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CSDP/PSDC 749

COVER NOTE

From:	European External Action Service (EEAS)
To:	European Union Military Committee (EUMC)
Subject:	Framework Process for Managing CSDP Military Training Requirements

DOCUMENT PARTIALLY ACCESSIBLE TO THE PUBLIC (26.05.2015)

Delegations will find attached document EEAS 00945/8/14 REV 8.

Encl.: EEAS 00945/8/14 REV 8

EUROPEAN EXTERNAL ACTION SERVICE

EUROPEAN UNION
MILITARY STAFF

Brussels, 18 December 2014

EEAS 00945/8/14
REV8

LIMITE

CSDP/PSDC

NOTE

From:	European Union Military Committee
To:	European Union Military Committee
No. Prev. doc.:	EEAS 00945/7/14 REV7, dated 31 October 2014
Subject:	Framework Process for Managing CSDP Military Training Requirements

Delegations will find attached the Framework Process for Managing the CSDP Military Training Requirements, as noted by the EUMC on 17 December 2014.

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<u>References:</u>

A.   Military Training and Education in the EU - EUMS Study, doc. EEAS 00978/4/13 REV 4, dated 24 September 13, Ref. Ares (2013)3108408 - 25/09/2013) (EUMC agreed the short term proposals referenced in the document, in its meeting on 7 October 13 - Outcome of Proceedings EUMC, doc ST 14578/13, CSDP/PSDC 653, dated 8 October 13).

B.   Military Training and Education in the EU - Final Draft Action Plan for the short term proposals, doc. EEAS 02648/2/14, dated 4 February 14 (agreed by the EUMC in its meeting on 26 February 2014 - Outcome of Proceedings, doc. 7059/14, CSDP/PSDC 120 , dated 27 February 14).

C.   European Council 19/20 December 2013, Conclusions, doc. EUCO 217/13, dated 20 December 2013.

D.   Council Conclusions on CSDP, doc. 15992/13, dated 25 November 2013.

E.   Terms of Reference of EU Military Training Group, doc. 9357/14, dated 30 April 2014.

A.   BACKGROUND

1.   In 2013, the EUMS conducted a strategic level analysis whose outcomes were a Study on the Military Training and Education in the EU and a series of proposals divided in short, medium and long term (Ref A).

2.   On 26 Feb 14, EUMC agreed the Action Plan for the short term proposals (Ref B). One of these proposals (no 2) provided for the definition of the military training requirements in CSDP, which makes the object of the present document.

B.   AIM

3.   The aim of this document is to set the framework for a process of managing the CSDP military training requirements by proposing a list of preliminary military training disciplines on which further analysis is required in the short term in order to define the CSDP military training requirements.

C. METHODOLOGY

4. Training of armed forces is the responsibility of the Member States (MS). Nevertheless, when MS decide in common to contribute with military capabilities to CSDP military missions and operations, there may be a common requirement for training in certain areas specific to CSDP. This common requirement may be efficiently met through centralized management of these specific training requirements (at EU level) and decentralized execution or implementation of those requirements (at MS level).

5. The proposed centralized process of managing CSDP military training requirements consists of four steps: (1) define the EU training disciplines; (2) define thematics[1] for each disciplines; (3) derive CSDP military training requirements by identifying performance objectives (POs) for each training audience and by thematics; (4) define training necessary to secure a proper accomplishment of POs. The outcomes of this process are clearly defined CSDP military training requirements (the process schematic and an example are presented in Annex A).

6. This document identifies a list of preliminary EU military training disciplines and thematics (steps 1 and 2) and provides detailed guidelines for the conduct of steps 3 and 4, through Training Requirements Analysis (TRA).

D. EU MILITARY TRAINING DISCIPLINES AND THEMATICS

7. An EU military training discipline is a functional category that groups distinct thematics in support of a military capability for CSDP military missions and operations. They may derive from various sources, such as political guidance (Ref C and D), the capability and concept development processes or military guidance provided by the EUMC. The scope of a training discipline is broad, ranging from the political-strategic down to the tactical level and it applies to both individual and collective training.

8. To better manage training requirements on a functional basis and facilitate further coherence with NATO training principles, the EU Military Training Group (EUMTG) (Ref E), supported by the EUMS, has defined several EU military training disciplines which are specific or relevant to CSDP (Annex B). This is to be regarded as a preliminary list of training

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[1] Thematics are areas within each discipline that group individual and collective performance objectives on a functional basis.

disciplines that may be subject to changes according to needs and on the basis of the EUMC's strategic guidance on the EU military training and education.

E. CSDP MILITARY TRAINING REQUIREMENTS

9. CSDP Military Training Requirements describe the training necessary to achieve and sustain the desired level of performance for CSDP military missions and operations.

