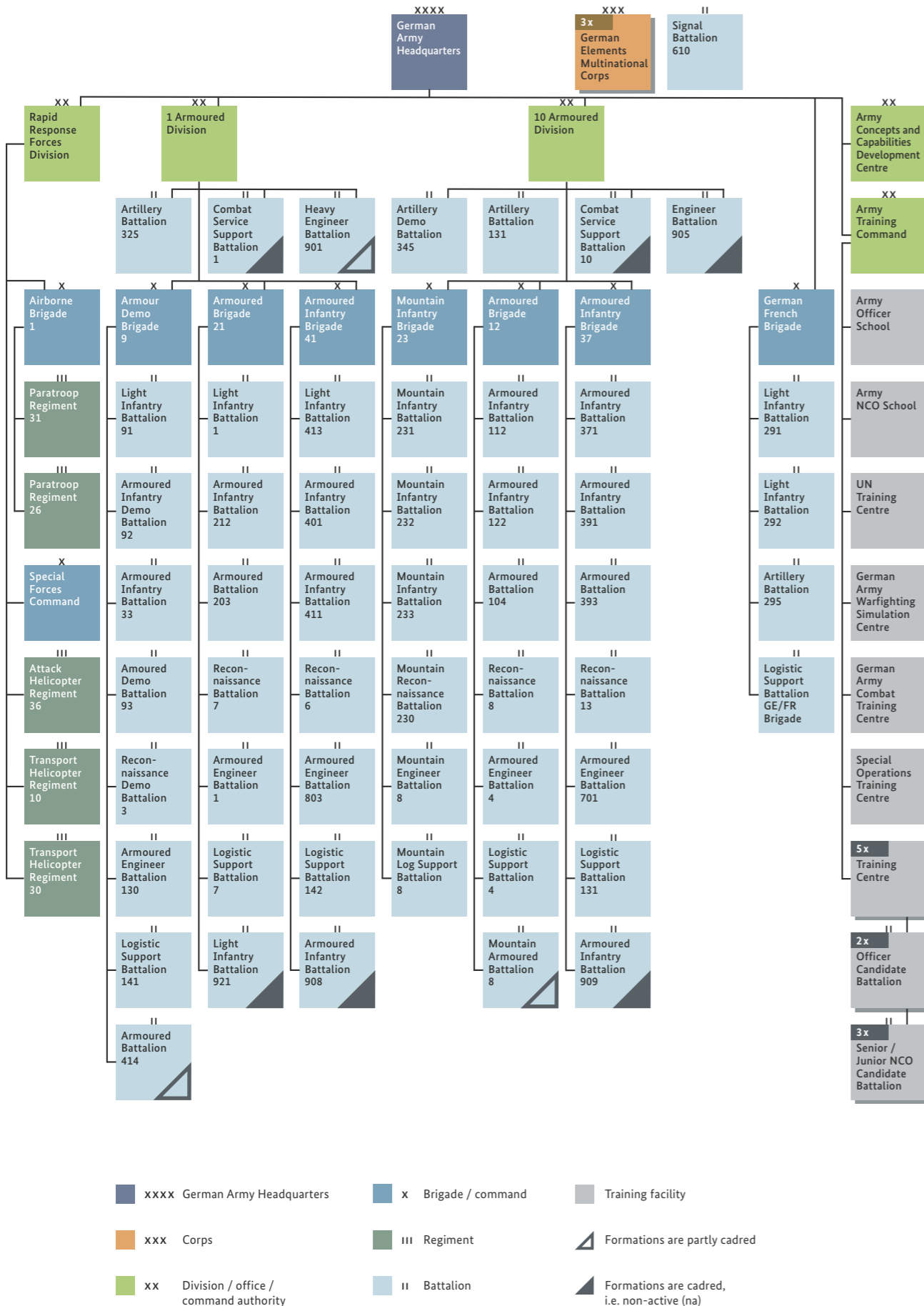
- > Two task forces for up to two theatres of operations.
- > The nucleus of a multinational command and control element.
- > The Army component of a mixed helicopter task force and
- > Contributions in support of foreign armed forces (e.g. by assigning mentors and instructors) as well as the provision of personnel for multinational headquarters.

Additionally, an Army component of up to 1,000 military personnel will be available for rescue, evacuation and hostage rescue operations abroad. It is furthermore intended to continue to contribute to the NATO Response Force and the EU Battlegroups, which can then be employed within the scope of an initial-entry operation.

In addition, the Army will continue to make a substantial contribution to homeland security and, by way of subsidiary assistance, to humanitarian operations and disaster relief.

4.3 THE ARMY

COMMAND AND CONTROL STRUCTURE



The German Army Headquarters based in Strausberg is the new Headquarters of the Chief of Staff, Army, and the single higher command authority in the major military organisational element "Army". It is the planning, command, management and control instrument of the Chief of Staff, Army, both towards the immediately subordinate commands in the force structure and the Army agencies performing specialist tasks.

The German Army Headquarters is the point of contact in Army matters for the Federal Ministry for Defence.

In the ARMY2011 structure and under the new German Army Headquarters, the Army has at its disposal the Rapid Response Forces Division as well as two mechanised divisions. Forces are thus available to cover the entire spectrum of current and future operations. Further essential structural elements are

the German element of the French-German Brigade as well as the German elements in multinational corps and headquarters. The basic military organisation of the Army comprises the new Army Concepts and Capabilities Development Centre and the Training Command with the subordinate Army training facilities.

The Army Concepts and Capabilities Development Centre in Cologne ensures implementation tasks within the scope of further development of concepts, training, organisation, and materiel planning of the Army. In coordination with technically competent Bundeswehr and joint agencies and based on requirements of the German Army Headquarters it centrally develops the fundamentals of all capabilities required in the German Army in future. It further develops those fundamentals and merges them into a modern and Army system tailored to future needs.



STATIONING



- | | | | |
|---|----------------------------------|--|--|
| 1 German Army Headquarters | 8 Special Forces Command | 15 French-German Brigade | Multinational corps |
| 2 Rapid Response Forces Division | 9 9 Armour Demonstration Brigade | 16 Army Officer School | 22 1 German / Netherlands Corps |
| 3 1 Armoured Division | 10 21 Armoured Brigade | 17 Army Non-Commissioned Officer School | Eurocorps
Strasbourg / France |
| 4 10 Armoured Division | 11 41 Armoured Infantry Brigade | 18 Training centre | Multinational Corps
Northeast
Szczecin / Poland |
| 5 Army Concepts and Capabilities Development Centre | 12 23 Mountain Infantry Brigade | 19 German Army Warfighting Simulation Centre | |
| 6 13 Army Training Command | 13 12 Armoured Brigade | 20 German Army Combat Training Centre | |
| 7 1 Airborne Brigade | 14 27 Armoured Infantry Brigade | 21 Special Operations Training Centre | |

All implementation tasks within the scope of training are pooled in the Training Command. Administrative and technical control of the training facilities are merged under one Command. This creates the conditions to successfully bring the capabilities of the Army system to bear on operations across the entire task and intensity spectrum.

The two mechanised divisions in Oldenburg and Veitshöchheim exercise command over their subordinate division troops and over three brigades each and, representing the coordinating level of command for operations abroad, manage training courses and exercises. The subordinate division troops support the brigades and have at their disposal mixed artillery battalions using the Panzerhaubitze 2000 self-propelled howitzer and the MARS rocket firing system, special engineer capabilities (3 Armoured Division only) and complementary capabilities related to protection, security and command and control.

On operations, the division level is the mainstay of multinational cooperation. Both division headquarters can serve as multinational headquarters on operations for which Germany assumes responsibility as the framework nation. Their organisational structure furthermore allows for the assignment of personnel to other multinational headquarters and national force contingents. The division is the national command echelon with the ability to team up with allied partner formations.

The new structure is based on a nucleus of six rotational and sustainable brigades with basically identical organisational structures. They are capable of providing operational forces to cover the entire task spectrum. All brigades have at least two battalions with infantry combat capabilities. Light infantry battalions using the BOXER multirole armoured vehicle (MRV), armoured infantry battalions using the PUMA infantry combat vehicle (ICV) and paratroop and mountain infantry units bolster the Army's infantry capabilities. This enables the Army to successfully fight in any type of operation, intensity and in nearly any terrain and weather condition.










While being an element with infantry capabilities when dismounted, armoured infantry troops are also part of the armoured troops and, together with armoured units, form the mechanised core of the Army. In addition to combat battalions, the brigades furthermore comprise logistic support, engineer and reconnaissance battalions as key elements to any type of operation. As a new feature, the logistic support battalions have maintenance, supply and transport forces as far down as to company level. This organic pooling of logistic capabilities improves the support of the brigade for a broad task spectrum. The engineer battalions have engineer construction equipment and modern capabilities for explosive ordnance disposal. The reconnaissance battalions exercise command over ground reconnaissance forces, airborne reconnaissance assets (drones), radar operators and field intelligence forces.

The Rapid Response Forces Division based in Stadallendorf provides the Army with rapid response and airmobility capabilities. For this purpose, the Special Forces Command and the Army's helicopter formations, which will be using TIGER support helicopters and NH 90 utility helicopters in the future, and a redesigned airborne brigade including two paratroop regiments are placed under the Division's command. The Rapid Response Forces Division provides training for, plan and conduct airmobile operations as well as special and specialised operations, in particular military evacuation operations, from a single source.

Through multinational cooperation and integration, the Army will continue to make an essential contribution to the further development of military capabilities in Europe and within NATO. The assignment of personnel to the multinational corps as an essential factor for Germany's international stature is adjusted with the proper sense of proportion. The contribution to the French-German Brigade remains unchanged.

4.3 THE ARMY

MAJOR EQUIPMENT

	Quantity
 LEOPARD 2 main battle tank	225
 PUMA infantry fighting vehicle	342
 BOXER multirole armoured vehicle	190
 FUCHS armoured transport vehicle	728
 FENNEK reconnaissance vehicle	212
 Panzerhaubitze 2000 self-propelled howitzer	89
 MARS rocket firing system	38
 NH-90 utility helicopter	80
 TIGER support helicopter	40



Reservists remain vital to the Army's successful mission accomplishment. The main focus will continue to be on the augmentation of the force structure with personnel. Newly established non-active battalion-size and company-size formations and units create additional opportunities to call up reservists. The men and women of the Army Reserve make an important contribution both to operations abroad and to homeland security.

The reorientation of the Army

- > The future Army will feature a broad and well-balanced range of capabilities, projecting robustness across the entire task and intensity spectrum at graduated levels of sustainability.
- > The ability to respond swiftly to emerging crises in the context of territorial and collective defence and changing operational requirements of international conflict prevention and crisis management will be balanced with the need to allow sufficient time between deployments abroad in order to ensure professionalism.
- > The brigade as the nucleus of the Army will be considerably strengthened: Close proximity of the brigades as well as operations-focused training and exercise networks will further support the cohesion of forces.
- > Modularity will ensure flexibility for a broad task spectrum. The Army will become more modern and more attractive.





The Air Force

4.4

As a major military organisational element, the Air Force follows the overarching objective of the reorientation of the Bundeswehr: increasing its operational readiness.

This objective is the decisive guiding principle for the detailed planning of the future Air Force. The principal guidelines are readiness for the future, sustainability and efficiency.

Readiness for the future above all means to be able to adapt and learn. The Air Force's readiness for the future relies on flexible structures and distribution of tasks, modern, efficient and versatile aircraft as well as a comprehensive international integration in order to guarantee the ability to operate within a coalition.

Sustainability stands for a management with foresight in the areas of both materiel and personnel. The responsible use of available resources is characterised by an efficient employment and by tailoring regeneration to the requirements.

Efficiency can be achieved by concentrating forces and resources and by creating a lean organisational structure which is optimised for the process.

The operational effectiveness of the Air Force can be measured against the diversity and quality of its contributions to joint operations as well as to the protection of Germany and its population. Current and future Air Force operations

require shifting the capability profile from counter air operations to supporting air operations, surveillance and reconnaissance. While continuing to keep high-intensity air operations in mind, the Air Force will prioritise the more likely case of stabilisation operations. This approach requires a broad, high-quality capability spectrum; capability-specific, differentiated sustainability must be accepted. Concentrating on core capabilities in the third dimension simultaneously supports joint mission-accomplishment.

Operational reality, which is substantially characterised by its asymmetry, also in the field of air assets, brings supporting forms of operation much more to the fore. Air transport, airborne reconnaissance and surveillance as well as close air

support have become indispensable operational elements. The Air Force will strengthen the capability for tactical and strategic aeromedical evacuation (Tac/StratAirMedEvac) as a joint task. For this purpose, CH-53 medium transport helicopters will be pooled within the Air Force. Ground-based air defence will also be concentrated in the Air Force. Air Force specific force protection tasks will still be provided in future.

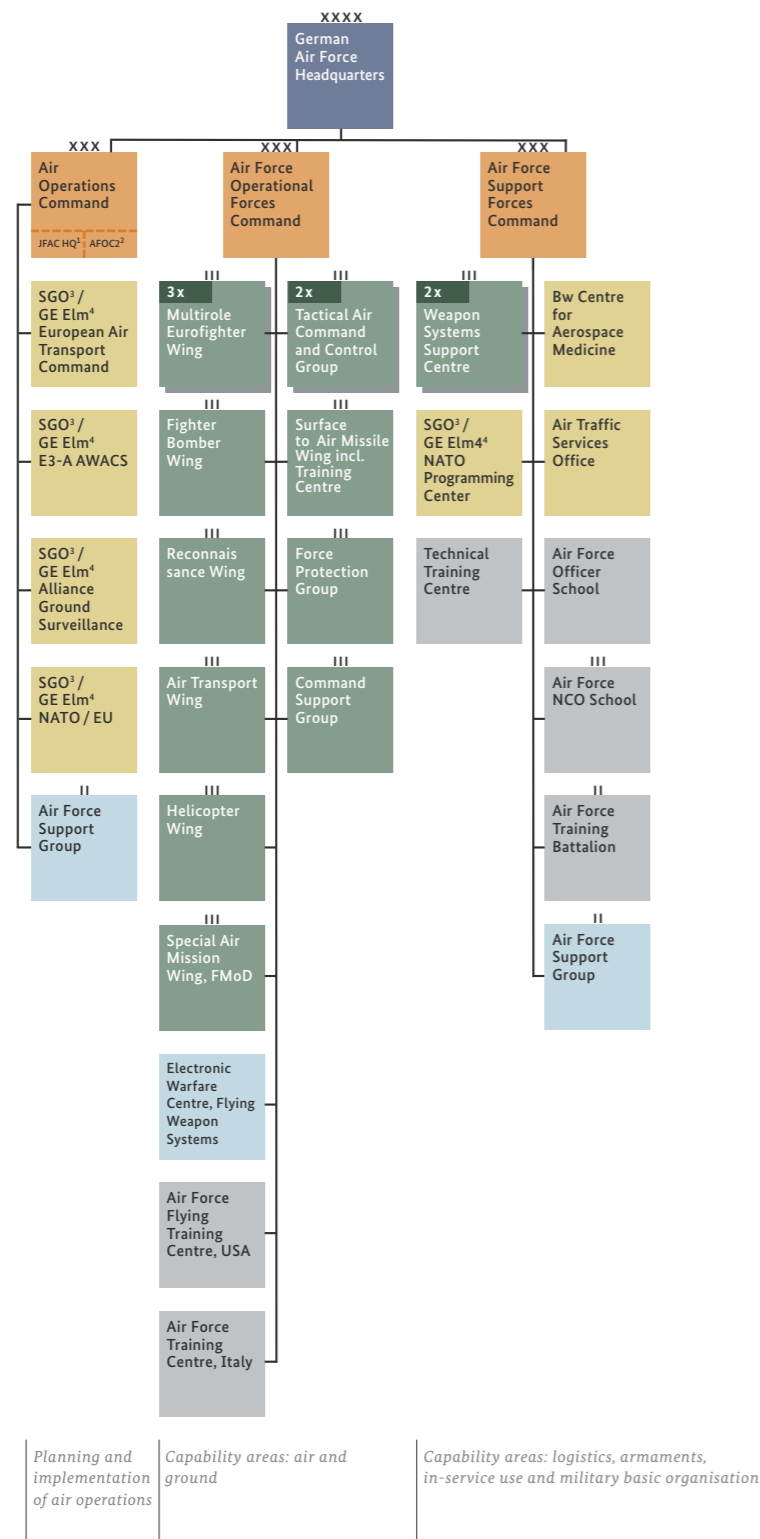


PLANNING GUIDELINES

Orientation towards adversary's air assets	Change	effects-based, networked, inter-ministerial and multiservice
Supporting air operations		Supporting air operations
Offensive Counter Air		High intensity air operations
Surveillance and reconnaissance		Surveillance and reconnaissance

4.4 THE AIR FORCE

COMMAND AND CONTROL STRUCTURE



- XXXX German Air Force Headquarters
 - XXX Command authority
 - III Air wing or equivalent
 - II Battalion or equivalent
 - Training facility
 - Other agency
- ¹ Joint Forces Air Component Headquarters
² Air Force Operations Centre
³ Senior German Officer
⁴ German Element

Orientation towards more likely tasks

The time-honoured provision of capability-based operational modules of the Air Force will be maintained and continuously further developed based on lessons learned during operations of the past years. This will provide a high level of flexibility and efficiency, as contingents can be set up almost independently of the unit structure and tailored to the mission. The flexible provision of actually required forces and therefore the loosening of unit structures constitutes the core of the principle of modularity. This will allow the representation of a sufficiently sustainable broad capability spectrum with a considerably reduced force strength.

