

The Reorientation of the German Army

Fight – Protect – Help – Mediate

second updated edition



Heer

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The Reorientation of the German Army



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the 1990s, the number of people in the world who are under 15 years of age is expected to increase from 1.1 billion to 1.5 billion.

As the world's population grows, the demand for food and other resources will increase. This will put pressure on the environment and on the world's food supply.

One way to meet this demand is to increase the amount of food that is produced. This can be done by using more land for agriculture, by using more water, or by using more fertilizers and pesticides.

Another way to meet this demand is to increase the efficiency of food production. This can be done by using better farming techniques, by using better seeds, or by using better irrigation systems.

There are many ways to meet the world's growing demand for food and other resources. It is up to us to decide which way is best.

One of the most important things we can do is to make sure that we are using our resources wisely. This means that we need to be careful about how we use land, water, and other resources.

We also need to make sure that we are using our resources in a way that is sustainable. This means that we need to make sure that we are not using up our resources faster than they can be replaced.

By making these changes, we can help to meet the world's growing demand for food and other resources in a way that is sustainable and that is good for the environment.

There are many other things that we can do to help the environment. We can recycle, we can conserve energy, and we can use public transportation.

By making these changes, we can help to make the world a better place for everyone.

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Foreword



The German Army is going through a radical change. The reorientation will consistently gear the Army – as an integral part of the Bundeswehr – towards the changed current and future security environment.

In terms of its complexity and impact the reorientation is unprecedented. It will harmonise force structures, equipment, capabilities and financial resourcing with the security environment. The course has been set: the Defence Policy Guidelines issued on 27 May 2011 set the strategic framework, defining the mission and the tasks of the Bundeswehr.

The diversity and range of potential threats and risks to our security require the Army to provide contributions to the entire task and intensity spectrum in order to retain Germany's capacity for political action. This spectrum ranges from high-intensity operations in territorial as collective defence and in initial entry operations to extended stabilisation operations in the context of international conflict prevention and crisis management. In addition, the Army contributes to the rescue, evacuation and hostage rescue of German nationals abroad as well as to homeland security, humanitarian assistance and relief.

The Army is the mainstay of land operations. The capability and will to fight are the basis for prevailing in any conflict. This core competence is supplemented by the ability to help, protect and mediate. Under the new ARMY2011 structure, the Army will be geared even more heavily to operations. For this purpose, the basic structures, that is, the companies and battalions as the mainstay of combat operations, will be strengthened. Developing scopes for action will be exploited to modernise equipment and processes, to advance the professionalisation of our servicemen and -women and to enhance the attractiveness of service. In the future, deployment cycles will better take into account the time between deployments required for training and for private needs.

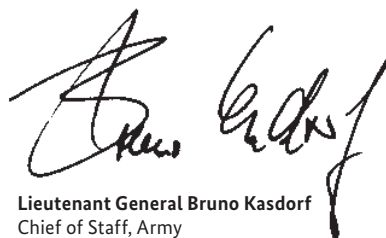
The Army cannot accomplish its reform objectives single-handedly, either in terms of personnel or equipment. The reorientation of the Army is closely connected with the Joint Support Service, the Air Force, the Navy, and the Joint Medical Service. It is to be closely coordinated with the new major organisational elements, leading to a new form of jointness and cooperation. Intelligent international cooperation beyond mission requirements will gain in importance. It will afford opportunities for the efficient use of scarce resources, including those earmarked for training.

The conceptual and planning steps for the reform have been completed. The next step will now be to implement them. The adoption of the new structures follows a top-down approach, beginning with the Federal Ministry of Defence that started reorganising on 1 April 2012. Consequentially, the establishment of the new Headquarters of the Army on 1 October 2012 marked the launch of the reform's implementation within the Army. On 1 April 2013, the disbandment of the Army Office and the establishment of the Army Concepts and Capabilities Development Centre and the Army Training Command began. From October 2013 on, the units will follow. Duly taking into account the current operational commitments, the core of the Army will restructure in the period 2014-2016. The process will be concluded by the training facilities.

This brochure provides a comprehensive overview of the Army following the adoption of the target structure in 2017. It deals with the rationales behind the reorientation, major changes and achievements as well as the characteristics of the ARMY2011 structure and places them in context, thereby contributing to a better understanding of the why, the how and the where. It is intended for both the military and civilian personnel as well as the reservists

of the Army, the members of the Bundeswehr, our international partners and the general public.

This approach of reorientation is the right course. The principle governing the reorientation of the entire Bundeswehr also applies to the German Army: we want to be better equipped to meet the future operational requirements for the benefit of our country, and we want to become more attractive, representing an Army in which future generations of soldiers will serve willingly.



Lieutenant General Bruno Kasdorf
Chief of Staff, Army



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Contents

1	The Army in the Context of the Reorientation of the Bundeswehr	9
2	The Self-Image of the Army	13
3	The Army on Operations	17
4	The ARMY2011 – Focus on Operations	27
5	The Headquarters of the German Army	39
6	The Army Concepts and Capabilities Development Centre	45
7	The Reorganisation of Training	51
8	The Army Training Command	57
9	Multinationality in the German Army	65
10	Arms and Services in the ARMY2011	71
11	The Soldier's Equipment and Major Army Equipment in the 21st Century	89
12	Army Equipment Planning Challenge	105
13	Careers in the German Army – More than just a Job	111
14	The German Army Reserve	121
15	The Care and Welfare Element – Post-Deployment Follow-up Measures	125
16	The Compatibility of Family Life and Military Service in the Army	129
	Editorial Details	135



The Army in the Context of the Reorientation of the Bundeswehr

1

The Bundeswehr's mission requires the German Army to cover a broad spectrum of tasks in both current and future operations.

In this context, the German Army provides forces for joint and combined land operations.

1 The Army in the Context of the Reorientation of the Bundeswehr

The Defense Policy Guidelines (DPG) of 27 May 2011 define the political framework for the reorientation of the Bundeswehr. They determine the mission and tasks of the Bundeswehr as well as their prioritisation.

A direct territorial threat to Germany involving conventional military means remains an unlikely event. What remains conceivable are territorial threats and conflicts at the periphery of the NATO territory. Territorial and collective defence thus continues to be the most challenging task.

The more likely tasks, however, will arise in the area of international conflict prevention and crisis management. Therefore, they will determine the armed forces' structure.

Bundeswehr tasks

The Bundeswehr provides operational forces for all types of operations in appropriate numbers that can be deployed across a broad capability spectrum.