10. Military training requirements could be classified as either *standing*, aimed at sustaining the desired level of operational effectiveness, or *new* requirements where new competencies should be developed and/or existing competencies need to be improved.

11. EUMS has conducted an analysis of sources of military training requirements (Ref A) and identified a series of thematics where performance may need improvement by training (Annex B). These thematics represent the basis for deriving CSDP military training requirements through TRA, validated by the EUMTG and approved by the EUMC.

12. In the spirit of the comprehensive approach, all relevant activities conducted to implement the military training requirements should be carried out with consideration of CSDP civilian training requirements and in cooperation with EDA and the Commission. These activities should be coherent with existing NATO ones whenever possible, respecting the principles of inclusiveness and reciprocity.

F. GUIDELINES FOR TRAINING REQUIREMENTS ANALYSIS (TRA)

13. To understand whether, in the implementation process, training activities (e.g. courses, exercises etc.) manage to meet the military training requirements, quantitative and qualitative analyses are needed. In order to approach training in an integrated manner, across all levels, training requirements should be analysed per each individual training discipline. In this respect, in accordance with the EUMC's periodic strategic guidance, EUMTG should either directly conduct TRA or validate TRA conducted, on its behalf, by other entities (e.g. discipline leaders, as referred to in para.15). The final result of the respective TRA is a clear picture of the training performance required, the training gaps that exist and the training options available.

14. The TRA process mainly consists of four steps: (1) define thematics for a particular training discipline (by validating the preliminary thematics presented in the Annex B and/or

identifying new ones); (2) define EU specific POs for each thematic; (3) map the existing training standards and opportunities in MS, NATO, or other international organisations either on-line, using the information uploaded by the MS on the Sharing Training Facilities Catalogue, or through focused questionnaires and (4) assess how the existing training activities obtained in step 3 meet the EU specific POs defined in step 2. A critical moment in step 2 of the process is the definition of EU specific POs. This should generally be done through comparison with existing NATO's POs, via staff-to-staff contacts. The TRA could be conducted, in workshop format, with contributions from military and civilian experts in each discipline.

15. A rational and expedient approach is the conduct of TRA by lead nations/ bodies, which can assume the role of EU discipline leaders[2], with subsequent validation of the TRA by the EUMTG. In order to avoid duplication of effort, the role of the EU discipline leader has to be assumed, whenever possible and accessible to all EU MS, by the nation or the body having a similar role for NATO (e.g. Lead Nations, Centres of Excellence, PfP Training Centres etc.).

16. MS are encouraged to take the lead for the EU military training disciplines listed in Annex B and, as "discipline leader", conduct TRA with the aim of identifying training gaps and proposing appropriate corrective measures, to be subsequently validated by the EUMTG and approved by the EUMC. Having already identified several discipline leaders, it is recommended that, in the short term, further analysis be conducted, for the following disciplines:
    a. Comprehensive Approach to Crisis Management in CSDP;
    b. (Military Role in) Cyber Defence;
    c. Operations Planning for CSDP;
    d. Civil Military Cooperation (CIMIC);
    e. Crisis Management/ Disaster Relief;
    f. CBRN/WMD.

17. EUMTG will ask the EUMC for strategic guidance in order to indicate the need for new disciplines. Only conducting TRA for part of the training disciplines may pose a risk of incoherence among the overall construct of military training and education. Therefore, in the medium and long terms, MS are encouraged to consider taking the lead for all disciplines presented in Annex B.