In future, the Air Force will be able to provide air forces with a strength of up to two aviation task forces providing the following operational modules: air strike including close air support, airborne air defence, tactical reconnaissance and suppression of enemy air defences (SEAD) as well as unmanned surveillance and reconnaissance in up to two theatres (for a limited duration in the second theatre). In addition there will be up to two surface-to-air missile task forces and mixed air transport units. This will include the ability to provide strategic air transport, air refuelling and tactical and strategic medical evacuation. Furthermore, the Air Force will be able to maintain and sustain an operational airfield in theatre and provide temporary protection with its own Air Force Security Forces.

With an overall number of approximately 22,550 servicemen and women as well as approximately 3,970 civilian personnel, the focus must be on strengthening the units with a view to potential operations.

The detailed planning of the outline structure of the future Air Force took place with the objective of optimising operational structures. Thanks to the pooling of responsibilities and the reduction of hierarchy levels, the command and control organisation will become both leaner and more effective.

Key planning guidelines

- > Increasing the flexibility of structures and task distribution.
- > Concentrating forces and resources.
- > Implementing a lean and effective command and control structure.
- > Strengthening the deployment forces.

The command and control structure derived from these guidelines will follow the principle of unifying task, capability and responsibility by pooling functional expertise (to include further development and training) and administrative responsibility within capability coordination commands. There will be no division level in the new structure.

The future “Air Force focused on operations” will rely on three pillars that are led by capability coordination commands. The focus will be on deployment forces and on mission and operational command and control.

At the first echelon, the Berlin-based German Air Force Headquarters, headed by the Chief of Staff, Air Force, will be the focal point for the Federal Ministry of Defence, the subordinate agencies, the higher command authorities outside the Air Force and the international community. The Chief of Staff, Air Force will thus be the adviser for all operational aspects regarding air and space as well as for the deployment of air forces. He will plan, steer, control and ensure the Air Force’s “strategic” further development.



4.4 THE AIR FORCE

STATIONING



- 1 German Air Force Headquarters
- 2 Air Operations Command
- 3 Air Force Operational Forces Command and Air Force Support Forces Command
- 4 Multirole Eurofighter
- 5 Fighter Bomber Wing
- 6 Reconnaissance Wing
- 7 Air Transport Wing
- 8 Helicopter Wing
- 9 Special Air Mission Wing, FMoD
- 10 Tactical Air Command and Control Group
- 11 Surface-to-Air Missile Wing
- 12 Air Force Force Protection and Air Force Command Support Group
- 13 Weapon Systems Support Centre
- 14 Air Force Non-Commissioned Officer School

- 15 Air Force Support Group
- 16 Technical Training Centre
- 17 Air Force Officer School
- 18 Air Force Training Battalion
- 19 Electronic Warfare Centre, Flying Weapon Systems
- 20 Bundeswehr Centre for Aerospace Medicine
- 21 Air Traffic Services Office

- Agencies abroad**
-  German Air Force Flying Training Centre, USA
 -  Training Centre, Italy

At the second echelon of the capability coordination commands, the Air Operations Command based in Kalkar / Uedem will pool all operation-related command and control tasks of air forces and thus represent one of the Air Force's key capabilities. This will considerably strengthen both operational readiness and effectiveness.

In future, the Air Force will be able to operate and sustain the nucleus of a Joint Forces Air Component Headquarters on a sustainable basis for six months with a planning and command and control capacity of up to 350 sorties per day. With the related capability to take over responsibility for the deployment of multinational air forces, the Air Force will contribute substantially to Germany's ability to perform its role as a framework nation.

Currently distributed agencies such as the National Air Policing Centre, the Space Situational Awareness Centre as well as other field headquarters in charge of command and control of air forces within the framework of the airspace security standing operational task, practice flight operations, subsidiary interagency assistance as well as command and control of national operations will be pooled in an Air Force Operations Centre. This Centre will be responsible for command and control of air forces at the tactical level.











Together with the subordinate units, the Air Force Operational Forces Command in Cologne will constitute the heart of the Air Force. This is where the administrative and technical control of all units will merge. This way resources, competence and responsibility will be pooled in order to guarantee the ideal preparation and provision of operational forces from a single source.

The tasks related to in-service and supply support responsibility for the maintenance of the operational capability and readiness will be pooled in the Air Force Support Forces Command in Cologne. In addition to common support tasks, pilot tasks assigned to the Air Force (Bundeswehr flight safety, Bundeswehr military flight operations to include political and parliamentary flight operations, aircraft noise, military air traffic control, aerospace medicine/Bundeswehr Aviation Medical Service) will also be carried out there.

Apart from operational commitments in Germany (for instance contributing to NATO Integrated Air Defence and airspace security), the Air Force stationing especially takes into account training possibilities and the strategic deployment capability. Therefore, due to the convenient location of training airspace and access to the sea, the majority of units will be concentrated in North Germany.

4.4 THE AIR FORCE

MAJOR EQUIPMENT

	Quantity		Quantity
 EUROFIGHTER	140	 UAS** - EURO HAWK	5
 TORNADO	85	 UAS** - GLOBAL HAWK	4
 C-160 transport aircraft*	60	 UAS** - SAATEG MALE	16
 A400M transport aircraft	40	 PATRIOT air defence missile system	14
 CH-53 medium transport helicopter	64	 MANTIS air defence system	4

* Successive phasing-out of the C160 while simultaneously phasing-in the A400M. In the target structure, the Air Force will have more than 40 A400M and no C160 aircraft.

** Unmanned Aerial System – systems are currently in the planning phase, EURO HAWK Full Scale Demonstrator was procured and is currently in the test phase.

The reorientation of the Air Force

- > The guiding principles for the Air Force are its focus on operations, fitness for the future, sustainability and efficiency.
- > The emphasis of its capability profile will shift from counter air operations to supporting air operations as well as surveillance, reconnaissance and close air support.
- > The capability to conduct high-intensity air operations will be maintained.
- > The command and control organisation will pool functional expertise and administrative responsibility in capability coordination commands. The division level will be abandoned.





The Navy

4.5

Our prosperity depends to a significant degree on trade across the oceans. For trade to be conducted across the oceans, safe sea routes are required. A strong Navy protects these sea routes. The German Navy thus provides all the capabilities needed to act and exercise command and control within the framework of multinational operations. The required broad but graduated sustainable capability profile will be ensured.

The Germany Navy is consistently geared towards operational requirements. The Navy provides efficient task forces for operations. Sustainable and effective maritime support is provided for joint operations involving the Army, Air Force and Navy.

Navy ships, boats and aircraft can also be deployed to different theatres at the same time to ensure reconnaissance, protection and surveillance of the sea routes through which trade must pass.

Hence, the Navy makes a decisive contribution to Germany's security. The Navy acts both jointly with national forces and within the multinational framework.



Reorientation of the fleet

The fleet is undergoing reorientation. As early as 2013, three combat support ships and six 212A submarines will be available.

By the end of 2015, the Navy will have reduced the diversity and number of mine countermeasures units, which will gradually decrease to ten. By equipping the boats in line with the requirements of the specific mission prior to each deployment, a broad spectrum of mine countermeasures operations will also be covered in the future (mission modularity).

Eleven frigates (four upcoming class F125, three class F 124 and four class F123 frigates) as well as five class K 130 corvettes will be available as surface combatants. In addition, there are plans to procure six class MKS 180 multirole combat ships. They can be optimised for each deployment and thus also help save resources (mission modularity).

Two follow-on units as naval auxiliaries for the oilers "Rhön" and "Spessart" and six supply vessels (Tender 404) will complement the fleet.

A new multirole Navy helicopter will sustainably support the entire fleet with the main emphasis on the frigates.

The intended joint procurement of two joint support ships (JSS) will establish a secure military sealift capability. This capability will lead to a decisive improvement in the use of the sea as the basis for joint Army, Air Force and Naval operations. In a crisis situation, the joint support ships will enable the Bundeswehr to deploy troops at sea outside a country's territorial waters and to exercise seaborne command and control over them. In addition, the joint support ships will provide support for humanitarian relief missions and for conducting evacuation operations.

Land-based forces with highly specialised maritime capabilities continue to be part of the fleet. They will be pooled in a Naval Force Protection Battalion as well as in the Naval Special Forces Command. They are highly relevant for both current and future operations. These forces will be extremely mobile and be deployed both on board of vessels and for the protection of port facilities and berths.

Operations-focused personnel structures

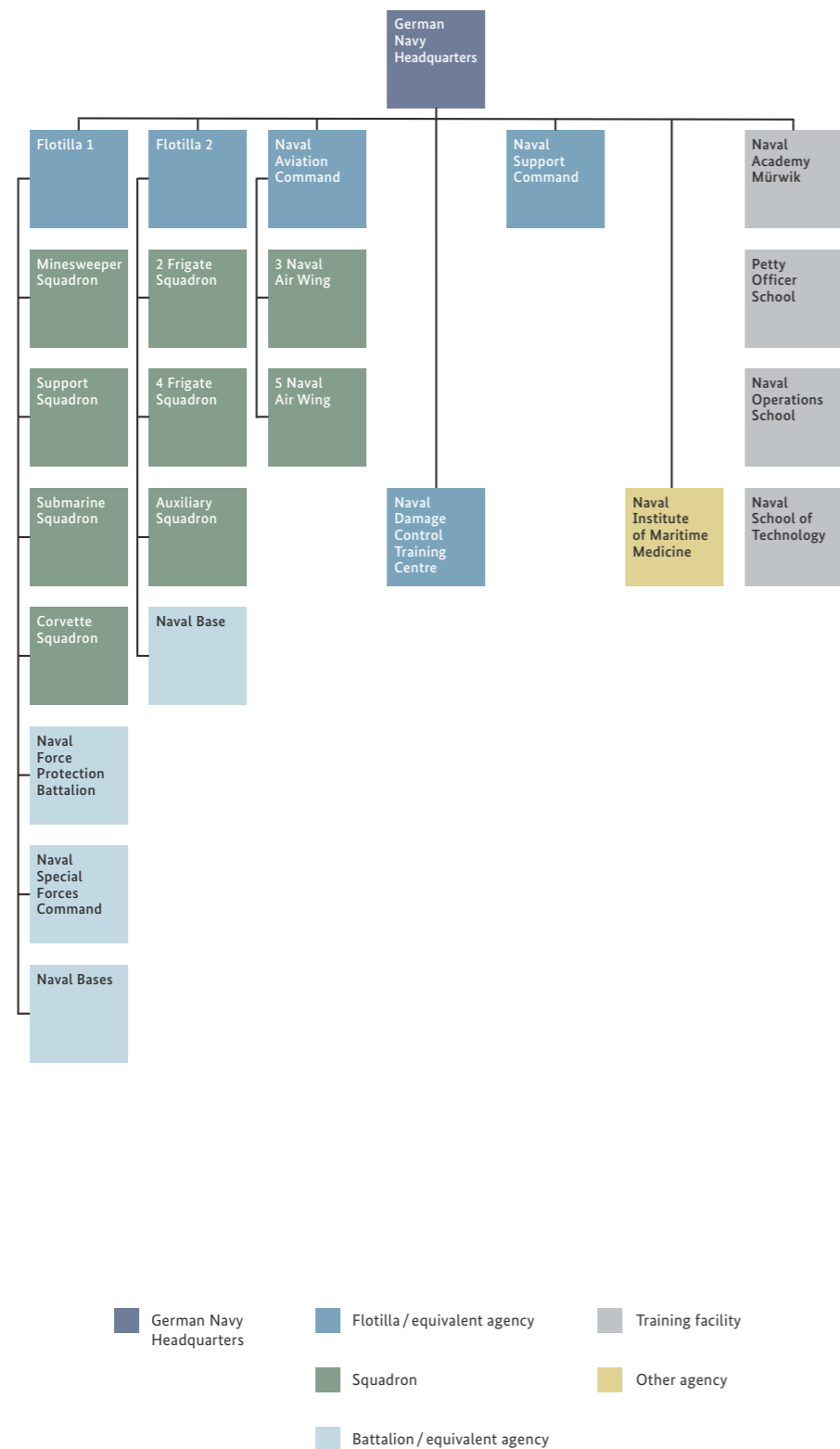
In future, the Navy will comprise a total of 13,050 posts for servicemen and women as well as 1,670 posts for civilian personnel.

With these personnel numbers, the Navy will be able to sustainably provide up to 1,000 servicemen and women for operations. In order to maintain this level, the Navy will introduce multiple crew models.

The four new F 125 frigates, for example, will be deployed with up to eight crews. By regularly exchanging the crew and introducing new, modern technology and automation, these frigates will be able to remain in theatre longer than other vessels. At the same time, this will reduce the currently significant strain experienced by the crew members as a result of being away from home.

4.5 THE NAVY

COMMAND AND CONTROL STRUCTURE



The new Navy structure concentrates maritime expertise. Tasks, competence and responsibilities are pooled in the new German Navy Headquarters in Rostock. The units in the Baltic Coast area have been assigned to Flotilla 1. Flotilla 2 exercises command and control over the units in the North Sea. The naval bases in these regions are assigned to the respective flotillas.

In future, the possibilities for land-based, close-to-base training of the crews will be further developed. This will make it possible to reduce even further the significant strain of being away from home and to increase the attractiveness of the Navy as an employer.



4.5 THE NAVY

STATIONING



- | | | | |
|------------------------------------|---|--|---|
| 1 German Navy Headquarters | 6 Support Squadron | 10 3 Naval Air Wing and 5 Naval Air Wing | 15 Naval Operations School |
| 2 Flotilla 1 | 7 Submarine Squadron | 11 Naval Force Protection Battalion and Naval Special Forces Command | 16 Naval School of Technology |
| 3 Flotilla 2 Naval Support Command | 8 Corvette Squadron | 12 Naval Base | 17 Naval Damage Control Training Centre |
| 4 Naval Aviation Command | 9 2 Frigate Squadron, 4 Frigate Squadron and Auxiliaries Squadron | 13 Naval Academy, Mürwik | 18 Naval Institute of Maritime Medicine |
| 5 Minesweeper Squadron | | 14 Petty Officer School | |

The Germany Navy Headquarters, seat of the Chief of Staff, Navy, is the Navy's central command authority.

Flotilla 1 and its units are based in Kiel, Eckernförde and Warnemünde. A support squadron for the planned joint support ships will be established. Naval Protection Forces and the Naval Specialised Deployment Forces will be reorganised and remain in Eckernförde as a Naval Force Protection Battalion and a Naval Special Forces Command. The individual naval bases of the respective locations in the Baltic Sea area will be assigned to Flotilla 1. Flotilla 2 and its squadrons will remain at the naval base in Wilhelmshaven.