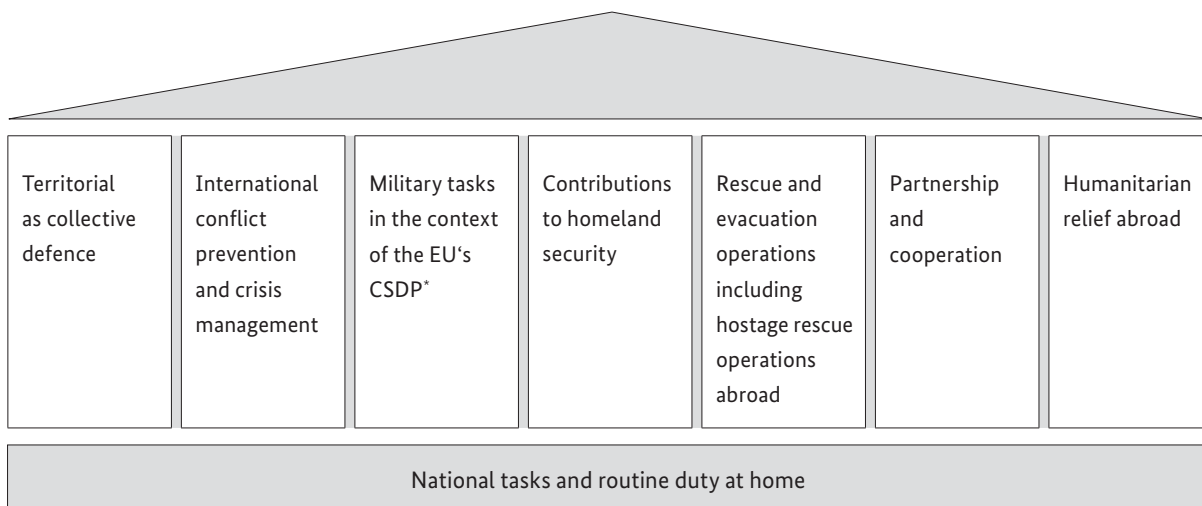
In concrete terms, the Bundeswehr is required

- to provide a joint set of forces and capabilities, including the German elements in the NATO Response Force and

the EU Battle Group, that is able to contribute in a fast manner for a limited period of time to collective defence within NATO and the European Union (EU),

- to simultaneously earmark approximately 10,000 sustainable military personnel for international conflict prevention and crisis management operations,
- to permanently maintain forces for rescue, evacuation and hostage rescue operations abroad,
- to provide capabilities for surveillance and policing of German airspace and maritime waters as well as for search and rescue,
- to provide personnel for monitoring missions and to provide forces as part of the UN Standby Arrangements System for UN peacekeeping based on available capacities,
- to assume homeland security tasks, if required, with all forces available.

The Bundeswehr tasks are divided as follows:



* Common Security and Defence Policy

Army tasks

The Bundeswehr's mission requires the German Army to cover a broad spectrum of tasks for both current and future operations:

- High-intensity operations,
- Extended stabilisation operations at all levels of intensity; military initial-entry, evacuation and special operations,
- Rapid response capability to emerging crises.

As a result of the reorientation, the Army will be composed of around 55,400 career and temporary-career soldiers. In addition, the Army will have up to 6,000 military service volunteers and some 1,740 civilian employees.

With this personnel strength, the Army will be able, given notice, to provide one division including two combat-effective mechanised brigades and division troops for territorial as collective defence. This formation 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. Essentially, the Army will provide

- two reinforced task forces,
- the nucleus of a multinational command and control element,
- the Army component of a mixed helicopter task force,
- forces in support of foreign armed forces (for example, mentors and instructors) as well as personnel for multinational headquarters.

Additionally, an Army component of up to 1,000 personnel will be available for rescue, evacuation and hostage rescue operations abroad. If necessary, contributions will be made to the NATO Response Force and the EU Battle Groups. In addition, the Army will continue to make a substantial contribution to homeland security and will support humanitarian operations abroad as well as relief operations in Germany and abroad.





The Self-Image of the Army

2

The German Basic Law defines the parliamentary control and the command authority over the Bundeswehr. It emphasises the primacy of politics which subordinates military leadership to political leadership. There is a special relationship of loyalty and trust between the armed forces and the state.

In this context, the self-image of the members of the German Army is based on their commitment to loyally serve the Federal Republic of Germany and to bravely defend the rights and the freedom of the German people.

The Characteristics of the Army's Self-Image

The German Army is the core of the land forces and the mainstay of land operations conducted within the framework of missions for the protection of Germany and its citizens, international conflict prevention and crisis management, support of allies, rescue and evacuation operations, and other forms of assistance.

The German Army must be able to fight, protect, assist and mediate on a global scale in regions that vastly differ from one another in terms of geography, climate and culture.

The German Army implements the values and norms of the Basic Law by using the concept of *Innere Führung*, or leadership development and civic education, and accomplishes its tasks by applying the principles of mission-type command and control.

The German Army places itself in the tradition of the Army reformers around Gerhard von Scharnhorst, the resistance fighters of 20 July 1944, and its own history which goes back for more than 50 years. Also, it greatly values instances of virtuous conduct and exceptional individual feats in its long military history. This becomes evident in its units, arms, and military tradition.

The German Army is characterised by diversity, which is reflected in the different arms and services.

The German Army never stands alone but accomplishes its mission in cooperation with other members of the Bundeswehr and the allied armed forces.

The Guiding Principles of the Members of the German Army

As Army servicemen and women, we

- serve our country with loyalty and discipline. In pursuance of our duty, we are prepared to make sacrifices and risk our lives;
- are proud of our military expertise and endeavour to continuously advance in our development – operational readiness and capability are the guiding principles of our actions;
- assert ourselves on operations, either alone or as a team, in a spirit of bravery, courage, competence and level-headedness;
- show tolerance and esprit de corps; are open to new things and respectful of foreign cultures;
- are modest, critical of ourselves, and strive to be an example to others. We acknowledge our tradition and stand up for our military customs.



The Army on Operations

3

Until today, thousands of German Army personnel have fulfilled their mission all over the world, delivering outstanding performances.

Operations will continue to determine the training, equipment and force structure, but also the German Army's self-image.

3 The Army on Operations

Since its formation, the Bundeswehr has taken part in more than 130 operations worldwide. Since the end of the East-West conflict in the early 1990s, the German armed forces have become increasingly involved across the full spectrum of international missions. This reflects Germany's growing readiness to assume responsibility in international affairs.

Army personnel contribute to the creation of a safe and secure environment for the reconstruction of crisis-stricken and war-torn nations, to include peace enforcement. They furthermore provide disaster and humanitarian relief and contribute to the protection of German nationals abroad. In addition, the Army makes contributions to the NATO Response Force and the EU Battle Groups.