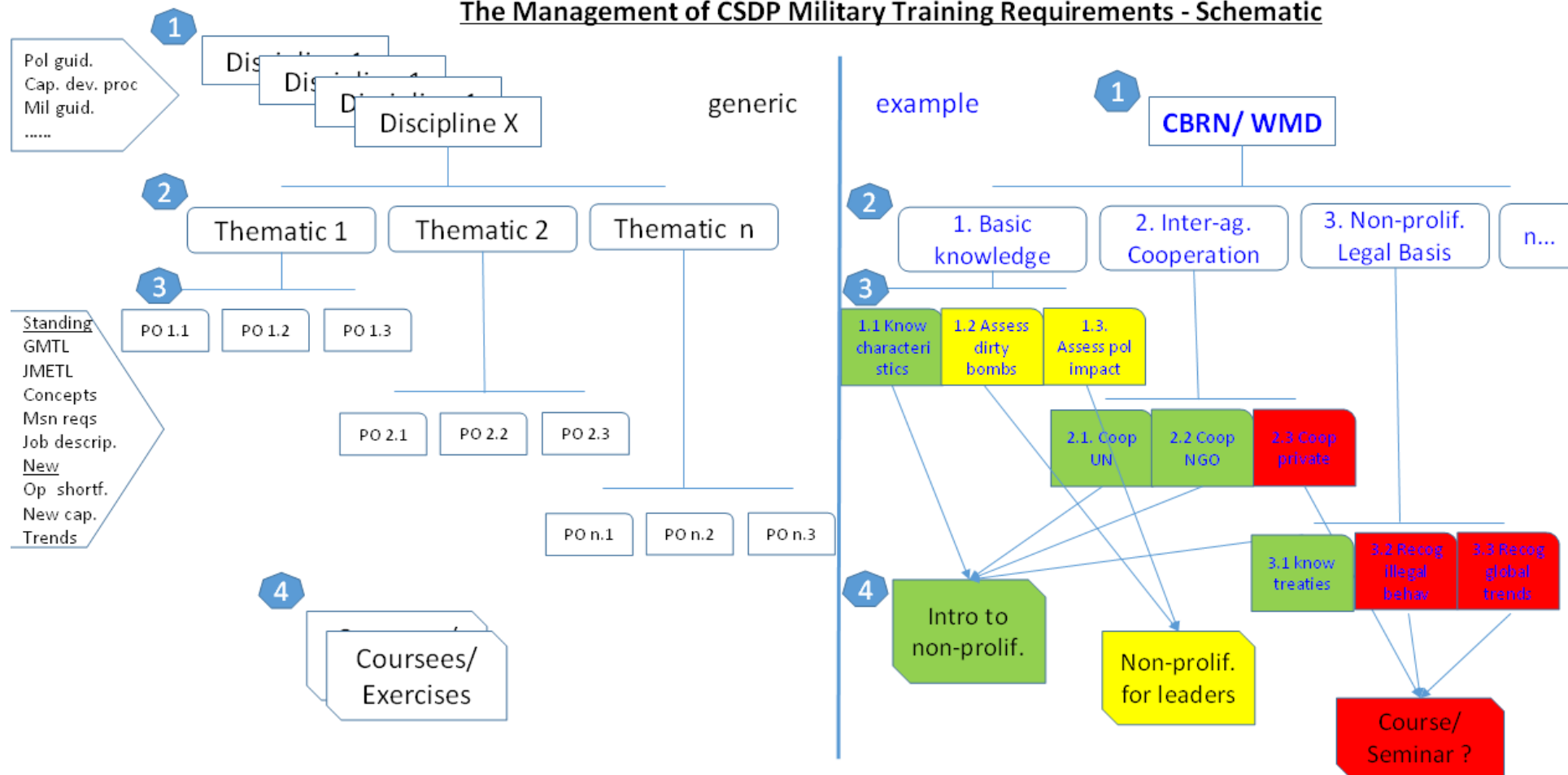[2] Identification of EU discipline leaders is a proposal for the medium/ long term (Ref A).

Annexes:

A. The Management of CSDP Military Training Requirements

B. Preliminary CSDP Military Training Disciplines and Thematics

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The Management of CSDP Military Training Requirements - Schematic

generic

example

1

Pol guid.
Cap. dev. proc
Mil guid.
......

Discipline 1
Discipline 1
Discipline 1
Discipline X

1 CBRN/ WMD

2 Thematic 1 | Thematic 2 | Thematic n

2
1. Basic knowledge | 2. Inter-ag. Cooperation | 3. Non-prolif. Legal Basis | n...

3 PO 1.1 | PO 1.2 | PO 1.3

Standing
GMTL
JMETL
Concepts
Msn reqs
Job descrip.
New
Op shortf.
New cap.
Trends

3
1.1 Know characteristics | 1.2 Assess dirty bombs | 1.3. Assess pol impact

PO 2.1 | PO 2.2 | PO 2.3

2.1. Coop UN | 2.2 Coop NGO | 2.3 Coop private

PO n.1 | PO n.2 | PO n.3

3.1 know treaties | 3.2 Recog illegal behav | 3.3 Recog global trends

4 Coursees/ Exercises

4 Intro to non-prolif.

Non-prolif. for leaders

Course/ Seminar ?

Military Training Requirements for Discipline X: **WHAT** training is necessary for a specific audience, in order to achieve/ sustain all performance objectives (PO1.1 to PO n.3) relevant across all thematics (1 to n) for discipline X?

Military Training Requirements for Discipline CBRN/WMD: Audience at the pol-strategic level have to be able to ...(PO1.1...3.3). In order to achieve/maintain this capability, the respective audience have to attend courses.... The Course "Non-proliferation for leaders" have to be improved and a new course is required for PO 2.3, 3.2 and 3.3. (TRA conclusions)

The Management of CSDP Military Training Requirements – Description

(1) **DISCIPLINES** - How do we tackle training in a structured way? Training is a multidisciplinary activity but it is better managed at sectorial level – DISCIPLINE. Disciplines may derive from political or military guidance, capability development process etc. in support of a particular military capability (e.g. Air operations, Logistics, Operations Planning, CBRN/ WMD etc.).