All of the Navy's flying weapon systems are concentrated at the Naval Aviation Command in Nordholz. The maritime patrol aircraft and oil surveillance aircraft are assigned to 3 Naval Air Wing and the shipboard helicopters to 5 Naval Air Wing. The latter will in the future be in control of the naval drones earmarked for the corvettes.

The Navy's school system remains basically the same and include the Naval Academy, Mürwik, the Petty Officer School, the Naval Operations School and the Naval School of Technology at their current locations. The Naval Support Command in Wilhelmshaven is responsible for management of fleet operations and supply.



4.5 THE NAVY

MAJOR EQUIPMENT

	Quantity
 Frigate	11
 Corvette / class 180 multirole combat ship*	5 / 6
 Submarine	6
 Mine countermeasures unit	10
 Maritime patrol aircraft	8
 Helicopter	30
 Naval auxiliary	11
 Fleet service ship	3
 Joint support ship**	2

* planned

** no procurement for the time being

The reorientation of the Navy

- > The German Navy is consistently geared towards operations and provides all the capabilities required to act and exercise command and control within the framework of multinational operations.
- > Tasks, expertise and responsibilities are pooled in the new German Navy Headquarters in Rostock with the division/service office level having been abandoned.
- > The German Navy thus strengthens the flotillas and puts sustainable personnel structures in place to limit the strain experienced by its members as a result of being away from home.





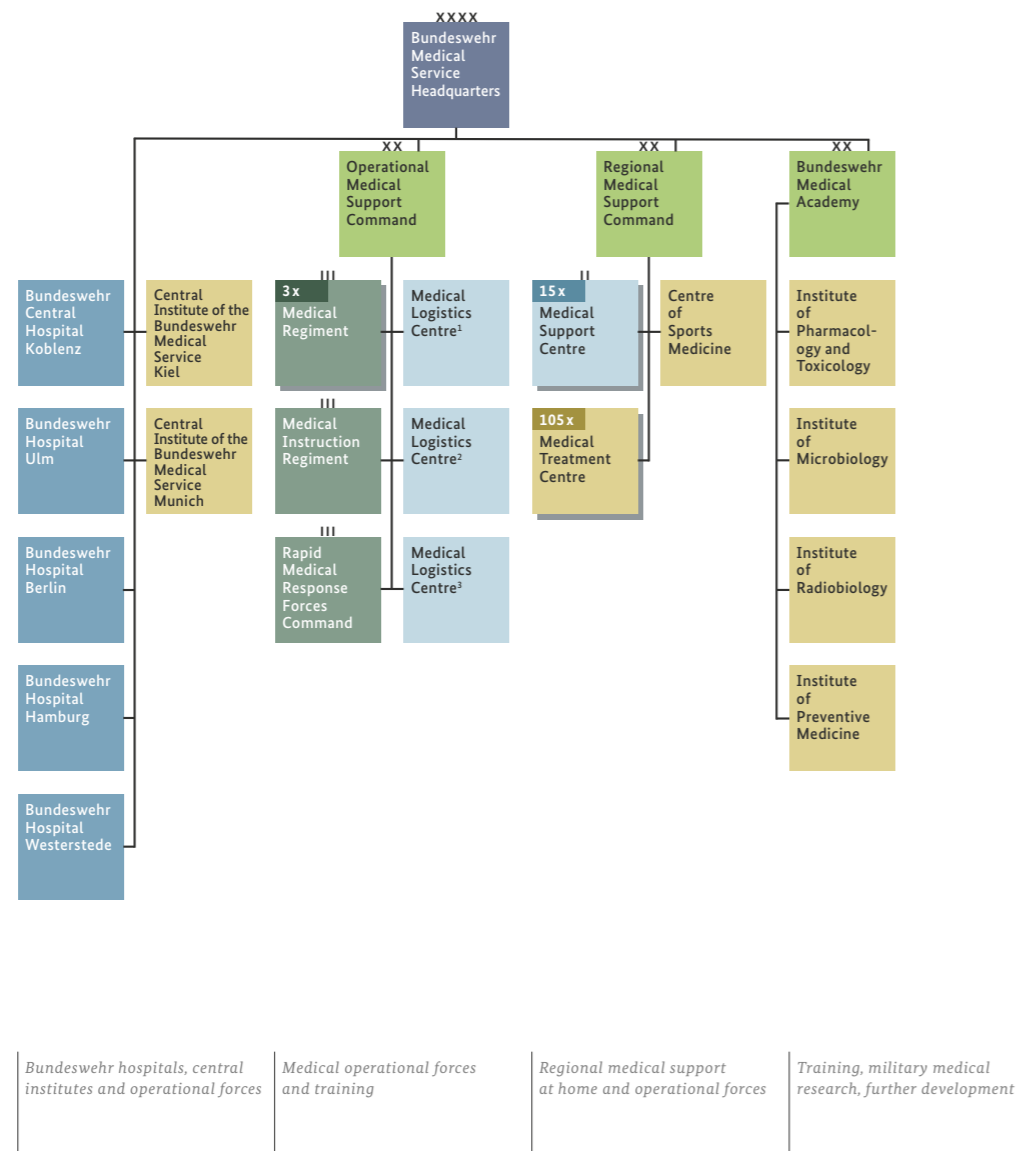
The Bundeswehr Joint Medical Service provides medical care for the armed forces around the world and across the entire task spectrum.

Medical care for wounded, injured, and sick service members on operations is provided with the medical evacuation chain. The quality of medical care effectively corresponds to the technical standards in Germany.

Qualified specialist personnel, advanced and efficient equipment as well as structures geared towards the process of health care ensure the efficiency and future viability of the Bundeswehr Joint Medical Service.

4.6 THE BUNDESWEHR JOINT MEDICAL SERVICE

COMMAND AND CONTROL STRUCTURE



The Bundeswehr Joint Medical Service is guided by the following fundamental principles: orientation on operations, focus on core capabilities, orientation on processes and capabilities, jointness, as well as the central combination of tasks, competencies, and responsibilities.

Health care for the Bundeswehr is ensured by the interaction of all major military and civilian organisational areas under the functional directing authority of the Surgeon General, Bundeswehr.

Modular design and integration of all medical capabilities into a smooth medical care process allow for the flexibility necessary for a wide range of operational requirements.

Medical care for wounded, injured, and sick service members on operations is provided through the “medical evacuation chain”. This evacuation chain ranges from self- and buddy aid (initial medical treatment on site) and treatment in mobile or fixed medical treatment facilities (e.g. field hospitals) in theatre to definitive treatment and rehabilitation in Germany.

Competent specialist personnel and advanced, efficient equipment ensure successful medical care.

The Bundeswehr Joint Medical Service comprises the largest portion of the forces of the Bundeswehr Medical Service. Medical components covering specific individual aspects of the major military organisational elements are established there. They are an integral part of the health care process.

Essentially, this includes:

- > Medical care for special and specialised forces as well as aviation medical service for the flying units of the Rapid Response Forces Division and for the flight training facilities of the Army.

- > Aerospace medicine for the Bundeswehr as well as aviation medical service for the Air Force by the Air Force Medical Service as well as ensuring operational readiness in the field of qualified air evacuation of the wounded and sick.
- > Maritime and diving medicine for the Bundeswehr, shipboard medical service, medical care for special and specialised forces of the Navy with respect to training, exercise, and operational support as well as aviation medical service for the Navy by the Navy Medical Service.

Focal points in health care

- > Safeguard, preserve, improve and restore the service members' health.
- > Operate the “medical evacuation chain” on operations including qualified medical evacuation.
- > Ensure outpatient and inpatient treatment of service members in the homeland in Bundeswehr hospitals and regional medical facilities.
- > Keep the Bundeswehr Medical Service both attractive and modern by means of an operations-focused and future-oriented qualification and research environment.

In order to be able to sustain the implementation of these objectives in a reliable manner, the Bundeswehr Joint Medical Service will have a total of 14,620 military and approximately 2,690 civilian posts.

Capability and process orientation

The essential structural elements of the Bundeswehr Joint Medical Service are:

- > The Surgeon General, Bundeswehr including his staff, the Bundeswehr Medical Service Headquarters.
- > The Operational Medical Support Command.
- > The Regional Medical Support Command and
- > The Bundeswehr Medical Academy.

4.6 THE BUNDESWEHR JOINT MEDICAL SERVICE

STATIONING



- | | | |
|---|--------------------------------|---|
| 1 Bundeswehr Medical Service Headquarters | 5 Bundeswehr Central Hospital | 9 Rapid Medical Response Forces Command |
| 2 Operational Medical Support Command | 6 Bundeswehr Hospital | 10 Medical Support Centre |
| 3 Regional Medical Support Command | 7 Medical Regiment | 11 Bundeswehr Centre of Sports Medicine |
| 4 Bundeswehr Medical Academy | 8 Medical Instruction Regiment | 12 Medical Logistics Centre |

The Surgeon General bears the overall functional responsibility for the entire Bundeswehr Medical Service and is supported by the Bundeswehr Medical Service Headquarters in the performance of the duties.

Based in Koblenz, the Bundeswehr Medical Service Headquarters is a higher command authority directly subordinate to the Federal Ministry of Defence in administrative and technical control of the Bundeswehr Joint Medical Service and at the same time functional command of the entire Medical Service of the Bundeswehr. It is the focal point in Medical Service matters for the Federal Ministry of Defence, for the other higher command authorities of the Bundeswehr and the international sector.

Effective prevention and patient care

The Medical Service in Germany constitutes the indispensable basis for medical care abroad. Regional medical facilities and Bundeswehr hospitals constitute the basis of prevention and treatment in Germany and also ensure free military medical care for servicemen and women. At the same time, specialist personnel is qualified for operational tasks on a daily basis.

A broad range of medical specialists and the close orientation towards the medical standards taught at civilian universities qualify them as outstanding facilities for basic and follow-on training for all members of the Medical Service.

“The general practitioner on site”

The Regional Medical Support Command ensures basic medical care for servicemen and women. It bears administrative and functional responsibility for the regional medical facilities of the Bundeswehr and is the functional command for military outpatient medical and dental care.

The quality of military medical and dental care remains unchanged. To this end, the available manpower is employed in fewer facilities that are, however, manned with more personnel. Medical support centres and medical treatment centres will in future be operated with at least three unit physicians and two unit dentists each.

The medical support centres are responsible for the regional coordination of medical training and operational medical support. They control the subordinate medical treatment centres, whose core task is the local preventive and curative care for servicemen and women. In addition, deployed medical squadrons support the forces during training, exercises and operations.

The Medical Service on operations




With the establishment of the Operational Medical Support Command in Weissenfels in January 2013, functional command of the medical units and responsibility for human and material resources for medical task forces for current operations are pooled.

The subordinate medical regiments are the backbone of functional operational care and furthermore provide operational support and training. They will have elements stationed at the locations of the Bundeswehr hospitals so as to optimise training and exercise systems as well as opportunities for mutual support between the medical units and the Bundeswehr hospitals.




The core missions of the medical special task force, the “Rapid Medical Response Forces Command”, are the support of national military rescue and evacuation operations, immediate humanitarian aid and disaster relief operations, medical care for the NATO Response Force and medical care for the European Battle Group.

4.6 THE BUNDESWEHR JOINT MEDICAL SERVICE

AIRMOBILE MEDICAL SERVICE FACILITIES





	Quantity
 Air-transportable surgical hospital	3
 Special Operations air-transportable surgical hospital	4
 Air-transportable aid station	3

MODULAR MEDICAL TREATMENT FACILITY

 Field hospital	3
 Role 2 mobile surgical hospital*	12
 Mobile aid station	42

* Role 2: medical facility for damage control surgery/resuscitation

ARMOURED MEDICAL EVACUATION

	Quantity
 EAGLE 4 mobile emergency physician team	40
 YAK / DURO mobile emergency physician team	31/10
 FUCHS SAN armoured transport vehicle	37
 BOXER armoured transport vehicle	72
 206 S HUSKY special medical evacuation vehicle	9
 Light mobile emergency physician team based on the WOLF vehicle	11

Inter alia, the Medical Instruction Regiment in Feldkirch is responsible for deployment training for service members and will in future also conduct centralised basic training for the Medical Service. Furthermore, medical equipment and processes are tested there as well.

Interaction of research, teaching, and training

The Bundeswehr Medical Academy remains in Munich as the central facility for training, further development and teaching. It is superior to the Bundeswehr Institutes of Pharmacology and Toxicology, Microbiology, Radiobiology, and Preventive Medicine.

It coordinates and controls military medical research as well as process-oriented further development. Both in the fields of career and specialist training, the Bundeswehr Medical Academy is the central training facility for the Bundeswehr

Joint Medical Service. It thus makes an essential contribution to the close interaction of research, teaching, training and further development in the future Medical Service.

The reorientation of the Bundeswehr Joint Medical Service will achieve the following goals:

- > The already high quality level of medical support during operations abroad is maintained and further developed.
- > Outpatient treatment of service members in the homeland is improved by establishing reliable and effective regional medical facilities.
- > The command structure is streamlined and consequently geared towards the process of health care.
- > The Medical Service is kept both attractive and modern by means of an operations- and future-oriented qualification and research environment.





The Joint Support Service

4.7

The Joint Support Service will remain the military organisational element in charge of ensuring support of the Bundeswehr and the Armed Forces in all joint tasks within the Joint Support Service's area of responsibility, with particular emphasis on operations.

The fundamental principles of the Joint Support Service will continue to apply: Orientation on operations, focus on core capabilities, orientation on processes and capabilities, jointness, and the central combination of forces, assets and responsibilities. By fundamentally reorganising its structure to be based on capabilities, the Joint Support Service will in future also take account of these principles in organisational terms. As a result, there will be clear-cut responsibilities and a significant reduction in the levels of command.

Capability-based structures

The newly established and the yet to be established capability coordination commands and centres will combine operational responsibility and competence, as well as training and development for the respective areas under unified responsibility. A small number of units, which, however, will be much more robust in terms of personnel and materiel than in the past, will be led directly by the respective capability coordination command. Former intervening levels of command will be disbanded, command and control will be streamlined, and staffs will be adapted to the national level of ambition.

Accomplishment of the Joint Support Service's mission

- > Providing mission-specific capabilities and forces, such as the Military Police, directly in theatre.
- > Supporting and maintaining forces in theatre, and thus ensuring the sustainability of contingents.
- > Supporting the Armed Forces during operations abroad from the homeland, including also the deployment of forces to a theatre.
- > Assuming a lead role as part of national territorial tasks; supporting the Armed Forces in Germany and providing subsidiary support for Bundeswehr relief operations in Germany.

Furthermore, the Joint Support Service combines common Bundeswehr tasks. These include, inter alia, tasks performed by the Bundeswehr's Territorial Reserve, the military music service, the promotion of top-level sports, as well as tasks performed within the context of multinational relations.

In particular with

- > the Bundeswehr Planning Office*,
- > the Leadership Development and Civic Education Centre,
- > the Bundeswehr Command and Staff College and
- > the Multinational Joint Headquarters Ulm

the Joint Support Service has agencies for specific tasks that are of central importance to the Bundeswehr.

Differentiated capability profile

The Joint Support Service will have a broad and differentiated capability profile. Mobile operational forces will be provided across the Joint Support Service's full range of capabilities in accordance with missions and requirements. This will enable the Joint Support Service to ensure support in two theatres simultaneously, providing comprehensive support in one theatre and graduated support in another. Sustainability has generally been planned on a differentiating basis. This means that full sustainability of selected capabilities such as CBRN defence, special engineer support or fire protection will be renounced, if there is a low probability that these capabilities will be used or if these capabilities can be compensated by services provided by third parties. In areas, where those forces and assets are not available, the Joint Support Service will continue to integrate the provision of services by third parties, i.e. support by allies, by a host nation or by trade and industry.