ARMY CONTRIBUTIONS TO MISSIONS

Mission	Designation	Theatre of operations	First mandate*
ISAF	International Security Assistance Force	Afghanistan, Uzbekistan	22 Dec 01
KFOR	Kosovo Force	Kosovo	12 Jun 99
UNMISS	United Nations Mission in South Sudan	South Sudan	8 Jul 11
UNAMID	United Nations/ African Union Mission in Darfur	Sudan	15 Nov 07
UNIFIL	United Nations Interim Force in Lebanon	Lebanon	20 Sep 06
ATALANTA	European Union Naval Forces Somalia – Operation Atalanta	Horn of Africa	19 Dec 08
EUTM Mali	European Union Training Mission for Mali	Mali	28 Feb 13

* by the German Bundestag

As of March 2013

Through its involvement in these missions the Army, as part of the Bundeswehr, contributes to keeping the consequences of crises and conflicts at bay, to actively preventing them or, if this cannot be achieved, to at least containing them.

About 3,300 servicemen and women of the Army are currently on deployment, operating in a joint environment shoulder to shoulder with the service members of Allied and other nations.



The Army's Contributions

Afghanistan

For more than ten years, Army personnel have been on deployment in Afghanistan. Following the terrorist attacks of 11 September 2001 in the United States, the international community decided to intervene in Afghanistan so that the war-torn country would not permanently be a retreat and a training area for international terrorists.

Since 2006, Germany in its capacity as lead nation has been responsible for the mission conducted within the framework of the International Security Assistance Force (ISAF) in the north of the country. At present, 18 troop-contributing nations operate within Regional Command North, which is under German command. The bulk of the German contingent is provided by the Army.

After initial successes, the security situation in Afghanistan deteriorated continuously, in the north particularly in Kunduz province from 2006 on. Assaults on units and their involvement in firefights became the rule.

Parallel to the reinforcement of the ISAF forces which culminated in 2010 and 2011, the Bundeswehr deployed heavy weapons (*Panzerhaubitze 2000 self-propelled howitzer, MARDER infantry combat vehicle*) to the theatre in 2010. Subsequently, Regional Command North focused

on the employment of a reinforced manoeuvre battalion as quick reaction force. Since 2010/11, the strategy has been increasingly focusing on preparing the Afghan security forces for the assumption of security through the provision of advice, the conduct of common training and the support of operations. To this end, the force structure was adapted accordingly. The capabilities to train the Afghan National Army were increased substantially. As a result of the close cooperation with our allies and the Afghan security forces, the security situation in Afghanistan's northern region has improved significantly.

Thus, the Bundeswehr has increasingly improved its capability to shift its focus from force projection towards the provision of training, advice and assistance. For the time being, the Afghan security forces will continue to rely on special capabilities, such as air control teams, logistics, route clearance*, Forward AirMedEvac** or reconnaissance.

To date, Germany and its partner nations have paid a high price for their commitment: over the past ten years of the Afghanistan mission, 54 Bundeswehr soldiers lost their lives, 35 of them in action; hundreds were physically and mentally wounded.



* Route clearance: opening of march routes

** Forward AirMedEvac: tactical aeromedical evacuation



Balkans

Visible improvements with regard to the political, military and economic situation in the Federation of Bosnia and Herzegovina prompted Germany, on 16 November 2012, to terminate its participation as a military provider of security of the Dayton Peace Accords. The Bundeswehr was thus involved for a period of 17 years in the Implementation Force (IFOR), the Stabilisation Force (SFOR) and finally the European Union Force (EUFOR) missions. With the European-led EUFOR ALTHEA mission, the international community continues to support Bosnia and Herzegovina on its way into the future.

Since 1999, German Army personnel have been employed in Kosovo as part of the Kosovo Force (KFOR). Following the Kosovo's declaration of independence in 2008, the combined set of KFOR forces could be significantly reduced to a number of presently 6,000 soldiers. In the process, the German contingent was downsized as well. Still, Germany remains by far the largest troop provider.

The focus of the mission in the Balkans continues to be the north of Kosovo. German forces had to intervene several times in northern Kosovo, containing violent demonstrations that flared up again and clearing road blockades.

As long as the unrest in Serbian-dominated northern Kosovo continues, further reductions of the military forces are not conceivable. At present, it cannot be assessed when the peace process will provide for self-sustaining security.

Within the framework of the Over the Horizon Forces, Germany, together with Austria, provides an infantry battalion comprising 700 personnel which is available at short notice as an operational reserve force for Kosovo.

Monitoring missions

The German Army has been involved in United Nations monitoring missions since 1994, providing military observers. In the past, Army military observers were deployed, for example, to Georgia, Ethiopia and Eritrea.

Since 2005, the Army has been participating with up to 18 military observers in the United Nations Mission in Sudan and the United Nations/African Union Mission in Darfur. The independence of South Sudan in July 2011

marked both the end of the United Nations Mission in Sudan and the beginning of the United Nations Mission in South Sudan. Since 2011, the Army has been supporting the United Nations in this mission with two military observers.

These missions serve to ease conflicts between ethnic groups and monitor compliance with agreements between former warring parties.



Training missions

Since 2010, the Bundeswehr has been involved in the European-led training mission for Somali security forces in Uganda – the European Union Training Mission for Somalia. It delivers instruction to both Somali leaders and conscripts in various modules, for example, communication. In future, Somali Army command personnel will be increasingly trained in the principles of military leadership.

The German Army is also involved in another training mission – the European Training Mission for Mali –, providing personnel to the mission headquarters and the training headquarters as well as engineer forces to a Malian Army training command.

Quasi-operational commitments: EU Battle Group and NATO Response Force

Since Germany's accession to NATO in 1956 and the 1999 EU summit in Helsinki, Germany has been involved in the force planning of these organisations and represented in their headquarters.

EU Battle Group

In June 2004, the EU Battle Group Concept, based on a joint proposal by the UK, France and Germany, was adopted by the European Council. It focuses on the further development of the European Union's rapid response capability and a closer cooperation with the United Nations. The purpose is to enable the EU to react to crises and conflicts at an early stage by employing a number of small, robust, autonomous and highly available Battle Group-size forces at short notice.

According to the Concept, the EU is to have the capacity to employ two Battle Groups almost concurrently. Forces of an EU Battle Group are to be able to launch a mission in a specific operating area within ten days following the decision by the European Council. The core of an EU Battle Group will be formed by an approximately 1,500-strong infantry battalion normally provided nationally, to include command support and combat service support elements. In addition, a Force Headquarters (FHQ) for operational command and control and, if needed, forces providing strategic deployment as well as airborne and seaborne logistics capabilities will support the Battle Group.