Chemical Bacteriological Radiological Nuclear/ Weapons of Mass Destruction (CBRN/WMD)

(2) **THEMATICS** – A discipline is a functional category that groups distinct performance objectives but training may not be manageable at this level. This requires further breaking down the discipline in functional areas - THEMATICS (e.g. basic knowledge, management, execution, legal basis etc.). A thematic is relevant across all levels and audiences and are confirmed in the process of Training Requirements Analysis (TRA).

1. CBRN/WMD Basic knowledge

2. Interagency Cooperation

3. Non-proliferation legal basis

(3) **PERFORMANCE OBJECTIVES (POs)** – What individuals/ collectivises (training audience) should be able to do in order to: carry out the military tasks – GMTL/ JMETL (standing requirements), avoid doing mistakes again (new requirements from operational shortfalls), be prepared for futures scenarios (new requirements from future scenarios/ trends), be able to operate new capabilities (new requirements from new capabilities). POs are grouped by thematic and are relevant for a specific audience. They are confirmed in the process of TRA.

1. CBRN/WMD Basic knowledge	*2. Interagency Cooperation*	*3. Non-proliferation. Legal Basis*
PO 1.1. Know characteristics of WMD	*PO 2.1 Cooperation with UN*	*PO 3.1 Know treaties*
PO 1.2. Assess effects of dirty bombs	*PO 2.2 Cooperation with NGOs*	*PO 3.2 Recognize illegal behaviour*
PO 1.3. Assess political impact of dirty bombs	*PO 2.3 Cooperation with private companies*	*PO 3.3 Recognize global trends*

(4) **TRAINING ACTIVITIES** (courses, exercises) – Training activities impart knowledge in support of/ simulate/ create similar conditions to real life for practicing performance objectives. Existing training activities are confirmed in the process of TRA.

Introduction to non-proliferation course

Non-proliferation for leaders course

TRAINING DEFICIENCIES/GAPS. In the process of TRA, training gaps may be exposed by matching the identified performance objectives (3) with existing training (4). Potential conclusions of TRA may be: A. existing training covers POs and no action is required; B. existing training does not properly cover POs and a course review is necessary and, C. for some POs there is no training and a course should be designed for that (deficiencies and gaps are solved through Training Needs Assessment - TNA, by the training providers).

PO 1.1, 2.1, 2.2 and 3.1 are very well covered by the course "Introduction to non-proliferation course" **A**

PO 1.2 and 1.3 are insufficiently covered by the course "Non-proliferation for leaders" **B**

PO 2.3, 3.2 and 3.3 are not covered by any existing training and a new course should be devised **C**

Legend:
Text in black – generic process
Text in blue - example

Preliminary EU Military Training Disciplines and Thematics

Discipline	Thematics	Discipline leader
Disciplines specific to CSDP or relevant at EU level[1]		
Comprehensive Approach to Crisis Management in CSDP	DELETED FROM THIS POINT UNTIL THE END OF THE COLUMN	DELETED FROM THIS POINT UNTIL THE END OF THE COLUMN
(Military role in) Cyber Defence		
Operations Planning for CSDP		
Civil Military Cooperation (CIMIC)		
(Military role and		

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[1] these are disciplines for which some training solutions could be developed in common, at EU level, in a comprehensive manner.

Discipline	Thematics	Discipline leader
tasks in) Crisis Management/ Disaster Relief [1]		
(Military role in) Integrated Border Management (Border Security) [2]		
(Military Support) to Counter Terrorism[3]		
(Military Support to) SSR and DDR		
Financing of CSDP military missions and operations		
Legal aspects of CSDP (to include		

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[1] Some of these requirements exceed in part the CSDP framework and may serve for other EU activities, to include the internal security tasks (e.g. civilian protection, border management, counter terrorism). The inclusion of these requirements in this document has been suggested by their potential relevance to the military training audience, which may require training for both CSDP and internal security tasks.
[2] Idem.
[3] Idem.

Discipline	Thematics	Discipline leader
ROE)		
(Military role in) Maritime Security		
(Military role in) Space Operations		
(Military Role) in Energy Security		
Disciplines relevant at MS level[1]		
CBRN/WMD	**DELETED FROM THIS POINT UNTIL THE END OF THE COLUMN**	**DELETED FROM THIS POINT UNTIL THE END OF THE COLUMN**
Mission Specific/ Pre-deployment Training		
Intelligence/ISTAR		

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[1] these are disciplines for which MS are mainly responsible. However, a coherent analysis at EU level could help MS in developing standardized training and finding synergies with EU civilian training.

Discipline	Thematics	Discipline leader
Communications and Info Integration		
Multinational Logistics		
Leadership and Management		
Information Environment (InfoOps, PsyOps)		
Languages		
Cultural		
Gender		
Impact of the military actions on the environment		