On the whole, the significance of capabilities and services on operations that are provided from the bases in Germany, will continue to increase.

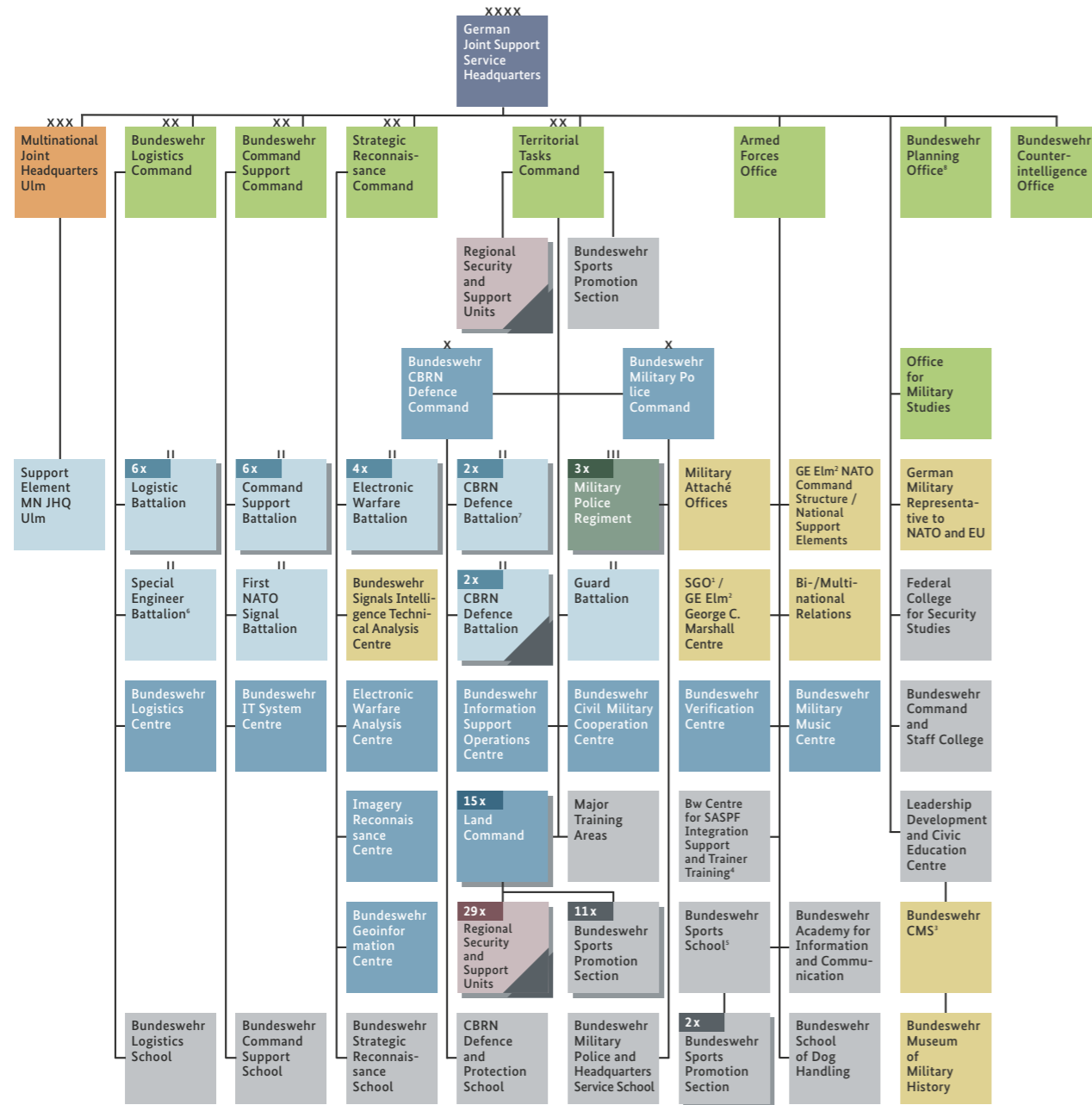
The Joint Support Service requires highly qualified personnel for the performance of their joint and common Bundeswehr tasks.



* will in future be directly controlled by the FMoD

4.7 THE JOINT SUPPORT SERVICE

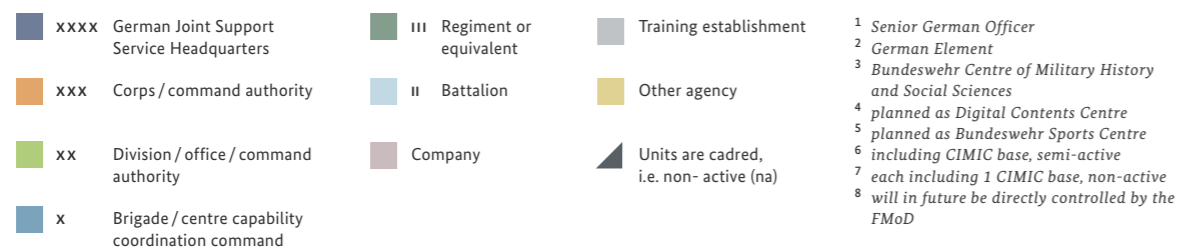
COMMAND AND CONTROL STRUCTURE



Deployment forces, including organic training organisations

National territorial command and control organisation and deployment forces

Bundeswehr and Armed Forces tasks



When planning the details of the future Joint Support Service, its size was deliberately reduced for the purpose of strengthening the core capabilities of the Armed Forces. In future, it will have an overall strength of approximately 36,900 military and approximately 8,700 civilian personnel.

The reorientation of the Joint Support Service is guided by the following shaping principles:

- > Implementation of the national level of ambition in a balanced capability profile with differentiated sustainability.
- > Consistent orientation of all tasks and organisational elements on operations.
- > Concentration of tasks under unified command.
- > Compatibility with the tasks and processes in the Federal Ministry of Defence.
- > Extension of the territorial network as a substantial contribution to homeland security.



4.7 THE JOINT SUPPORT SERVICE

STATIONING



- | | | | | | | | |
|---|---|---|---|---|---|---|--|
| 1 German Joint Support Service Headquarters | 5 Strategic Reconnaissance Command | 10 Bundeswehr Logistics Centre | 15 Bundeswehr Civil-Military Cooperation Centre | 20 Bundeswehr Command Support School | 25 Bundeswehr School of Dog Handling | 30 Leadership Development and Civic Education Centre | ¹ will in future be directly controlled by the FMoD
² civil-military cooperation
³ Bundeswehr civil-military cooperation
⁴ without military attaché offices and integrated agencies |
| 2 Multinational Joint Headquarters Ulm | 6 Bundeswehr Territorial Tasks Command | 11 Land Command | 16 Bundeswehr Verification Centre | 21 Bundeswehr Strategic Reconnaissance School | 26 Bundeswehr Sports School | 31 Bundeswehr Centre of Military History and Social Sciences | |
| 3 Bundeswehr Logistics Command | 7 Armed Forces Office | 12 Bundeswehr Military Police Command | 17 Bundeswehr Geoinformation Centre | 22 Bundeswehr Military Police and Headquarters Service School | 27 Bundeswehr Academy for Information and Communication | 32 Bundeswehr Military Music Centre | |
| 4 Bundeswehr Command Support Command | 8 Bundeswehr Planning Office ¹ | 13 Bundeswehr CBRN Defence Command | 18 Guard Battalion | 23 CBRN Defence and Protection School | 28 Federal College for Security Studies | Agencies abroad⁴
German Military Representative to NATO and EU, Brussels | |
| | 9 Bundeswehr Counterintelligence Office | 14 Bundeswehr Information Support Operations Centre | 19 Bundeswehr Logistics School | 24 Bundeswehr Centre for SASPF Integration Support and Trainer Training | 29 Bundeswehr Command and Staff College | | |

The structural reorientation began on 1 October 2012 with the establishment of the Joint Support Service Command in Bonn with recourse to elements of the former Armed Forces Staff at the Federal Ministry of Defence, the Joint Support Command and the Armed Forces Office.

The newly established capability coordination commands include the Bundeswehr Logistics Command in Erfurt, the Bundeswehr Command Support Command in Bonn and the Bundeswehr Territorial Tasks Command in Berlin. The Territorial Tasks Command in Berlin will control, inter alia, all 15 land commands, the Bundeswehr Military Police Command in Hannover, which is another capability coordination command, as well as the future Bundeswehr CBRN Defence Command in Bruchsal.










Mayen will become home to the new Bundeswehr Information Support Operations Centre. This new information support capability will, for the first time ever, open the information environment to the Bundeswehr as a military field of action.

The Strategic Reconnaissance Command, which is already in existence, will remain in its current location in Grafenschaft and in future also perform joint tasks in the field of military intelligence. The Armed Forces Office in Bonn will be retained to ensure performance of joint Bundeswehr tasks; it will, however, be adapted to the requirements of the future Joint Support Service.

The existing CIMIC² Centre will be reorganised to become the Civil-Military Cooperation Centre of the Bundeswehr. In future, this Centre will, under a comprehensive concept, be responsible for the entire aspect of Bw CIMIC³, i.e. the Bundeswehr's cooperation with civil actors both in Germany and abroad. This will, for the first time ever, create full single-source responsibility for CIMIC training and further development.

4.7 THE JOINT SUPPORT SERVICES

MAJOR EQUIPMENT

	Quantity
 Overall System SAR Lupe	1
 Reconnaissance equipment on the fleet service vessels	3
 Reconnaissance equipment of the UAV* – EURO HAWK	5
 Jamming System “Hummel” on FUCHS armoured transport vehicle	19
 Armoured CBRN reconnaissance vehicles (FUCHS/MUNGO armoured transport vehicles)	40
 Decontamination system	112
 Switching system (Mobile Communications System)	39
 Satellite communication system	107
 Network system	65

* Unmanned Aerial Vehicle



The reorientation of the Joint Support Service

- > The Joint Support Service combines Bundeswehr and joint support capabilities for operations, routine duty activities at home and national territorial tasks.
- > The new capability coordination commands and centres will combine responsibility and competence for operations, training and further development.

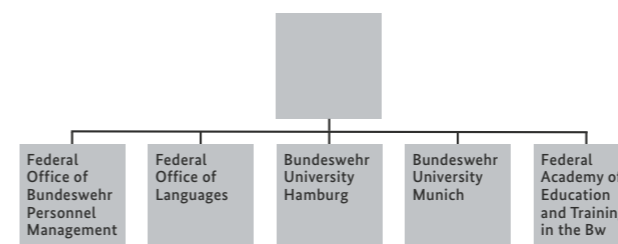
- > The Territorial Tasks Command will combine the territorial tasks that have so far been distributed among the military districts.
- > The tried and tested elements of the regional/district liaison groups will be retained.
- > The role of reservists will be strengthened through the establishment of regional security and support units.





The Major Organisational Element “Personnel”

4.8



Bundeswehr personnel management will be newly established in the major organisational element “Personnel” and performed under one administrative umbrella in future.

Suspension of compulsory military service and demographic development necessitate the establishment of a new personnel recruitment organisation, among others. Military and civilian personnel will be concentrated in a joint Bundeswehr personnel office, thus improving interaction. Ultimately, Bundeswehr education opportunities, both school-based and vocational, will be combined in a new Federal Academy of Education and Training and the Federal Office of Languages. They will be supplemented by academic education at the two Bundeswehr Universities.

STATIONING



- 1 Federal Office of Bundeswehr Personnel Management
- 2 Service centre (Federal Office of Bundeswehr Personnel Management)
- 3 Careers centre with aptitude tests
- 4 Careers centre
Additionally, 110 Bundeswehr career information offices throughout Germany for comprehensive local counselling (not depicted)
- 5 Federal Academy of Education and Training in the Bundeswehr
- 6 Branch of Federal Academy of Education and Training incl. Engineering Training Centre
- 7 Bundeswehr School of General Education
- 8 Bundeswehr University
- 9 Federal University of Applied Administrative Sciences, Department of Federal Defence Administration
- 10 Federal Office of Languages
Nationwide deployed at a total of approx. 80 Bundeswehr agencies
Additionally, seven Bundeswehr schools abroad (not depicted)

German Armed Forces that are able to respond to demographic changes

Germany, like many European neighbours, is facing the challenge of demographic change. The population is shrinking, people are becoming older and cultural diversity is increasing. In a nutshell: “We are becoming fewer, older, more diverse.” The Bundeswehr will have to face these challenges more so than it has done so far.

Young men and women must continue to perceive the Bundeswehr as an attractive employer. This is the only way the Bundeswehr can succeed in the competition for the brightest talents and the deftest hands. Professional, modern and challenging working conditions are important prerequisites to interest young people in service in the Bundeswehr.

Qualification and vocational training, opportunities for professional advancement and remuneration commensurate with performance and the opportunity to bear responsibility when still young in terms of life experience are further significant incentives that encourage service in the Bundeswehr.

Operations-focused training therefore is an important organisational principle for the reorientation of the Bundeswehr, as are financial incentives, professional prospects and opportunities for personal development.

Progressive personnel recruitment for young, operational forces

The new personnel recruitment organisation has been facing these challenges. The tasks so far divided among selection and induction offices and the recruitment organisations will be merged. In future, the Bundeswehr will present itself as an employer with various vocational options.

A new Bundeswehr recruitment organisation for military as well as for civilian personnel will be created that is present throughout Germany and service-minded.

Comprehensive counselling on all civilian and military occupations in the Bundeswehr will be provided locally through 110 permanently manned Bundeswehr career information offices.

Furthermore, 16 Bundeswehr careers centres offering comprehensive counselling and information on “the Bundeswehr as an employer” for policy makers, government agencies, trade and industry, the Federal Employment Agency, Bundeswehr agencies etc. will be created. Aptitude tests for applicants will in future take place in eight of these careers centres throughout Germany.

The “Concept to Optimise the Public Perception and Evaluation of the Bundeswehr as an Organisation and Employer” and the “Package of Measures to Increase the Attractiveness of Service in the Bundeswehr” set the general direction: in future, the aim of communication will increasingly be to impart knowledge, purpose and values. As a result, the Bundeswehr as a force with an emphasis on operations will overall have to be more actively approved of and more sustainably supported throughout society.

Contemporary careers and demographically robust strengths for a force with a focus on operations

The strength of the Bundeswehr is naturally limited by the lower number of young people in Germany. The annual requirement for new Bundeswehr personnel will be reduced from currently 20,000 to approximately 14,000. The basic strength of the Bundeswehr will be up to 185,000 military and 55,000 civilian personnel. The Armed Forces will consist of up to 170,000 temporary-career and career soldiers and up to 15,000 military service volunteers. This will include 2,500 posts per year for reservists in general and advanced training as well as for operations.

In order to implement this reorientation of the personnel structure of the Armed Forces, structural changes throughout all careers are necessary. The Armed Forces will reduce the number of career soldiers to approximately 45,000. The future number of temporary-career volunteers will be 125,000. This reduction is mainly achieved by the desired extension of conscription periods for temporary-career volunteers as well as by the deferral of career development measures to the time after military service.

By focusing on five agencies directly subordinate to the Directorate-General for Personnel, personnel management and recruitment as well as education is pooled in the major organisational element “Personnel”. The target strength amounts to 7,400 civilian and 2,150 military posts.

An essential element of this major organisational element is the Federal Office of Bundeswehr Personnel Management. It consists of the five current military personnel offices and the local civilian personnel management.

Concentrating competence for education

Within the scope of the redesign of the education and qualification landscape, responsibilities for school, vocational and academic education in the Bundeswehr will be concentrated. Thus, an integrated approach to civilian vocational education and qualification measures will be ensured for the first time. Functional control thereof will rest with a newly established Federal Academy of Education and Training in the Bundeswehr. This Academy will also be responsible for the decentralised implementation of education measures in civilian Bundeswehr education institutions, such as the Bundeswehr Schools of Defence Administration and the Bundeswehr Schools of General Education.

The redesign also serves the purpose of developing prerequisites in terms of content and organisation for recognition and certification in civilian life of competencies and qualifications acquired in military basic, advanced and follow-on training. This will improve the permeability of careers and the reintegration of temporary-career personnel into the civilian labour market as well as within and outside of the Bundeswehr.