In the first half of 2006 already, the German Army provided a considerable number of personnel to a German-led EU Battle Group. Since then, the Army has been contributing force contingents of up to 1,000 personnel on a regular basis.

NATO Response Force

The Response Force is a set of forces readily available to NATO. Its task spectrum includes quick-response operations to demonstrate force projection capability, embargo enforcement and monitoring operations, operations in support of humanitarian aid missions, evacuation operations and operations in support of counter-terrorism.

The NATO Response Force is comprised of land forces up to brigade level, naval forces up to the level of a maritime task force, air forces capable of conducting up to 200 sorties per day, and special forces. Depending on the respective operation, its total strength can augment to up to 25,000 personnel.

The German Army focuses on providing contributions to various NATO Response Force rotations, with Germany assuming command responsibility in the multinational corps headquarters together with other nations.

As yet, roughly 2,600 Army soldiers (out of a total of 4,400 Bundeswehr personnel) assigned to 1 German-Netherlands Corps were on stand-by in the first half of 2005; in the second half of 2006, some 3,700 Army soldiers (out of a total of 6,700 Bundeswehr personnel) assigned to the *Eurocorps* and the *French-German Brigade* were on stand-by. Thus, the Army has made a significant contribution to the NATO Response Force's full operational capability. A participation of the German Army under the command of 1 *German-Netherlands Corps* is planned for 2015.

Military evacuation operations – National risk prevention

The national level of ambition requires the Bundeswehr, among other things, to permanently ensure the capabilities required for rescue, evacuation and hostage rescue operations abroad as part of national crisis prevention. In case of imminent danger abroad, it must be possible to rescue and evacuate German citizens in the best possible way, if necessary by the employment of German forces alone.

Rapid response forces for military evacuation and hostage rescue operations will be kept ready as a standing commitment. These *special operations* place particular demands on the units involved. Among other things, they demand ready forces which can be deployed anywhere in the world and in any climatic conditions to be available permanently and quickly.

The core of these forces will be provided by the Army. The necessary capabilities will be pooled in the *Rapid Forces Division*. On account of its structure, training and equipment, its air mobility and rapid response capability, this division will be particularly skilled to fulfil the tasks of rescue, evacuation and hostage rescue.

During Operation PEGASUS conducted in February/March 2011, several hundred German and foreign citizens from 37 different nations could be successfully evacuated from Libya.





Emergency assistance in Germany

Bundeswehr emergency assistance operations are carried out as part of the national territorial tasks under the framework of German legislation, ranging from disaster relief operations (e.g., forest fire fighting, dike building during floodings) to assistance in the event of large-scale

emergencies. Being the largest force provider, the Army will continue to contribute a significant share of the support services, providing both personnel and materiel.

Operations analysis

The central analysis of land operations allows to adjust capabilities, equipment, training and force structures to requirements in a faster and coordinated manner. Apart from analysing ongoing operations in-theatre, the Army conducts lessons learned seminars and organises an annual *evaluation discussion* focusing on equipment.

The lessons learned seminars involve mission members and representatives from Bundeswehr commands, offices and training facilities. In addition, full-time analyst personnel

are employed directly in the theatres of operations to support the tactical leaders.

Being the core component of the land forces and the mainstay of land operations, the Army brings to bear its interests and Army-specific aspects on the joint analysis process. In this process, it works out solutions together with the competent authorities and implements lessons learned in its own sphere.



THE ARMY2011

– Focus on Operations

4

The current and future security challenges place high demands on the German Army's military personnel and civilian staff.

Changing operational scenarios determined by differing levels of intensity and various influencing factors require the continuous adaptation of training, equipment, force structures and processes within the German Army.

4 THE ARMY2011 – Focus on Operations

Success on operations is and continues 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.

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 (e.g., through Operational Mentoring and Liaison Teams) 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.

To improve the provision of care and welfare services to military personnel injured on deployment and their families, appropriate elements will be established as far down as at battalion level (see chapter 15). An additional 150 posts are earmarked for these elements, to be filled by operations-affected personnel as well.

Extended terms of enlistment, in particular for private ranks, will help to retain the experience, knowledge and skills gained by Army military personnel. This applies particularly to the level of professionalism acquired on deployments.

Furthermore, this will lead to reduced regeneration and training requirements and strengthen cohesion through increased continuity.

The leadership competence of the company-size unit commanders will be strengthened through a modified assignment pattern, comprising a number of assignments as platoon leader and operations officer. The consequent longer tours of duty at this level and the resulting richer portfolio of command and life experience of the company, battery and squadron commanders will reflect the great importance of this unit level on operations.

Apart from structural considerations, the type and scope of major equipment as well as training aspects are determining factors for the Army's operational capability. Owing to scarce budget funds, the Army must take a new approach in these fields. *Mission-oriented equipment planning* is designed to abandon the principle of fully equipping all troops, including the reduction of major equipment stocks. This will be offset by a dynamic availability management ensuring demand-based equipment planning and management. Its purpose is to make more efficient use of the resources available under the given financial conditions.

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 and unity among the personnel – is the prerequisite for success on operations. With a view to the heterogenic nature of operational land forces in particular, it 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.