At the organisational level, the Federal Academy of Education and Training in the Bundeswehr will combine the Federal Academy of Defence Administration and Technology with the three Federal Schools of Defence Administration. Furthermore, the existing ten Bundeswehr Schools of General Education and the seven Bundeswehr schools abroad will be controlled from there.

Within the scope of the reorientation of the Bundeswehr, the two universities have been integrated into the major organisational element “Personnel”. Their tasks and structures have not been altered in the process. They will be further developed as a prime segment of education in the Bundeswehr and are open to civilian Bundeswehr students, as well.

The Federal Office of Languages is an integral part of the major organisational element “Personnel”. Its main responsibility will remain career- and assignment-related language training for members of the Bundeswehr and other ministries, translation of German and foreign technical texts into and from more than 30 languages, interpreting as well as language support of Bundeswehr operations abroad.





The reorientation of the major organisational element "Personnel"

- > In view of the suspension of compulsory military service, joint personnel recruitment will be a matter of special significance for the future of the Bundeswehr.
- > The new major organisational element "Personnel" will in future be responsible for all tasks from recruitment and personnel management to education and qualification.
- > Aptitude tests will in future be conducted in careers centres.
- > Advice on employment opportunities with the Bundeswehr will be provided locally through a network of Bundeswehr careers information offices and mobile offices.
- > The fundamentals and responsibilities for school, vocational and academic education will be pooled at the "Federal Academy of Education and Training in the Bundeswehr".
- > Qualifications acquired with the Bundeswehr shall be certified for use in the civilian sector.
- > The Federal Office of Languages and the Bundeswehr Universities are subordinate to the major organisational element "Personnel".





The Major Organisational Element “Equipment, Information Technology and In-Service Support”

4.9

The major organisational element “Equipment, Information Technology and In-Service Support” or AIN – is responsible for national and international armaments-related activities.

A new, efficient and standardised procurement and in-service support management will be the basis for establishing clear-cut responsibilities with clear decision-making authority and fewer interfaces. This will allow for single-manager responsibility in the major organisational element “Equipment, Information Technology and In-Service Support” throughout the lifecycle of the materiel.

4.9 THE MAJOR ORGANISATIONAL ELEMENT “EQUIPMENT, INFORMATION TECHNOLOGY AND IN-SERVICE SUPPORT”

STATIONING



- | | | | |
|---|---|--|--|
| 1 Naval Arsenal | 4 Federal Office of Bundeswehr Materiel, Information Technology and Equipment Management | 7 Bundeswehr Research Institute for Protective Technologies and CBRN Protection | 10 Bundeswehr Research Institute for Materials, Fuels and Lubricants |
| 2 Bundeswehr Technical Centre 91 – Weapons and Ammunition | 5 Bundeswehr Technical Centre 41 – Automotive and Armoured Vehicles | 8 Bundeswehr Technical Centre 81 – Information Technology and Electronics | 11 Bundeswehr Technical Centre 52 – Protective and Special Technologies |
| 3 Bundeswehr Information Technology Centre | 6 Bundeswehr Technical Centre 71 – Ships, Naval Weapons, Maritime Technology and Research | 9 Bundeswehr Technical Centre 61 – Technical and Airworthiness Centre for Aircraft | German Liaison Office for Defense Materiel, USA/Canada in Reston, Virginia |

The tasks of the former Federal Office of Defence Technology and Procurement and of the former Federal Office of the Bundeswehr for Information Management and Information Technology, including their agencies and in-service support elements in the Armed Forces, have been merged in the new Federal Office of Bundeswehr Equipment, Information Technology and In-Service Support. The new office with new tasks was established on 1 October 2012. The merger will result in the elimination of current efficiency gaps and the improvement of communication and coordination processes.

An essential element of the reorientation of the Armaments Organisation is the transfer of in-service support tasks from the Army Office, the Naval Office, the Medical Office, the Bundeswehr Logistics Office and the Air Force Weapon Systems Command.

The major organisational element “Equipment, Information Technology and In-Service Support” has also taken over tasks previously carried out by the Territorial Defence Administration. The tasks that were transferred include clothing, elements of IT in-service support management under the responsibility of the Territorial Defence Administration and the procurement of transport services.

Clear-cut responsibilities and fewer interfaces

The core mission of the FMoD Directorate-General for Equipment, Information Technology and In-Service Support consists in planning, managing and monitoring the national and international armaments-related activities.

The Director-General for Equipment, Information Technology and In-Service Support performs the tasks of the National Armaments Director and is responsible for the shaping of armaments policy and the management of the relevant bilateral relations. He represents the defence technology and armaments interests of the FMoD in international bodies.

The Directorate-General for Equipment, Information Technology and In-Service Support is responsible for policy matters regarding procurement and tendering in the Bundeswehr and the area of research and technology. In the area of information technology it provides the IT Director of the FMoD. Its tasks include the support of modernisation projects and the performance of shareholder functions in the area of responsibility of the FMoD for all corporate holdings of the Federal Government.

Subordinate to the Directorate-General for Equipment, Information Technology and In-Service Support is the Federal Office of Bundeswehr Equipment, Information Technology and In-Service Support. Together with its agencies it has a total of approximately 9,600 posts. The structure of this Office ensures the close interlinking of project management and in-service support management tasks. During the in-service phase, it assumes “single-manager responsibility for operational viability.”

The Federal Office of Bundeswehr Equipment, Information Technology and In-Service Support is supported by eight Bundeswehr technical centres and research institutes as well as the Bundeswehr Information Technology Centre. In addition, the Naval Arsenal provides maintenance and repair services for the Navy. A liaison office in the United States represents the defence technology and armaments interests vis-à-vis the US and Canadian partners.

4.9 THE MAJOR ORGANISATIONAL ELEMENT
“EQUIPMENT, INFORMATION TECHNOLOGY AND IN-SERVICE SUPPORT”



The reorientation of the major organisational element
“Equipment, Information Technology and In-Service
Support”

- > The new major organisational element “Equipment, Information Technology and In-Service Support” provides for the establishment of an efficient and standardised system of equipment, procurement and in-service support management.
- > The new “Federal Office of Bundeswehr Equipment, Information Technology and In-Service Support ” assumes full responsibility in this field, from procurement through the in-service phase to disposal.





The Major Organisational Element “Infrastructure, Environmental Protection and Services”

4.10

In the reoriented Bundeswehr, the major organisational element “Infrastructure, Environmental Protection and Services” continues the tasks performed so far by the Territorial Defence Administration in the homeland and in the Bundeswehr’s theatres of operations, but with major changes in responsibilities.

4.10 THE MAJOR ORGANISATIONAL ELEMENT “INFRASTRUCTURE, ENVIRONMENTAL PROTECTION AND SERVICES”

With the reorientation of the Bundeswehr, functional and organisational competence is pooled and tasks also performed in predominantly mixed civilian-military structures. This means that civilian members of the Defence Administration are working hand in hand with the military personnel. This simplifies coordination and strengthens functional responsibilities. There are fewer interfaces, effectiveness and efficiency is increased, and the processes streamlined and accelerated.

The major organisational element “Infrastructure, Environmental Protection and Services” will in future consist of around 21,400 posts for civilian and military Bundeswehr personnel.

Key tasks of the Infrastructure Division

- > Determination of the need for construction measures for the Bundeswehr.
- > Plans for construction measures.
- > Construction project management.
- > Cooperation with the construction management agencies of the Federal Government and the German federal states and with the Institute for Federal Real Estate as owner and lessor of the Federal Government’s real estate.
- > Ensuring the operability of Bundeswehr facilities of all kinds including the care and maintenance of usable land.

These tasks are pooled in a joint infrastructure organisation of the Bundeswehr for all infrastructure projects in Germany and abroad and in the Bundeswehr’s theatres of operations.

Statutory protective tasks

The protection of man and of the basic resources he needs for life is stipulated in our Basic Law. It is a responsibility of the state to which utmost importance is attached in the Bundeswehr. The term “environmental protection” in the name of the major organisational element “Infrastructure, Environmental Protection and Services” represents the broad spectrum of statutory protective tasks.

The Bundeswehr will continue to fully meet legal and political requirements, particularly in terms of environmental protection, occupational safety, nature and water conservation, ecology, supervision under public law and fire protection.

However, it still requires special rights and execution and enforcement competences to ensure its operational capability. This does not mean, however, that members of the Bundeswehr enjoy less protection than other groups of the population or that the Bundeswehr does not comply with statutory provisions. It just has to ensure compliance with them in another way.

What is new is that the major organisational element “Infrastructure, Environmental Protection and Services” not only has functional competence in the area of fire-fighting and fire protection but also responsibility for all civilian fire services of the Bundeswehr. The new responsibilities consist of standard training for the Bundeswehr’s fire services, further development of fire protection and decisions on equipment.

Services

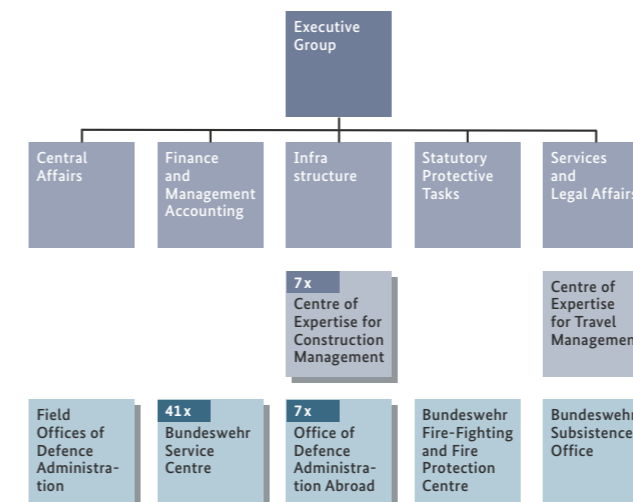
The services include in particular messing and recreational facilities, travel management and the guarding of Bundeswehr facilities.

Overall responsibility for messing services in the Bundeswehr and thus for the operation of all the Bundeswehr’s messing facilities in the homeland and the theatre of operations – with the exception of Navy galleys – lies with the major organisational element “Infrastructure, Environmental Protection and Services”. The military and civilian personnel of the Bundeswehr are thereby offered comprehensive single-source messing service, which in addition to dining facilities and cafeterias also extends to that of recreational facilities such as officers’, non-commissioned officers’ and junior ranks’ clubs.

With the consolidation of all of the currently around 80 travel planning offices of the Bundeswehr to create the Centre of Expertise for Travel Management, not only cost-efficiency is increased but the service for members of the Bundeswehr undertaking temporary-duty trips is also enhanced.

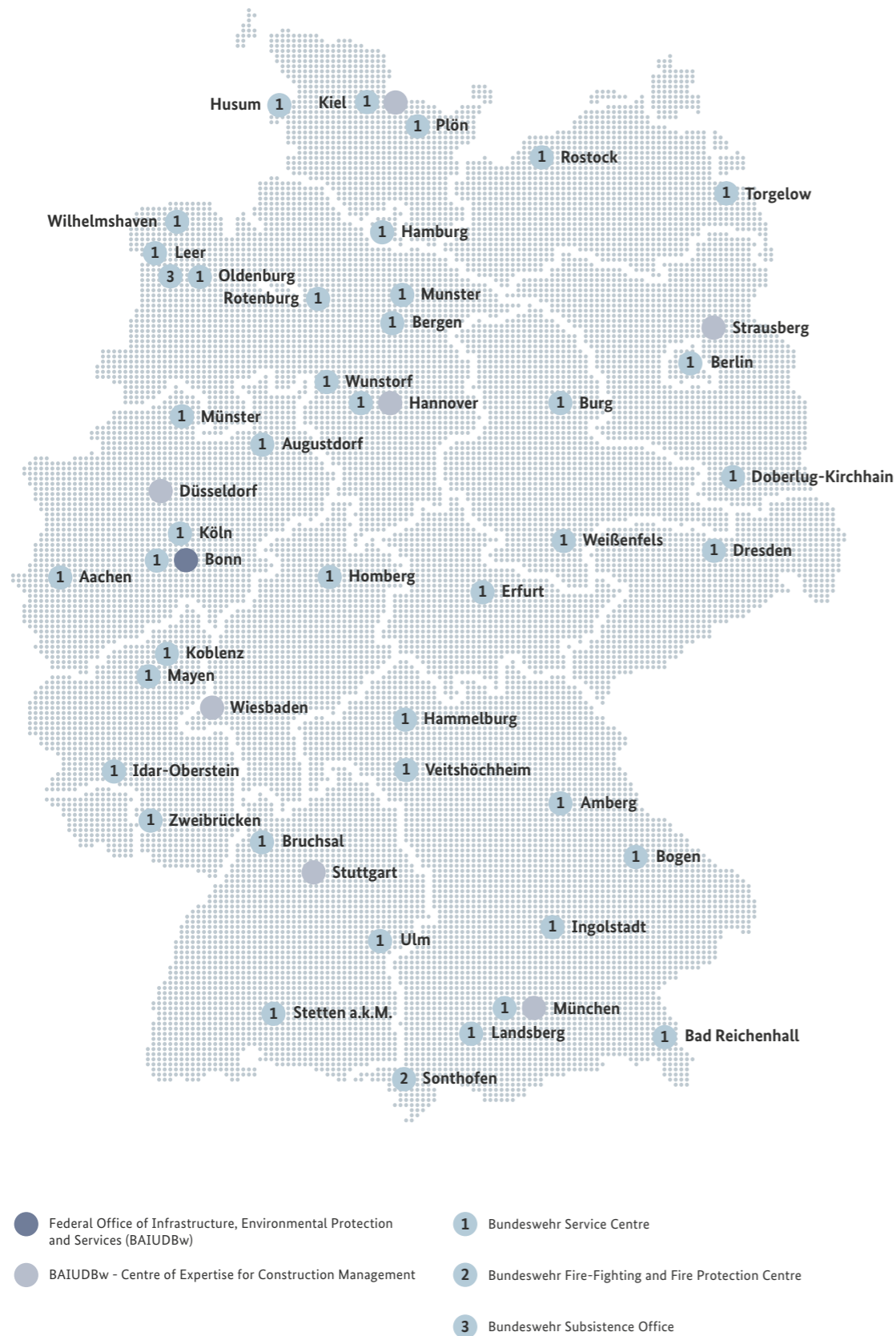
The Services Division includes further varied activities to support the Armed Forces performing their routine duties at home and abroad and to help them to conduct all of their operations abroad. These services range from the processing of legal affairs and insurance claims to the regulation of administrative procedures, and from the (technical) operation of facilities and installations to material procurement and the control of services provided for the Bundeswehr by supply companies and other commercial enterprises.

FEDERAL OFFICE OF INFRASTRUCTURE, ENVIRONMENTAL PROTECTION AND SERVICES



4.10 THE MAJOR ORGANISATIONAL ELEMENT “INFRASTRUCTURE, ENVIRONMENTAL PROTECTION AND SERVICES”

STATIONING



The FMoD Directorate-General for Infrastructure, Environmental Protection and Services is in charge of administrative and functional supervision of the entire major organisational element. It is responsible for its functional further development and organisation and ensures infrastructural support for the Bundeswehr in coordination with the Federal Ministry of Finance and the Federal Ministry of Transport, Building and Urban Development.

The functional reorientation leads to considerable organisational changes below the level of the FMoD. The new structures are characterised above all by a streamlining on two organisational levels and by the centralisation of tasks.

The Federal Office of Bundeswehr Infrastructure, Environmental Protection and Services located in Bonn was established as a higher federal authority with effect from 30 July 2012. Here all the control and implementation tasks are performed in the areas of infrastructure, statutory protective tasks, services, legal affairs, finance and controlling, unless they are carried out at the ministerial level or by specialised agencies.

With seven regional centres of expertise for construction management, the Federal Office of Bundeswehr Infrastructure, Environmental Protection and Services, at the locations of the military district administrative offices and their branch offices which are to be disbanded, ensures comprehensive infrastructural service for the Bundeswehr, together with the construction management agencies of the Federal Government and the German federal states. This is where the regional offices for supervision under public law for occupational safety and technical occupational safety with the Bundeswehr and the visiting forces are based.

The Bundeswehr Fire-Fighting and Fire Protection Centre in Sonthofen, which was newly established with effect from 1 October 2012, takes over all the functional tasks of management and control of the Bundeswehr’s civilian fire services.

The Bundeswehr Subsistence Office in Oldenburg is responsible for the management and control of military dining and recreational facilities. In addition, it manages the initial and ongoing training of skilled military and civilian catering personnel and is responsible for contracting catering services from external enterprises.

In future, a total of 41 Bundeswehr service centres will provide the local service for the Armed Forces and the civilian agencies of the Bundeswehr in the individual functional areas. They will ensure the availability of service in places where it is needed during routine duty. Furthermore, seven offices of defence administration will support the Armed Forces in Europe, the United States and Canada.

4.10 THE MAJOR ORGANISATIONAL ELEMENT
“INFRASTRUCTURE, ENVIRONMENTAL PROTECTION AND SERVICES”



The reorientation of the major organisational element
“Infrastructure, Environmental Protection and Services”

- > The new major organisational element “Infrastructure, Environmental Protection and Services” combines the functional areas of infrastructure, messing/ recreational facilities and statutory protective tasks. The Federal Office of Bundeswehr Infrastructure, Environmental Protection and Services was established on 30 July 2012 for this purpose.
- > The military district administrative offices will be disbanded.
- > In the area of infrastructure, seven regional centres of expertise will be established.
- > The Armed Forces will continue to be supported at their stations by Bundeswehr service centres.





The Major Organisational Element “Military Legal System”

4.11

The major organisational element “Military Legal System” consists of the Bundeswehr disciplinary and complaints courts and the disciplinary attorneys for the Armed Forces existing in the area of responsibility of the Federal Ministry of Defence. In terms of function, the Military Legal System also comprises legal advice in the Armed Forces and legal training provided by civilian lawyers at Bundeswehr training institutes.

4.11 THE MAJOR ORGANISATIONAL ELEMENT “MILITARY LEGAL SYSTEM”

STATIONING



Legal Advice in the Armed Forces (example of a higher command authority)

- 1 LEGAD German Army Headquarters
- 2 LEGAD German Air Force Headquarters
- 3 LEGAD German Navy Headquarters
- 4 LEGAD Bundeswehr Medical Service Headquarters
- 5 LEGAD German Joint Support Service Headquarters
- 6 LEGAD Bundeswehr Joint Forces Operations Command

Jurisdiction In Bundeswehr Disciplinary and Complaints Court Matters

- 7 Bundeswehr Disciplinary and Complaints Court, North
- 8 Bundeswehr Disciplinary and Complaints Court, South

Disciplinary Attorneys for the Armed Forces

- 9 Disciplinary Judge Advocate General for the Bundeswehr at the Federal Administrative Court

Legal Training

- 10 Commissioner for Legal Training in the Armed Forces and Central Legal Training Institute of the Bundeswehr at the Leadership Development and Civic Education Centre

Any military action is based on the principles of law and justice. In addition, soldiers are citizens in uniform, and as such they are entitled to their rights being protected. To contribute to the Bundeswehr meeting these important requirements continues to be the responsibility of the Military Legal System. Insofar as the tasks are performed in the Armed Forces, the organisation and personnel will follow the reorganisation of the Armed Forces.

For disciplinary and complaints matters, two competent Bundeswehr courts have been established: the Bundeswehr Disciplinary and Complaints Court, North, based in Münster, and the Bundeswehr Disciplinary and Complaints Court, South, based in Munich. The distribution of the areas of responsibility of these courts is linked with the stationing plans for the Armed Forces. Responsibility for Bundeswehr agencies abroad has been concentrated at the Bundeswehr Disciplinary and Complaints Court, South.

To ensure adequate proximity of the Bundeswehr disciplinary and complaints courts to the Bundeswehr agencies, both courts will remain present in a total of six locations with external divisions.

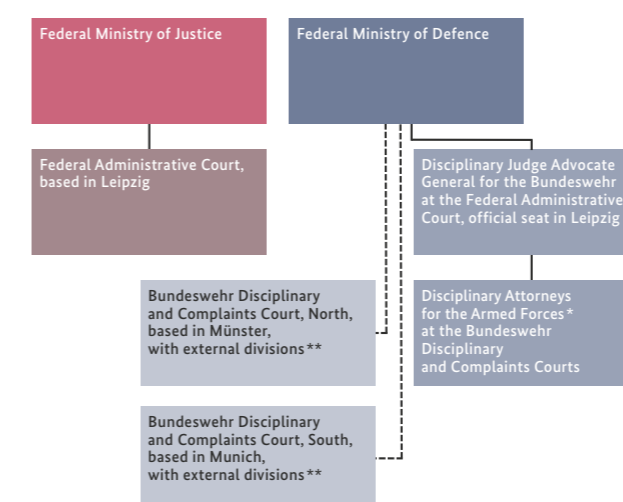
The Federal Ministry of Defence is represented in the Military Affairs Division of the Federal Administrative Court by the Disciplinary Judge Advocate General for the Bundeswehr at the Federal Administrative Court. Civil servants primarily working as legal advisers in the Armed Forces have been assigned the tasks of disciplinary attorneys for the Armed Forces in a secondary function. The same applies to the court offices supporting them.

The legal advice mainly concerns issues of public service, criminal and operational law. An orientation towards joint and combined military operations is therefore essential for the Military Legal System personnel accompanying the troops on deployments abroad. “Think operational” is therefore the principle of the Armed Forces which serves as a guideline for the Military Legal System.

Military Legal System personnel are assigned to training institutes of the Armed Forces, preparing soldiers for matters of military law, with which they will be confronted in their military service. Already during training, practical experience is passed on to the Armed Forces with specific legal expertise. In addition to the legal instruction offered in the training facilities, the legal advisers conduct appropriate courses in the field units and thus contribute to the legal training in the Armed Forces and to attaining indispensable legal certainty.

Preparing, training and supporting the Military Legal System personnel is the main task of the Central Legal Training Institute of the Bundeswehr at the Leadership Development and Civic Education Center. Starting in 2013, the newly created function of a Commissioner for Legal Training will contribute to optimising the legal training which is geared to the requirements of the Armed Forces.

ORGANISATION OF MILITARY JURISDICTION



* Performed by legal advisers in the Armed Forces in a secondary function
 ** See stationing map on opposite page

The Major Organisational Element “Military Chaplain Service”

4.12



In the context of the reorientation of the Bundeswehr, the Military Chaplain Service as a separate major organisational element will remain a joint responsibility of the state and church. It is based on a partnership which preserves the autonomy of both. The Military Chaplain Service represents the church among service members.

Among a multitude of opinions and values, soldiers need clarity about their own orientation in life and the principles of responsible action. This is all the more necessary since operations in the context of international conflict prevention and crisis management have increased.

Military chaplains ensure pastoral support for service members. Military chaplains are both advisors on ethical issues as well as dependable companions on operations of the Armed Forces. Together with military psychologists, the Bundeswehr Social Service and the Family Support Organisation, they are an integral part of the Bundeswehr's social networks. In this capacity, they provide not only pastoral support but also make an important contribution to the support and care for service members and their families.

The future structure of the Military Chaplain Service is guided by the structure of the Armed Forces. With the reduction of previous force levels, the Military Chaplain Service as a major organisational element will also decrease. In this context, the Military Chaplain Service will continue to feature a three-tier organisation.

In future, eight military deaneries will be subordinate to the two higher federal authorities, the Office of the Protestant Church for the Bundeswehr and the Office of the Catholic Bishop for the Armed Forces based in Berlin. In the course of reorientation, the number of military chaplaincies will be gradually reduced to 164 military chaplaincies in Germany and 6 military chaplaincies abroad.

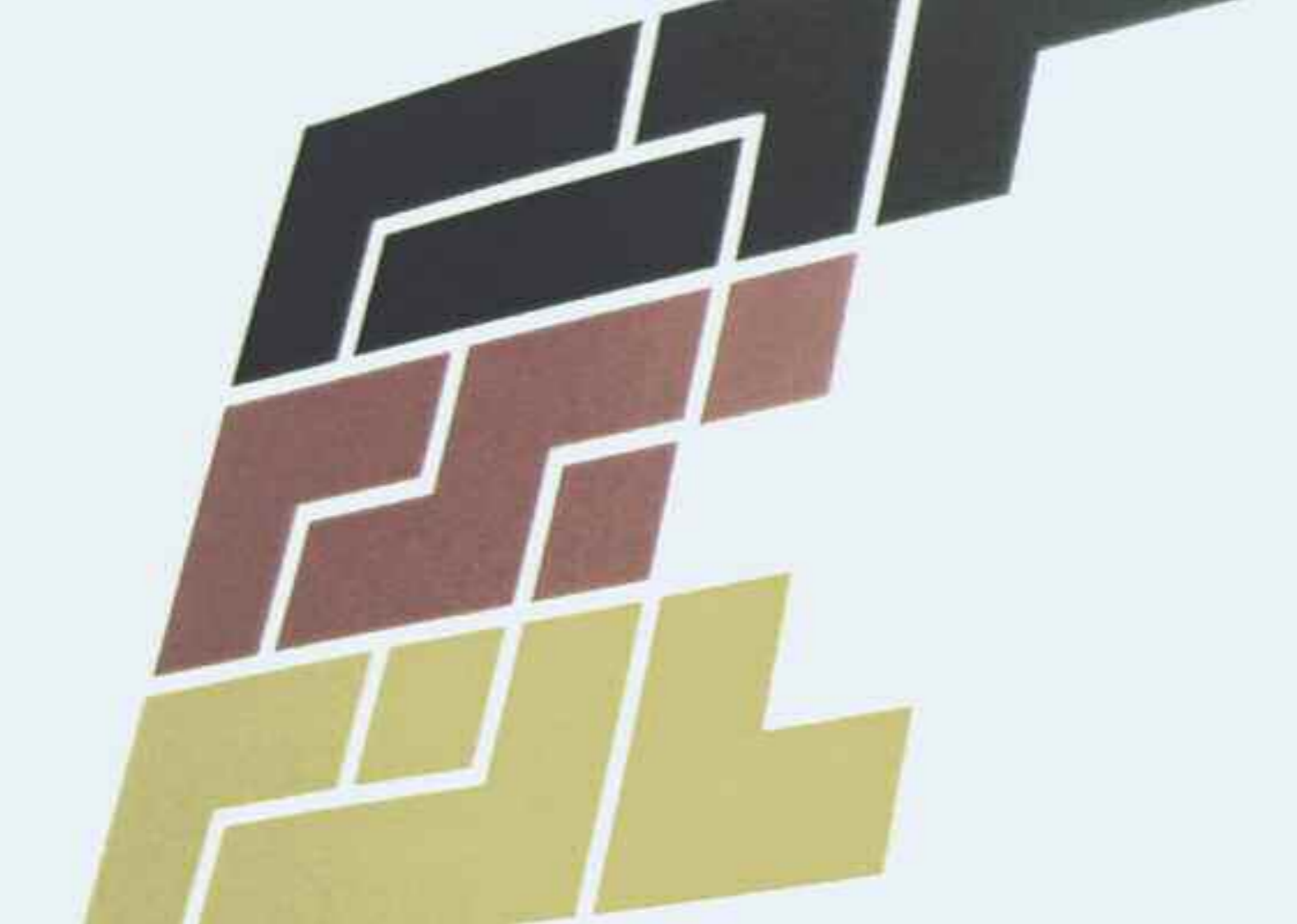
Military chaplains belong to the Protestant and Catholic denominations and are given temporary civil servant status. In religious matters, they answer only to their respective military bishops and churches.

CENTRAL FACETS OF THE REORIENTATION

5

The reorientation can only be successful if the military and civilian personnel performing their duties in the Bundeswehr are motivated and believe in their work.

Particularly for a volunteer army, the attractiveness of the Bundeswehr as an employer, the reconciliation of family life and work, and also the relationship between the Bundeswehr and society are thus of central importance. These fundamental aspects of the reorientation are designed for the long term and extend beyond their organisational measures.



Interaction of Key Facets of the Reorientation of the Bundeswehr

5.1

The reorientation of the Bundeswehr is geared towards maintaining and increasing the operational readiness under constantly changing framework conditions. At the same time, Bundeswehr structures are to be improved in order to cope with demographic change and to render its capabilities financially sustainable.

The underlying organisational principle is to merge competence and responsibility. For this purpose structures, processes, a common self-image and organisational culture must be considered from a comprehensive angle and developed in a harmonised manner. A stronger, Bundeswehr-wide way of thinking and acting is indispensable for the success of the reorientation. All of these changes are implemented as our missions abroad continue.

The reorientation goes beyond a structural reform

The development of streamlined processes leads to an optimisation of operations. The Bundeswehr will thus not only become smaller but also more operations-focused and efficient.

Duplicate structures will be dissolved by merging technical and organisational responsibilities at all levels. Interaction will be improved by means of an increased buildup of civil-military structures. This will foster a joint and integrative way of thinking, a concerted and targeted way of acting and an effective accomplishment of tasks.

The reorientation of the Bundeswehr is marked by:

- > Maintaining the entire capability spectrum while reducing sustainability (breadth before depth).
- > Suspending conscription while introducing voluntary military service.
- > Reducing the basic strength of the Bundeswehr down to 185,000 military and 55,000 civilian personnel.
- > Stationing based on the principles of functionality, cost-effectiveness, attractiveness and a broad presence throughout Germany
- > Concentration of the Ministry on its core tasks, thus strengthening the service headquarters/major office level.
- > Streamlining of the command structure in favour of the operating elements.
- > Concentration on tasks in a single major organisational element, if possible, thus accelerating decision-making processes and reducing duplicate structures.
- > Outsourcing of services (payroll accounting or travel management tasks, for instance) to other ministries.
- > Reducing bureaucracy with the help of a deregulation programme.

Enhanced Bundeswehr jointness and self-image

The new structures lead to an increased interdependency of organisational elements. One precondition for the success of the reorientation is therefore a deepened mutual trust between all members of the Bundeswehr. The separation along military and civilian personnel lines or on the basis of tasks and responsibilities assigned has become obsolete. All members of the Bundeswehr are pursuing the same goal: the Bundeswehr's operational readiness. In order to achieve this goal, however, we need uniform control for all activities within the Bundeswehr. This can only succeed if both a uniform objectives system and uniform management methods (steering, controlling, process orientation) are applied.

Integration of the Bundeswehr into society

With the suspension of compulsory military service, a natural link that has so far connected the Bundeswehr with society was eliminated. However, there is a substitute; with the new voluntary military service, a new reservist concept, outreach to veterans and a new identity as a volunteer force, it continues to be essential to maintain the link between Bundeswehr and society, although in a new form. The support of society, more than ever, is indispensable for the Bundeswehr and its operational readiness.

The reorientation is swiftly being put into practice

The year 2011 was the year of landmark decisions. On 1 April 2012, the implementation of the reorientation began at the FMoD, followed by the establishment of its subordinate headquarters and authorities as of July 2012. In 2015, the new command and control organisation will be working in the target structure, the majority of military formations and major offices will be restructured by 2017.

This ambitious schedule is based on a comprehensive implementation planning that takes into account all aspects relevant to decision-making regarding stationing, to include functionality, cost effectiveness, attractiveness and presence throughout Germany. Of course, adaptations and changes of this implementation planning will be inevitable. In spite of the complexity, however, it was possible to take into account the necessary flexibility for the implementation of the measures already at planning stage.

Every member of the Bundeswehr is affected by the reorientation. Now more than ever must the necessary steps towards a smaller and more effective Bundeswehr be backed by accompanying measures that lessen the hardship. It is not enough to simply push on with the reduction of the personnel body (Programme Accompanying the Reform). With a view to the Bundeswehr's fitness for the future, what is rather important is to increase its attractiveness both for potential recruits and for those already working with the Bundeswehr (Attractiveness Enhancement Programme). Service in the Bundeswehr is already associated with numerous challenges, which is why the reconciliation of family life and military duty/family life and work must be further enhanced.