Modularity and flexibility for a broad task spectrum

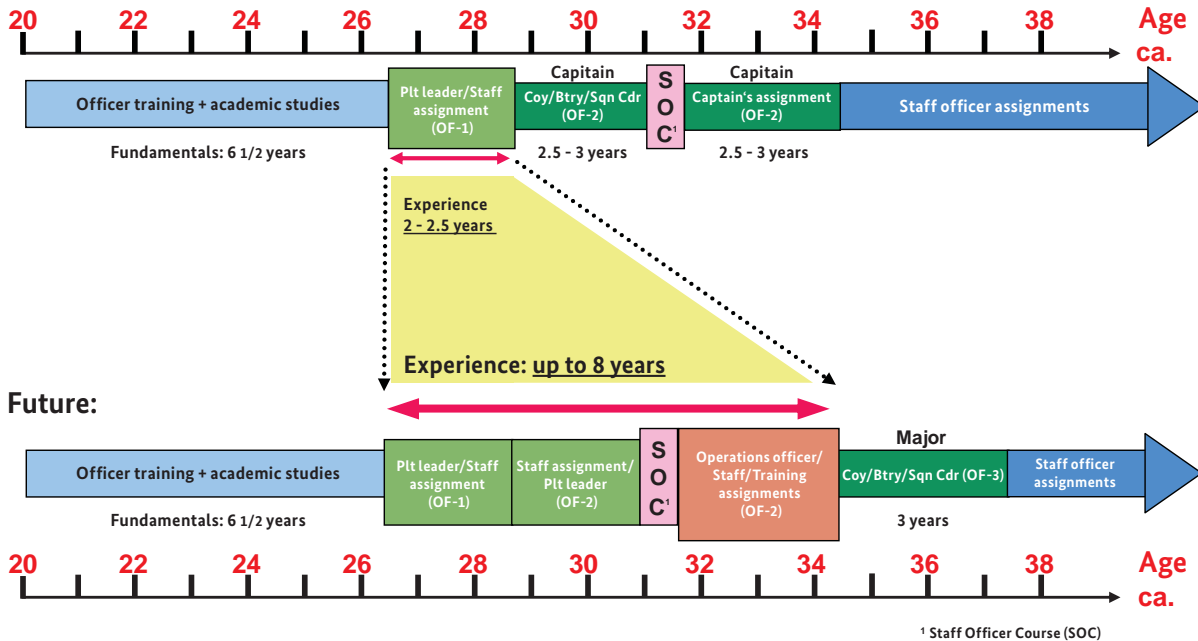
The brigade, as the mainstay of operations abroad, will play a key role for the integration of all capabilities into an effective overall system. With its full range of combat troops and its reconnaissance, engineer and logistic support elements, the prerequisites for successful joint mission accomplishment across the entire task and intensity spectrum have been created.

For the conduct of complex land operations, including those in an adverse environment, task forces which have been tailored to a specific situation, will be composed and trained as needed.

This will be facilitated by 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.

The Path to Company/Battery/Squadron Commander – Today and Tomorrow

2



The Army's new structure – operations-oriented, sustainable, focused on the future

In the ARMY2011 structure and under the new *German Army Headquarters*, the Army will have at its disposal the *Rapid 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 headquarters. The basic military organisation of the Army comprises the *Army Concepts and Capabilities Development Centre* and the *Army Training Command* with the subordinate Army training facilities.

The *Headquarters of the Army* based in Strausberg near Berlin supports the Chief of Staff, Army in the exercise of command over the Army forces employed in routine duty and training operations. It is the immediate point of contact in Army matters for the Federal Ministry of Defence.

The headquarters of the two mechanised divisions in Oldenburg and Veitshöchheim exercise command over their subordinate brigades and manage training courses and exercises. The division will be the central element for multinational cooperation. The *Operations Divisions* of the

divisions' headquarters will assign personnel to multinational headquarters. In addition, both division headquarters can serve as multinational headquarters during an operation. The division is the national command echelon with the ability to team up with allied partner formations.

The subordinate division troops support the brigades and have at their disposal mixed artillery battalions using the *Panzerhaubitze 2000 self-propelled howitzer*, the *MARS rocket firing system*, long-range ground-based and airborne target location systems, special engineer capabilities (1 Armoured Division only) and complementary capabilities related to force protection, security and command and control.

The new structure of the Army is based on a nucleus of six brigades with basically identical organisational structures. They are capable of conducting autonomous training and exercises and of providing operational forces to cover the entire task and intensity spectrum. All brigades have at least two battalions with infantry combat capabilities. Light infantry battalions using the *BOXER multirole armoured vehicle (MRAV)*, armoured infantry battalions using the *PUMA infantry combat vehicle (ICV)* and paratroop and mountain infantry units bolster the Army's infantry capabilities.



This will enable the Army to successfully conduct infantry combat in any type of operation, at any level of intensity and in any terrain and weather condition. The armoured infantry troops, together with armoured units, form the mechanised core of the Army.

In addition to combat battalions, the brigades 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 including a logistic command and control element as far down as to company level. This organic pooling of logistic capabilities will optimise the support of the brigade for a broad task spectrum.

The engineer battalions have armoured engineer and heavy engineer construction equipment as well as a substantial number of explosive ordnance disposal forces equipped with modern capabilities.

The reconnaissance battalions exercise command over ground reconnaissance forces, short- and very short-range airborne reconnaissance assets (drones), radar operators and field intelligence forces.

The *Rapid Forces Division* based in Stadtlendorf exercises command over the *Special Forces Command*, a redesigned airborne brigade including two paratroop regiments and the Army's helicopter formations, which will be using TIGER support helicopters and NH 90 utility helicopters in the future. The *Rapid Forces Division* will provide training for, plan and conduct airmobile operations as well as special and specialised operations, in particular *military evacuation operations*, from a single source. Thus, this division will pool the Army capabilities for rapid reaction and air mobility.

Through multinational cooperation and integration, the Army will continue to make an essential contribution to the further development of military capabilities in the EU and NATO. The assignment of personnel to the multi-