“Wir. Dienen. Deutschland.”

The reorientation of the Bundeswehr is not a bunch of individual measures. It is rather an approach to reform encompassing the entirety of hard and soft facets of the Bundeswehr. Only if all individual measures are combined will the Bundeswehr's comprehensive approach be successful.

Our self-image, which is represented in our motto “Wir. Dienen. Deutschland.” is thus both our claim and our standard for the reorientation of the Bundeswehr and for the contribution every individual must make.

The following pages offer an exemplary representation of the individual facets of the reorientation.



The reorientation of the Bundeswehr has involved the development of a Bundeswehr-wide management philosophy in order to ensure future objectives-oriented management based on effectiveness and efficiency. This requires efficient controlling.

Strategic management in the FMoD area of responsibility is geared towards strategic objectives. It is an adaptation of the military community's time-tested "mission command" principle. In strategic management, executive personnel use controlling tools in order to define, agree on and monitor strategic objectives. This brings about an objectives-based, future-oriented and holistic management system which is based on effectiveness and efficiency and honours the principle of consistent focus on operations while guaranteeing that responsibilities are delegated to the appropriate levels.

In order to be strategically relevant, an objective must:

- > Encompass a timeframe of at least 2 years.
- > Be relevant to the FMoD and all its subordinate agencies or at least to one major organisational element, and
- > Have a large impact while being politically relevant or help achieve major savings or significantly enhance performance.

Strategic management ensures that the necessary resources are available for each task to be performed while taking into consideration budgetary parameters. This requires consistent prioritisation of the capabilities.

Strategic management in the FMoD area of responsibility has its focus on the following strategic areas:

- > The Bundeswehr and society.
- > Operational readiness and operational deployments in a national and multinational context.
- > Funding.
- > Personnel.
- > Equipment.
- > Infrastructure.
- > Structures, processes and procedures.

Across these facets, the strategic objectives system serves as a guiding principle. It is continuously validated, amended and modified.

Strategic objectives address fundamental target states and effects that are to be achieved in the longer term. As a consequence, they are the launching pad for the integrated planning process and play a decisive role in making the organisation experience lasting success.

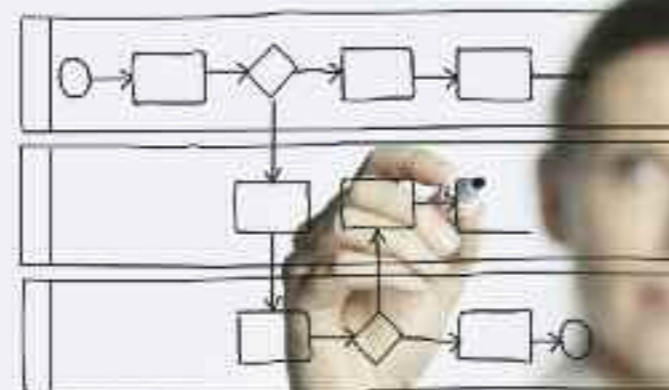
Controlling with its processes of defining, agreeing on and monitoring targets contributes to the integrated planning process on the basis of the strategic targets set by the FMoD Executive Group.

Effective controlling requires the interaction of executive personnel and controllers:

- > Executive personnel are responsible for defining objectives, making plans and decisions, and coordination.
- > Controllers support executive personnel by catering to information needs and addressing needs for action. They identify and assess fundamental relationships in order to create transparency of targets, processes, performances and resources.

Process Orientation

5.3



In future, processes and process management will be used to a significantly larger amount as an instrument for goal-oriented management and organisational development.

Processes define the way in which specific services are provided. The processes of the current process model of the Bundeswehr within the framework of the SASPF* project mainly served as a basis for the implementation of comprehensive IT support. The majority of the individual results described therein are not yet consistently targeted to meet the strategic objectives approved by the Federal Minister of Defence. It is therefore necessary to improve the coordination of the objectives and the processes required for their achievement.

The future structures in the FmoD area of responsibility are accompanied by a re-allocation of tasks between and within the major military and civilian organisational elements. This also changes cooperation interfaces. What is necessary are transparency and a common understanding of the newly created responsibilities and cooperation relations.

* Standard Application Software Product Families: Integrative software solutions for IT support of administrative and logistic technical processes in the FMoD area of responsibility.

It is essential to continually improve mission orientation, effectiveness and cost efficiency with regard to Bundeswehr-wide joint task performance

Against this backdrop, first of all, core processes for the management and organisational development are defined in accordance with uniform guidelines. Due to their specific relation to the organisation and due to the pooling of responsibility and competence, documented processes provide continuous indications for necessary organisational changes.

The focus is particularly on a reduction of interfaces and the amount of required coordination resulting from it. It fosters a stronger focus on a more process-oriented and more flexible organisation that is clearly based on our goals.

As a consequence, within the complex area of responsibility of the FMoD, cooperation relations become more distinct, responsibilities are more clearly defined and service and process responsibility is further pooled. The person responsible for a result is also in a position to shape the way, i.e. the process leading to it.

This supports the strengthening of personal responsibility envisaged within the context of the reorientation. Transparency also makes it possible to take better account of interdependencies between directorate-generals at the ministry, – also at interministerial level – and between the different organisational elements of the Bundeswehr. The demanded thinking and acting in a manner that focuses more strongly on Bundeswehr jointness is growing on a foundation that is equally comprehensible for all actors involved.

Process management is a permanent task

Effecting these changes with regard to the organisation, the behaviour and the attitude of military and civilian employees takes time. The reorientation of process management is therefore not a project with a limited timeframe, but a long-term process.



The Reserve will remain indispensable for the provision of Germany's national security. The reorientation of the Bundeswehr will widen the scope of the duties and areas of responsibility for reservists.

In addition to the part played by the Reserve in augmenting and reinforcing personnel, and its function as an intermediary between the Bundeswehr and society, homeland security will become even more important as a key task of the reserve. The regional security and support units to be newly established will offer all interested and suitable reservists opportunities to become involved and will facilitate a regional assignment. The regional security and support units will thus close a gap in the Bundeswehr's current reservist concept. The focus on homeland security will reinforce the principle of "service for the public good".

The Reserve contributes to making the Bundeswehr better able to fulfil its tasks in the entire operational spectrum. Reservists are employed for this purpose in all functional areas of the Bundeswehr depending on their training and availability. They also contribute to the establishment of new capabilities.

High relevance of the Reserve

In addition, due to the suspension of compulsory basic military service the Reserve is gaining importance for ensuring that units can build up adequately in any situation. With its presence throughout Germany, the relevance of the Reserve as an intermediary between the Bundeswehr and society is increasing.

The Bundeswehr will need interested and suitable reservists in the future as well. It will depend more than ever on motivated men and women who are willing and able to perform the tasks assigned to them and who will support the Bundeswehr with their professional qualification.

An important prerequisite for this is a widespread acceptance of service in the Bundeswehr, both among the reservists themselves and also among their employers. One incentive is to offer reservists initial and follow-on training that can also be of use to them in their civilian jobs.

The Bundeswehr Reserve Concept – derived from the Defence Policy Guidelines – describes the future system for the Reserve. It specifies objectives of the planning and organisation of the reserve. Furthermore, it determines the principles of personnel management, Reserve training and also cooperation with reservist associations. The concept thus establishes a framework for effectively involving the Reserve in the fulfilment of Bundeswehr tasks. The higher level of participation of the Reserve in homeland security has resulted in a new categorisation of the reserve. Alongside the Force Reserve and the General Reserve, the Territorial Reserve will be introduced as a new category.

The three pillars of the future Reserve

- > **The Force Reserve will serve to support personnel in all major organisational elements. It will reinforce the active units, contribute to the short-term buildup of capabilities and draw on the active units for training and operations.**
- > **The Territorial Reserve will be employed for territorial liaison, security and support tasks in order to relieve active forces of the burden of homeland security.**
- > **The General Reserve will include all reservists who have not been designated for assignment and who form part of the personnel that can be drawn on in the event of a long-term buildup of the Bundeswehr.**

Reservist affairs will continue to be performed at all levels as an executive task. A Centre of Expertise for Bundeswehr Reservist Affairs, established as a focal point in the Armed Forces Office in Bonn, is available for this purpose.

The Bundeswehr and Society

5.5



The reorientation of the Bundeswehr is more than just an organisational task. It is not only a question of adapting to new security challenges and risks as well as to changed demographic or financial framework conditions. Rather, the reorientation represents a modernisation of the Bundeswehr, both internally and externally.

The transition from a conscript army to an all-volunteer army has led to a change in the internal structure and important points of contact between the Bundeswehr and society. The reorientation is thus also a mental task. The link between citizens and soldiers must be maintained and, wherever possible, strengthened. The Bundeswehr must remain where it belongs: at the core of society.

The reorientation of the Bundeswehr must also be accompanied by the modernisation and further development of the professional self-perception and leadership culture in the Bundeswehr. The willingness to take on responsibility in a self-confident military force is a key objective of the reorientation.

As far as professional self-perception is concerned, the concept of Innere Führung, or leadership development and civic education, which links service in the Armed Forces to the values and norms of the German Basic Law, still very much applies. The service members of the Bundeswehr will remain “citizens in uniform”. They are part of society and by way of their profession, take on responsibility for Germany’s security and for the protection of our citizens.

This self-perception of the Bundeswehr is succinctly expressed by the phrase “Wir. Dienen. Deutschland.”

In particular, it stands for the firm place of all Bundeswehr personnel and their families in our society, the special service provided for peace and German security and the integration of the Bundeswehr in society. All members of the Bundeswehr serve society and take on responsibility.

After the suspension of compulsory military service and the adaptation of structures with fewer garrisons throughout Germany, the Bundeswehr will also take up the

challenge of maintaining close ties between society and the Bundeswehr. Voluntary military service, the new Bundeswehr Reserve Concept, a more active focus on the veterans’ issue and the new self-perception as a volunteer army can make an important contribution to this.

However, the Bundeswehr cannot strengthen these ties on its own. For this, it will need the backing and support of society. In addition to a wide and open discussion on security policy in general, this will also include the debate on the role and tasks of the Bundeswehr in our community. In an all-volunteer army, young men and women make a conscious decision for military service. The attractiveness of the Bundeswehr as an employer is a prerequisite for this.

Recruitment will to a significant degree depend on the extent to which military service, which ultimately entails danger to life and limb, is appreciated by the state and by society as a whole. This also applies to the way veterans of the Bundeswehr are dealt with.

The chasm between the experiences made by military personnel in the likely operational scenarios outside the borders of Germany and Europe and the peacetime conditions at home in Germany must not result in “benevolent disinterest” towards the Bundeswehr.

The relationship between the Bundeswehr and society is crucial for Germany’s capability to act and is hence of great significance for our security.

The Stationing Concept

5.6



The new Bundeswehr Stationing Concept released on 26 October 2011 signalled the transition to the new structure and has thus set an important course for the reorientation of the Bundeswehr.

A decisive factor in the new Stationing Concept was a necessary reduction of 90,000 military and civilian posts. It determines where and to what extent the military and civilian major organisational elements of the Bundeswehr will maintain locations in the German federal states in future. In this context the Stationing Concept marks the transition from the rough to the detailed planning stage and the implementation of stationing decisions connected with it.

A total of 32 Bundeswehr stations will be closed and a further 33 reduced to such an extent that in future they will have less than 15 posts and will therefore no longer be regarded as Bundeswehr stations. In future, there will be a total of 263 Bundeswehr locations in Germany where the Bundeswehr is stationed. The number of posts will decrease nationwide from an average of 3.4 to 2.4 per 1,000 residents.

The Stationing Concept takes a comprehensive approach according to the four basic principles of functionality, cost-efficiency, attractiveness and presence throughout the country. In addition, consideration was also given to

location-specific military and functional characteristics concerning both the fulfilment of missions and tasks and the implications of stationing on personnel and attractiveness. Economic aspects were included as a further essential criterion. The decisions on the future stationing are the result of thorough and extensive analysis in which these factors were carefully and comprehensively weighed against each other.

With the Stationing Concept, an important course has been set to enable the Bundeswehr to meet the challenges of the future. Relocations, reorganisation, the new establishment but also the closure of units and agencies – and the corresponding consequences for the locations – are unavoidable. They are a prerequisite for structuring the Bundeswehr in such a way that effective and economical mission accomplishment becomes possible in a complex security environment and with reduced numbers of personnel.

The Act Accompanying the Reform of the Bundeswehr

5.7



By means of individual aids, offers and forms of compensation for Bundeswehr personnel, the Act Accompanying the Reform of the Bundeswehr is designed to make the reorientation as socially responsible as possible.

The structural reform of Bundeswehr personnel aims at focusing on operations, increasing efficiency and streamlining. A triad of growth, reorganisation and reduction is intended to achieve this. This results in the objectives of an operations-focused and rapid reduction in the average age of personnel, professionalisation and the reduction of personnel numbers.

Operations-focused personnel adjustments necessarily entail reductions in force and at the same time new recruitments in line with requirements. The Act Accompanying the Reform of the Bundeswehr, in effect for a limited period until the end of 2017, is designed to make available the tools needed for this restructuring of personnel and to maintain and improve the attractiveness of serving in the Bundeswehr despite the necessary adjustments in personnel.

The Act Accompanying the Reform of the Bundeswehr thus contains provisions for reform aids and initiatives as well as tools for adjustments in personnel.

The aids and initiatives for implementing the reform include measures intended to achieve improvements for members of the Bundeswehr. Together with the measures already introduced, examples of these include improvements in child care, housing support and career development, financial allowances, bonuses for recruiting and retaining personnel, as well as an increase in, and greater flexibility of, the terms of enlistment.

The duty of care and the need to be cost-effective place an obligation on the Bundeswehr to attempt to retain, as a matter of priority, personnel that will no longer have a specific task to perform in the new structures. The tools for personnel adjustments thus take into consideration possibilities of further employment including internal Bundeswehr employment options as well as employment options in other ministries, with other public-service employers, or on the private labour market. Additional measures for the discharge of personnel will only be considered if no job prospects can be offered. This may occur, for example, by shortening the term of service accompanied by a financial incentive and a change in service status or by discharge with full pension.

The realisation of these aids and initiatives and of the tools for personnel adjustments takes place on the basis of the Act Accompanying the Reform of the Bundeswehr, which primarily regulates the legal aspects of status, payment and pensions.

In particular, the statutory regulations for a necessary discharge of personnel include:

- > The possibility of a change in status from a regular career soldier to a temporary-career soldier, supported by compensation payments
- > Lump-sum payments in the event of discharge
- > Provisions for the early retirement of military personnel and civil servants
- > Raising additional-income limits for career soldiers and civil servants who retire early
- > Supporting measures to facilitate further employment and a change of profession

Attractiveness

5.8

Attractiveness of the Bundeswehr



The Bundeswehr, like other organisations and enterprises, is facing great challenges regarding the recruitment and retention of military and civilian personnel that go beyond those of other competitors due to the unique demands of military service.

The attractiveness of the Bundeswehr as an employer is crucial for the satisfaction of personnel requirements and thus constitutes the basis for the Bundeswehr's operational readiness. It is based on three pillars.

The reputation of the Bundeswehr as an organisation and employer

Examples of measures that are already in place:

- > Creation of an index of attractiveness that allows to evaluate and compare how the assessment of the Bundeswehr's attractiveness develops both in the Armed Forces and in society.
- > Enhancement of the Bundeswehr's offers to provide information and enter into a dialogue in the media, society and social networks with the objective of clearly intensifying the imparting of knowledge, meaning and values as well as developing and improving its image.

The Bundeswehr as a training institution

The provision of jobs that are both interesting and worthwhile and an extensive offer of basic, advanced and follow-on trainings

Examples of measures that are already in place:

- > Vocational advancement programmes designed to enable personnel who enlist for shorter terms of service to obtain qualifications in civilian professions must be expanded.
- > In order to retain trainees in the long term, it must be possible to guarantee permanent employment already at the beginning of their training if certain performance and mobility criteria are met.

The material and social framework conditions

of the service for military and civilian personnel and their personal environment

Examples of measures that are already in place:

- > As a general rule, the deployment pattern is based on a cycle of 4 months on deployment abroad and 20 months in between deployments.
- > For specialties that are already suffering from substantial shortages in personnel, bonuses and assignment bonuses must be introduced.

Reconciliation of Family Life and Military Duty/Family Life and Work in the Bundeswehr

5.9



The world of work has changed in recent years. This also applies to service in the Bundeswehr, which increasingly requires greater flexibility in terms of location.

Moreover, deployment abroad is a feature of service in the Bundeswehr. In many cases today, a transfer will not result in the relocation of the whole family. There has been a continuous increase in the number of Bundeswehr personnel who, on being transferred, often commute out of consideration for family life. A great deal of importance is attached to the children's education and training. Appropriate educational institutions and adequate childcare, also for very young children, are of major significance for allowing working parents to focus on the demands of their profession. In an aging society, caring for close dependents is also becoming increasingly important.

For the Bundeswehr to be perceived as a competitive employer and for the creation of a work environment which meets the needs and expectations of personnel as a family-friendly employer, it is absolutely essential that reconciliation of family life and military duty/family life and work is improved.

Showing respect for and taking into account the family obligations of personnel is part of modern and appropriate Bundeswehr personnel management. Because, for one thing, measures that take family commitments into account are suited to increasing job satisfaction and decreasing staff turnover and absence through illness. For another, precisely demographic developments have led to a situation where the Bundeswehr is competing with other employers for qualified personnel. Hence, maintaining and improving family-sensitive working conditions is in each and everyone's interest, but also in the interest of the Bundeswehr as an organisation.

For the Bundeswehr, this means taking into proper account from the onset the needs of those who have to reconcile their everyday working lives with looking after children or caring for dependents. Family-friendly, pragmatic solutions will have to be developed and implemented by all parties working together within the scope of the fulfilment of

duty-related tasks. However, in case of doubt after having weighed all the relevant aspects, Bundeswehr mission accomplishment will continue to have priority.

In a new Bundeswehr, improving the reconciliation of family life and military duty/family life and work as well as shaping working life in a family-friendly way will be a self-evident objective at all levels. Heads of agency, military and civilian executive personnel and personnel management staff will have particular responsibility in this area.

Federal Minister

Dresden, 21. March 2012

Internal distribution list III

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SUBJECT Principles for the Top-Level Structure, Chain of Command, and Command and Control Organisation in the Federal Ministry of Defence and the Bundeswehr

I hereby issue the following principles for the top-level structure, chain of command, and command and control organisation in the Federal Ministry of Defence (FMoD) and the Bundeswehr with effect from 1 April 2012.

They follow the Blankenese Directive of 21 March 1970 and the Berlin Directive of 21 January 2005.

The new principles take into account that

- the Chief of Defence will become the administrative superior of all military personnel in the Armed Forces and part of the FMoD Executive Group;
- the service chiefs of staff will exercise command and control of their respective military organisational elements from outside the Ministry;
- to ensure greater Bundeswehr-wide task accomplishment, FMoD directorates-general, but also subordinate authorities and agencies, will increasingly be staffed by both military and civilian personnel;
- technical and organisational authority will, where feasible, be merged at all levels.

- 2 -

The basic structure of the FMoD announced on 10 October 2011 will thus be augmented by these principles in order to implement the guiding principles of the reorientation such as Bundeswehr-wide task accomplishment, the pooling of responsibility, the reduction of interfaces, and the consolidation of responsibility and authority, starting from the top ministerial level and extending throughout the entire Bundeswehr.

Supplementary arrangements and requirements in the area of responsibility of the FMoD will be tied to these principles.

Principles for the Top-Level Structure, Chain of Command, and Command and Control Organisation in the Federal Ministry of Defence and the Bundeswehr

FMoD and subordinate agencies

As a supreme federal authority, the FMoD is neither part of the armed forces nor of the Federal Defence Administration. All civilian and military Ministry staff are part of the general administrative chain of command corresponding to the FMoD organisational structure and perform their tasks on the basis of official instructions / directives issued by superior staff members and manage subordinate staff by official instructions / directives regardless of their respective status under public service law. The Federal Minister of Defence or, in his place, the responsible permanent State Secretary, is the sole military superior and disciplinary superior of military personnel within the Ministry.*

Cooperation between the ministerial directorates-general is carried out in accordance with the Common Rules of Procedure of the Federal Ministries, the Supplementary Rules of Procedure of the Federal Ministry of Defence and, where appropriate, the additional stipulations.

The armed forces, the defence administration, the military chaplaincy, and the military justice system are subordinate to the Ministry. The armed forces comprise the major military organisational elements, namely the Army, the Air Force, the Navy, the Bundeswehr Joint Medical Service, and the Joint Support Service. In addition, there are military agencies directly subordinate to the Ministry. The defence administration comprises the major organisational elements "Personnel", "Equipment, Information Technology and In-Service Support" and "Infrastructure, Environmental Protection & Services".

* For better readability, only the masculine form will be used.

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Notwithstanding specific assignments and the military chain of command, ministerial control of subordinate agencies is exercised by the appropriate organisational elements in the Ministry.

I. FMoD Executive Group

1. The Federal Minister of Defence is the Commander-in-Chief of the German Armed Forces in accordance with Article 65a of the German constitution and the head of all major organisational elements within his area of responsibility in accordance with Article 65. He is the highest superior of all military personnel, civil servants and employees of the Bundeswehr. In addition to the decision-making authority conferred on him by law or by other provisions, the Federal Minister of Defence may make final decisions on the following matters in his area of responsibility:
 - Issues of fundamental or particular political importance;
 - Central issues concerning the organisation and structure of the Bundeswehr;
 - Personnel matters in accordance with the additional stipulations of the Federal Minister of Defence;
 - Bundeswehr operations** outside the territory of the Federal Republic of Germany
 - i. as part of international alliances/organisations (e.g. NATO, EU, UN),
 - ii. under national command and control, e.g. noncombatant evacuation operations,
 - iii. for humanitarian relief purposes;
 - Standing operational tasks;
 - Humanitarian aid in the territory of the Federal Republic of Germany in response to natural disasters and serious accidents.
2. Together with the Federal Minister of Defence, the Parliamentary State Secretaries and the State Secretaries form the FMoD Executive Group (Section 6, Joint Rules of Procedure of the Federal Ministries). As the military advisor to the Federal Government and the most senior military representative of the Bundeswehr, the Chief of Defence is part of the FMoD Executive Group.

** The term "operation" is used here, and in the remainder of this directive, in a military sense, regardless of whether it refers to an **operation in accordance with Article 87a (2) of the German constitution**, the **deployment of armed forces** in accordance with the Parliamentary Participation Act, or the **employment** of armed forces, for example in the scope of mutual administrative assistance. In this context, an operation is whenever the armed forces accomplish a specially ordered task, usually on a temporary basis, which lies outside routine duty, training and exercises, regardless of the legal classification of this operation.

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3. The Parliamentary State Secretaries support the Federal Minister of Defence in fulfilling his governmental tasks in accordance with the additional stipulations of the Federal Minister of Defence or decisions taken by the Federal Minister of Defence on a case-by-case basis.

Any necessary preliminary work is conducted by the directorates-general and organisational elements of the Ministry. Parliamentary State Secretaries must reach mutual agreement with the appropriate State Secretary. The responsibility of the State Secretaries is not affected. The Parliamentary State Secretaries deputise for one another.

4. The State Secretaries represent the Minister in their areas of responsibility, which are laid down in the additional stipulations of the Federal Minister of Defence. They must ensure that tasks of the Federal Ministry of Defence are carried out in the most efficient manner possible. As a rule, they have the final decision in administrative and relevant military matters. The State Secretaries deputise for one another.
5. Submissions to the Federal Minister of Defence and to the Parliamentary State Secretaries are made through the appropriate State Secretary. In addition, submissions for the Executive Group must be made to the appropriate State Secretary, if necessary in consultation with the other State Secretary. Official channels are based on the additional stipulations of the Federal Minister of Defence and the FMoD Rules of Procedure.
6. Due to his extensive responsibility for budget matters, the State Secretary responsible for the Directorate-General for Budget must be consulted on all matters pertaining to the Executive Group which will affect the budget.

II. Top-Level Military Structure, Chain of Command, and Command and Control Organisation in the Federal Ministry of Defence and the Bundeswehr

1. The Chief of Defence is the highest-ranking service member of the Bundeswehr. He is thus authorised to establish binding principles for all Bundeswehr military personnel, regardless of service affiliation.

He is the most senior military representative of the Bundeswehr and the military advisor to the Federal Government. He is responsible for the overall approach to military defence including planning and development and for the command and control of the Armed Forces. His subordination to the State Secretaries, his authority, and the directorates-general assigned to him are laid down in the

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additional stipulations of the Federal Ministry of Defence. In carrying out his responsibilities, the Chief of Defence is also supported by all FMoD directorates-general; this does not result in additional authority and decision-making powers.

2. The Vice Chief of Defence represents the Chief of Defence in his absence. He represents the Chief of Defence in ministerial tasks specified by the Chief of Defence. He is not a ministerial entity in his own right.
3. The Armed Forces are subordinate to the Chief of Defence in every respect. In accordance with Section 1 of the Directive Governing Superior-Subordinate Relations, the Chief of Defence is the immediate superior of all military personnel serving in the Armed Forces and the superior of civilian personnel employed there. In cases where he is designated as the disciplinary superior of military personnel outside the armed forces, he acts as a superior in accordance with Section 3 of the Directive Governing Superior-Subordinate Relations.
4. The service chiefs of staff exercise command and control of their respective major military organisational elements outside the FMoD and, in accordance with Section 1 of the Directive Governing Superior-Subordinate Relations, are the immediate superiors of all military personnel in their major military organisational elements. The heads of the armed forces agencies directly subordinate to the FMoD are the immediate superiors of all military personnel in their respective areas of responsibility.

In addition to his position as the immediate superior of the Joint Medical Service, the Surgeon General, Bundeswehr is at the same time the highest technical superior (Section 2 of the Directive Governing Superior-Subordinate Relations) of all soldiers of the Medical Service in the Bundeswehr. As far as Medical Service matters are concerned, he is authorised to issue binding guidelines for the rest of the Bundeswehr.

5. The Chief of Defence convenes meetings of the Chiefs of Staff Council, which he chairs, to discuss matters of fundamental importance that concern the armed forces as a whole. The Chiefs of Staff Council serves to promote jointness and to prepare decisions by the Chief of Defence. The Chiefs of Staff Council is not vested with decision-making powers.
6. Military personnel employed outside the armed forces, especially in Defence Administration authorities and agencies, are removed from the continuous chain of command in the armed forces.

They are part of the general administrative chain of command in accordance with the organisational structure in question; command and control over them is exercised through official instructions or directions or they themselves exercise command and control in cases where they have a leadership function.

The command authority of the Federal Minister of Defence is not affected by this arrangement. Command and control over these military personnel is exercised by the head of each authority/agency. Their rights and duties as military personnel remain unaffected as does the responsibility for their personnel management. The head of the agency/authority must ensure that administrative matters in connection with military status are attended to. A post for a Representative for Matters Concerning Military Personnel must be established in agencies/authorities to assist agency/authority heads in this respect. The representative is generally the disciplinary superior of military personnel in the agency/authority and acts as a superior in accordance with Section 3 of the Directive Governing Superior-Subordinate Relations. Guidelines for agency/authority heads on exercising this responsibility will be prepared by the FMoD.***

III. Operational command and control

1. The Chief of Defence is responsible for the planning, preparation, execution and assessment of Bundeswehr operations. In addition to his command authority over the armed forces, he exercises command and control of operations through the directorates-general subordinate to him, particularly the Directorate-General for Strategy and Operations and the Bundeswehr Joint Forces Operations Command. In addition, all directors at the FMoD, without prejudice to their authority and responsibility, are instructed to cooperate with the Chief of Defence in respect of specific operations.
2. During ongoing Bundeswehr operations abroad, orders for operational contingents or operational forces are exclusively issued through the operational chain of command (Chief of Defence, Directorate-General for Strategy and Operations, and Bundeswehr Joint Forces Operations Command). Subsection III.1 remains unaffected. The same applies to reporting channels. Functional authority within the FMoD or the subordinate level remains unaffected.

IV. Personnel Management

1. The Director-General for Personnel is responsible for the personnel process in line with a Bundeswehr-wide approach. He is responsible for meeting the personnel requirements of the Bundeswehr and the FMoD. For this purpose, he cooperates closely with the directorates-general in the area of responsibility of the Chief of Defence and with the other directorates-general.

*** Subsection 6 refers exclusively to military personnel employed outside the armed forces but in the area of responsibility of the FMoD. Separate arrangements will apply to military personnel employed in other areas of responsibility or in international organisations.

2. In the scope of their technical authority, the directorates-general in the area of responsibility of the Chief of Defence and the other directorates-general state their requirements to the Directorate-General for Personnel.
3. In addition, the Directorate-General for Personnel is also responsible for social affairs in the Bundeswehr.

V. Equipment, Information Technology and In-Service Support

1. The Director of Equipment, Information Technology and In-Service Support has overall responsibility for the procurement and in-service support process and the IT strategy in the Bundeswehr. He is responsible for preparing and developing appropriate procedural regulations. In addition, he is responsible for the principles of procurement and tendering in the Bundeswehr.
2. The Directorate-General for Equipment, Information Technology and In-Service Support has "material responsibility for operational viability"; by contrast, the Chief of Defence has "in-service and supply responsibility for the maintenance of operational capability and readiness".

VI. Infrastructure, Environmental Protection and Services

1. The Director of Infrastructure, Environmental Protection and Services has overall responsibility for Bundeswehr facility management in Germany, abroad and in theatres of operations as well as for all related services. This includes the construction and operation of facilities.

He is responsible for messing and club facilities during routine duty, abroad and in theatres of operations.
2. He is responsible for the performance of statutory protective tasks in areas including environmental protection, nature conservation, occupational safety, fire protection and hazardous materials transportation. He acts as a supervisory authority under public law for the Bundeswehr and the Allied forces stationed in Germany.

I hereby revoke the "Weisung über die Aufgabenverteilung im Bereich der strukturellen und quantitativen Personalplanung" (Directive on the Allocation of Tasks in the Area of Structural and Quantitative Personnel Planning) of 18 December 1970, also known as the Birckholtz Directive, the "Weisung über die Grundsätze für Aufgabenzuordnung,

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Organisation und Verfahren im Bereich der militärischen Spitzengliederung" (Directive on the Principles of Task Allocation, Organisation and Procedures for the Top-Level Military Structure) of 21 January 2005, also known as the Berlin Directive, the "Führungsweisung über die Verantwortlichkeiten für Einsätze der Bundeswehr im Ausland sowie Hilfeleistungen der Bundeswehr bei Naturkatastrophen und besonders schweren Unglücksfällen im In- und Ausland sowie bei sonstigen Fällen der Amtshilfe" (Command Directive on Responsibilities with Respect to Bundeswehr Operations Abroad, Relief in Case of Natural Disasters and Serious Accidents in Germany and Abroad, and Other Cases of Mutual Administrative Assistance) of 30 May 2008, and the "Weisung über die Verantwortlichkeiten im Bereich der Leitung" (Directive on Responsibilities within the Executive Group of the Federal Ministry of Defence) of 16 February 2010.



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- > Gesetz zur Begleitung der Reform der Bundeswehr (Act Accompanying the Reform of the Bundeswehr), 21 July 2012

Annex

- > Erlass – Grundsätze für die Spitzengliederung, Unterstellungsverhältnisse und Führungsorganisation im BMVg (Principles for the Top-Level Structure, Chain of Command, and Command and Control Organisation in the FMoD), 21 March 2012



Bundeswehr

Wir. Dienen. Deutschland.