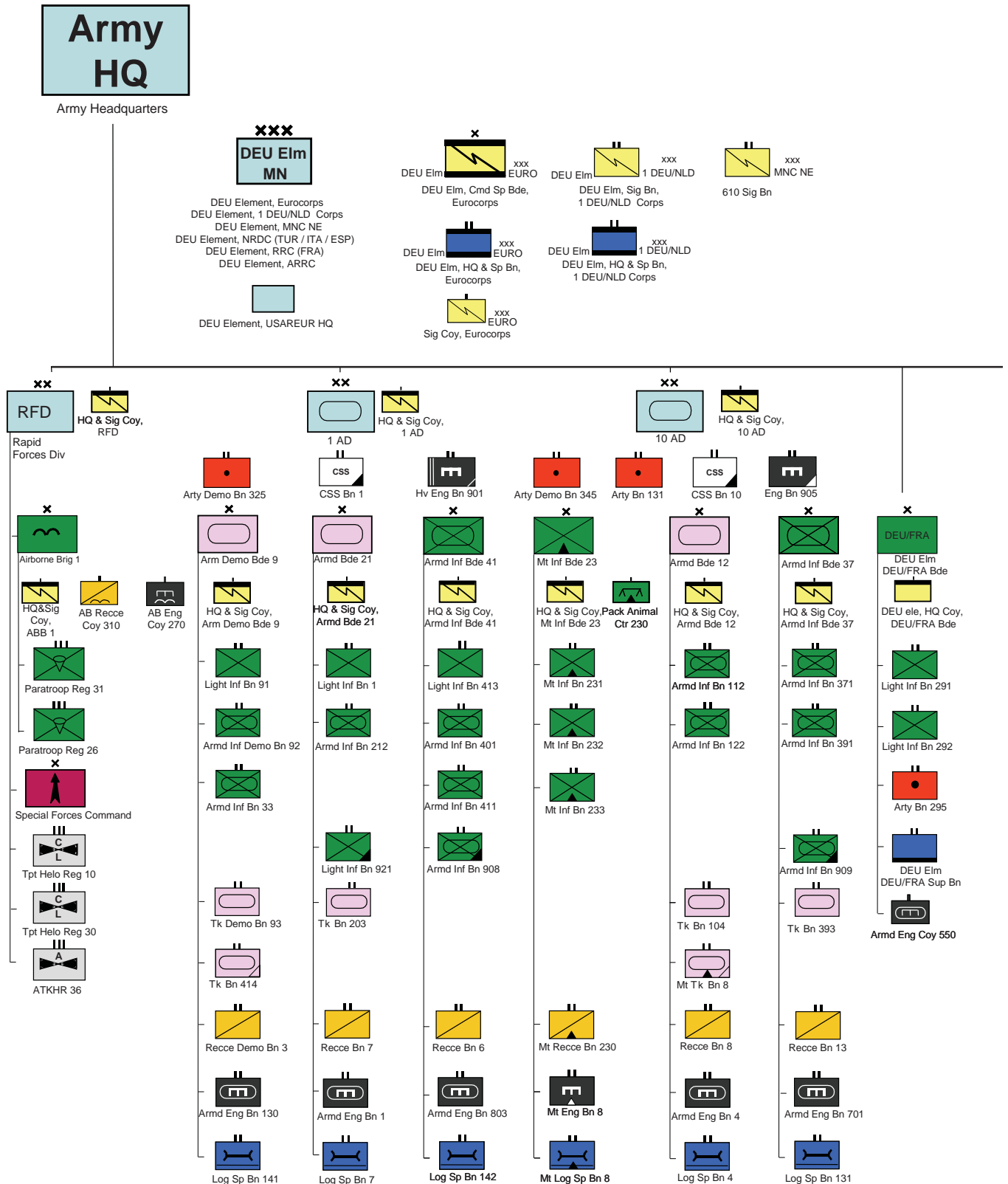
national corps headquarters will be consolidated with the proper sense of proportion; it remains an essential factor for Germany's international stature. The integration of German Army forces into the French-German Brigade remains unchanged. Its battalions can be drawn on for national purposes, unless the brigade as a whole is deployed on operation. This way organic forces of the Army, in its very basic structure, are assigned to multinational structures.

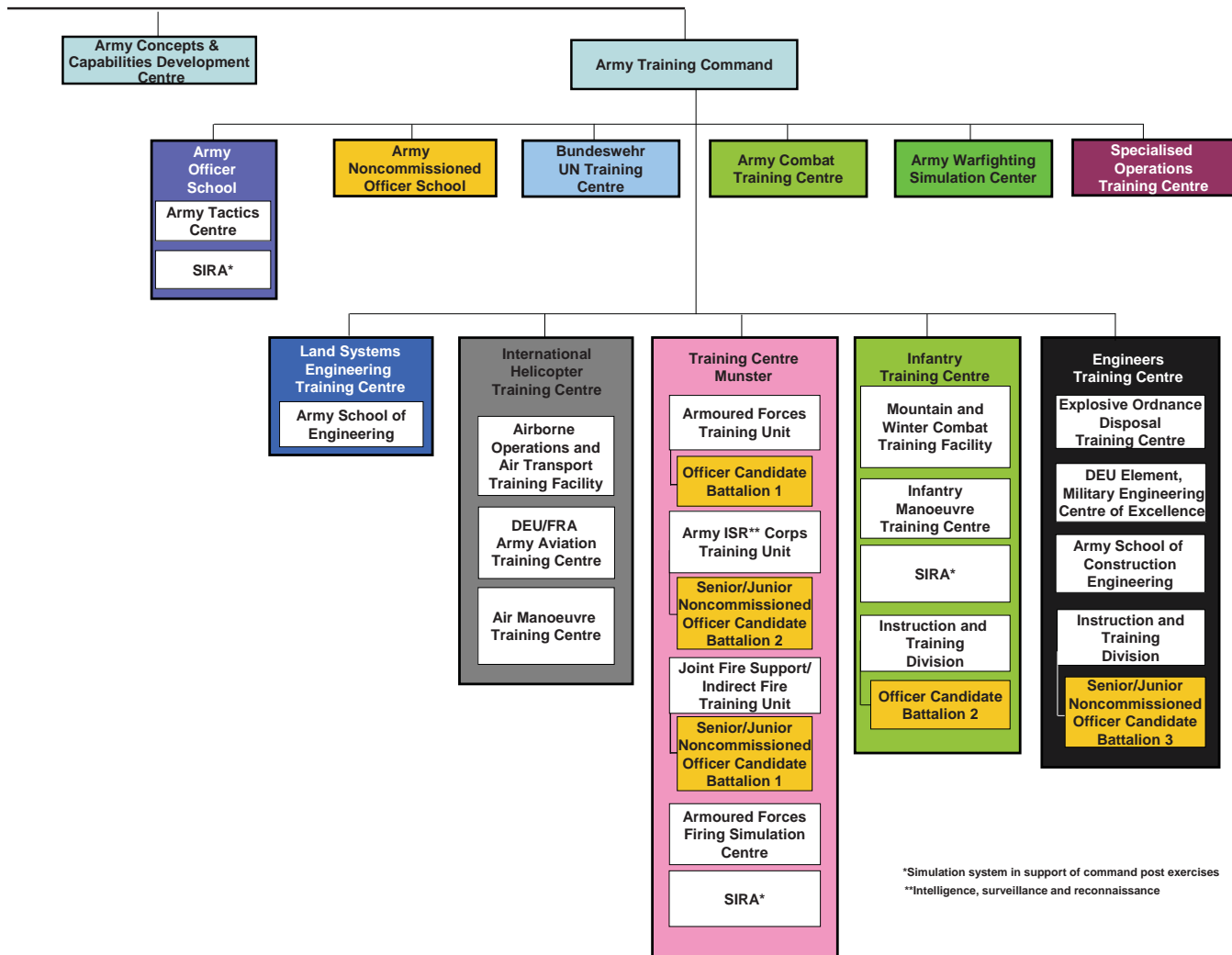
The new command and control organisation of the Army strictly separates planning, command and control, management and supervisory tasks vested in the *Headquarters of the Army* from implementation tasks exercised by elements of the military basic organisation. Within this new basic organisation, the Cologne-based *Army Concepts and Capabilities Development Centre* is responsible for the holistic development of the Army, while the Leipzig-based *Army Training Command* supervises the Army's training facilities.

The training centres, the Army Officer School and the Army Noncommissioned Officer School will be reduced to their central mission of providing career and assignment-related training in the context of course-based individual training. The contents, objectives and structures of unit-level training will be reorganised based on the Army's *central training facilities* to improve operational capability and sustainability. The commanders' responsibility during unit-level training will thus be bolstered.

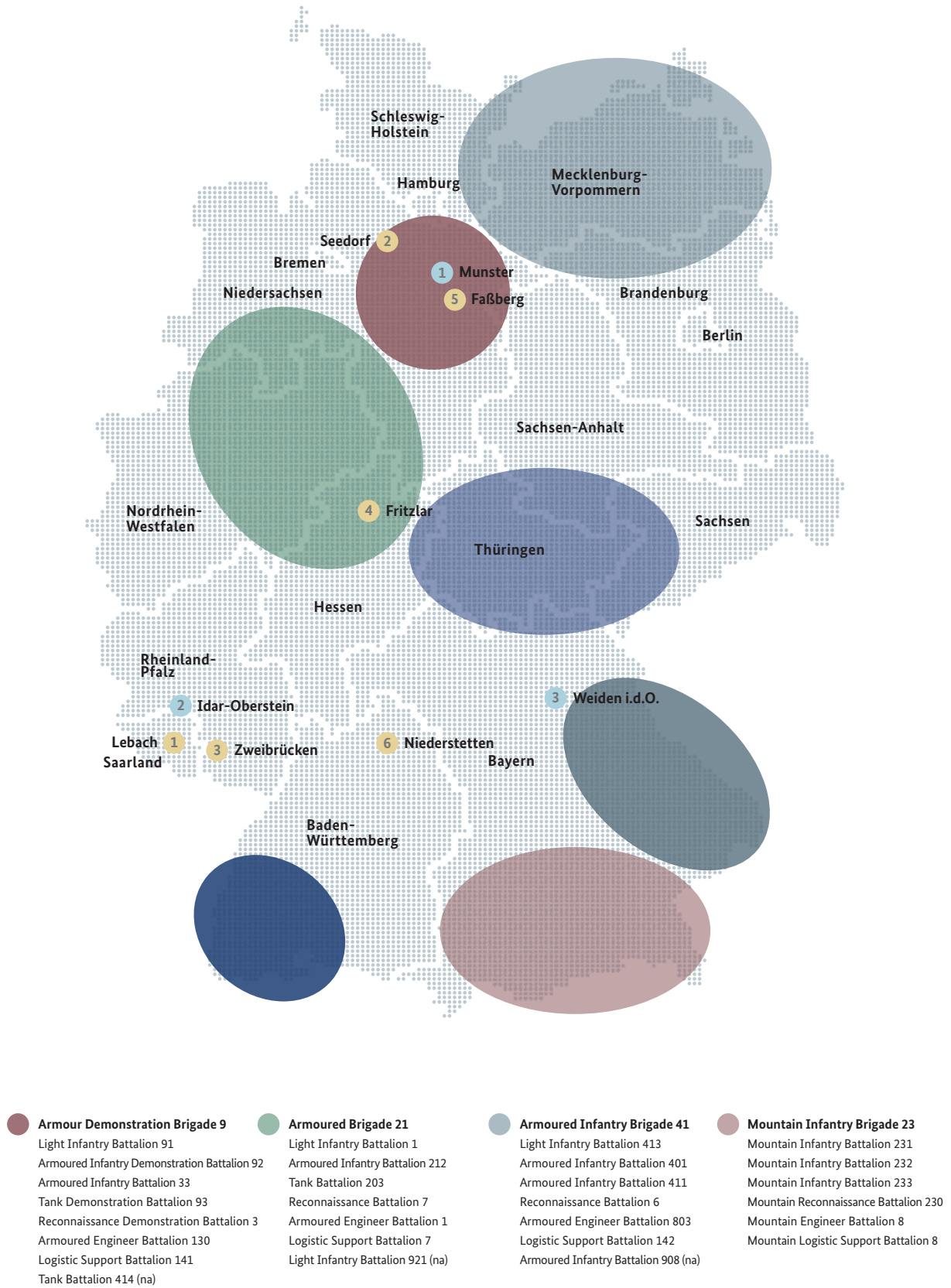
Reservists remain vital to the Army's successful mission accomplishment. The main focus will continue to be on the augmentation of the force structure with personnel. The men and women of the Army Reserve make an important contribution both to operations abroad and to homeland security. The Army remains the mainstay of the Reserve, creating opportunities to call up reservists in the newly established roundup units in all branches of service.

ARMY2011 structure





STATIONING AREAS OF THE BRIGADES



na: nonactive

Stationing

The reorientation of the Army will entail changes to the stationing concept. This is undoubtedly a phase of additional burdens on the units and the families affected, but it is inevitable.

For the preparation of the Army's stationing proposal, the Chief of Staff, Army defined two core objectives within the Federal Minister of Defence's planning criteria:

- The brigade as the mainstay of operations and predeployment preparation is the focus of Army planning. Stationing in a preferably cohesive brigade area is an essential prerequisite for the success of the *brigade system*.
- The choice of garrisons is to create favourable conditions for the establishment of efficient regional training and exercise networks, taking into account militarily relevant functional and economic aspects.

It was particularly important to preserve the branches' specialist competence and the units' operational knowledge and experience, that is, to effect as few reorganisations and relocations as possible in the process of assuming the new structure. For this is the only way to ensure that the stressful effects on the personnel affected and their families is better limited than in the past.

Another important evaluation criterion for the selection of garrisons has been, from an Army perspective, the provision of infrastructure for *predeployment training*, for personnel not obliged to live in official accommodation and for commuters. The objective here has been to give as many units as possible the infrastructural space needed to both conduct integrated *predeployment training* with assigned external forces and – under the attractiveness aspect – to offer weekend commuters adequate accommodation.

The stationing decisions will ensure that the organisational changes truly necessary for the adoption of the ARMY2011 structure be limited to the absolute minimum.

Armoured Brigade 12

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

Armoured Infantry Brigade 37

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

French-German Brigade

Light Infantry Battalion 291
Light Infantry Battalion 292
Artillery Battalion 295
Logistic Support Battalion,
French-German Brigade
1 Artillery Demonstration Battalion 325
2 Artillery Demonstration Battalion 345
3 Artillery Battalion 131

1 Airborne Brigade 1

2 Paratroop Regiment 31
3 Paratroop Regiment 26
4 Attack Helicopter Regiment 36
5 Transport Helicopter Regiment 10
6 Transport Helicopter Regiment 30

The ARMY2011 – a summary

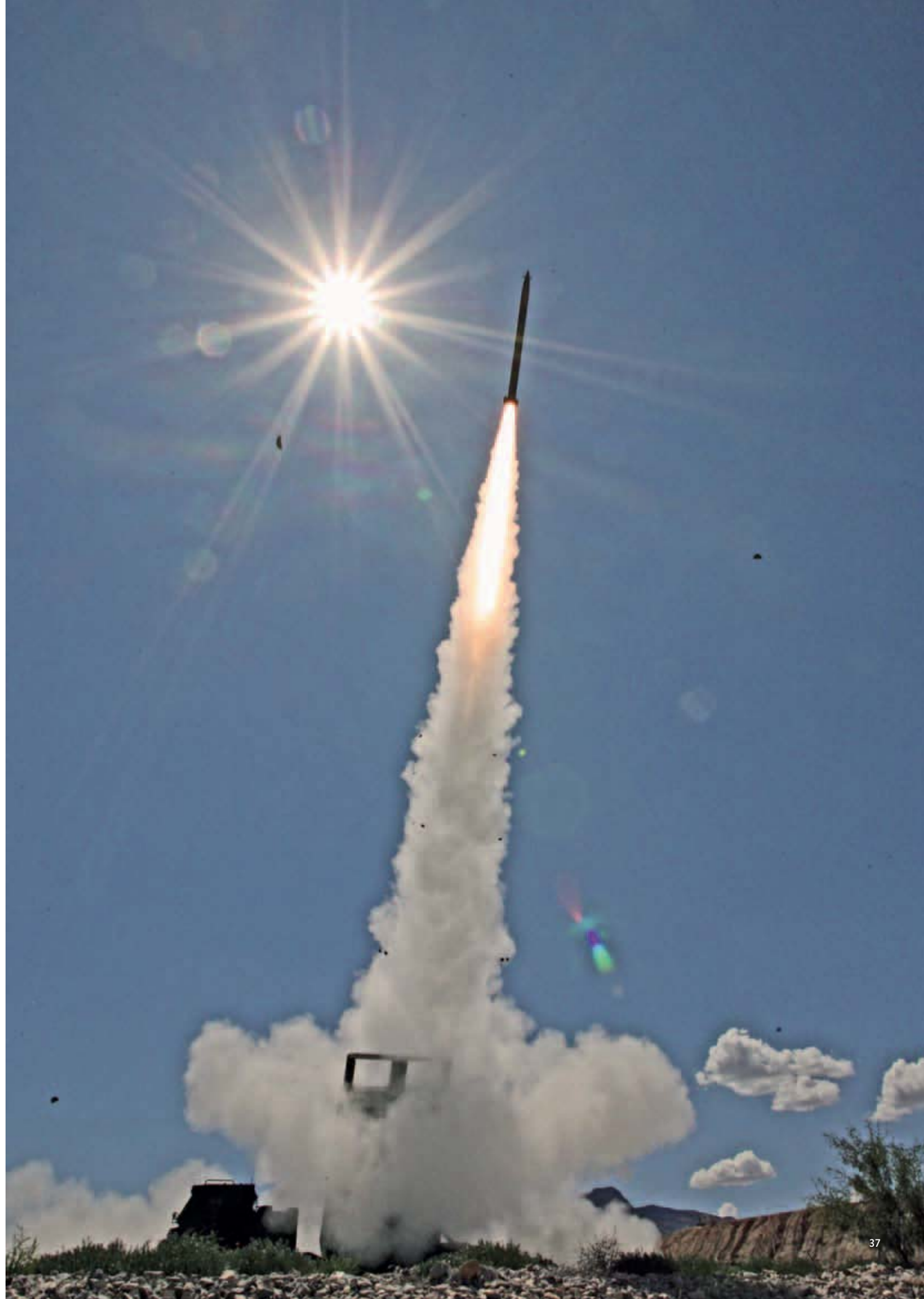
The ARMY2011 structure, by strictly focusing on the core capability of the Army – which will become smaller – and better balancing force structures, has enabled us to strengthen the infantry capabilities and at the same time increase the number of infantry and armoured infantry companies. Thus, the requirement to take the ability to fight as the yardstick for operational readiness has been fulfilled. In this balanced force structure, the units' time between deployments can be prolonged to up to twenty months. The structure will thus be robust as regards the deployment planning and implementation system, not immediately reaching its personnel availability limits in case of additional operational requirements. In future, deployments will be balanced against the time necessary at home for training, the preservation of professional skills and the compatibility of family and duty.

The ARMY2011 features a broad and well-balanced range of capabilities, projecting robustness across the entire task and intensity spectrum at graduated levels of sustainability.

The capability for rapid reaction to changing operational requirements in international conflict prevention and crisis management as well as to emerging crises in the context

of territorial and collective defence will ensure political options for action. To this, the Army renders a significant contribution.

The mechanised brigades as the nucleus of the Army are 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, modernity and attractiveness of the Army will be fostered. Hence, an Army has been designed which will reliably master the challenges of the future under the given parameters and in which attractive and challenging tasks will await both the current and future generations of service members.





The Headquarters of the German Army

5

The streamlining of structures and the reduction of command echelons are objectives of the reorientation of the Bundeswehr. In future, command and control over the Bundeswehr below ministerial level will be exercised by military headquarters and higher federal authorities.

The Chief of Staff, Army exercises command and control over the German Army through the Headquarters of the German Army located in Strausberg – the only major command within the organisation.

5 The Headquarters of the German Army

The top-down principle

In contrast to previous structural changes, the profound reorganisation process follows a consistent top-down approach starting with the Federal Ministry of Defence, going on with the major command authorities through to the troop structures.

Since 1 April 2012, the Federal Ministry of Defence has been working in its new structure. About 2,000 military and civilian personnel perform their duties in nine directorates-general. The service chiefs of staff will exercise command and control of their respective major organisational elements outside the Ministry and are administratively subordinate to the Chief of Defence. The Federal Ministry of Defence focuses on supporting the Federal Minister of Defence in his functions as a member of the Federal Government and as Commander in Chief of the Armed Forces, and on its central task, which is the strategic control of the Bundeswehr.

In future, command and control over the Bundeswehr below the level of the Federal Ministry of Defence will be exercised by military headquarters and higher federal authorities.

The previous Army command organisation was based on the *two-pillar principle*: command and control of the units were exercised by the *Army Forces Command* in Koblenz, specialist tasks were performed by the *Army Office* in Cologne. Both pillars were merged at the ministerial level at the Chief of Staff, Army. With the establishment of the *Army Headquarters* on 1 October 2012, these structures have been disbanded and responsibilities reorganised.

The Army Headquarters at the pinnacle of the Army

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 of Defence.

To this end, the structure of the *German Army Headquarters* is consistently aligned with the structures and processes of the "new" Federal Ministry of Defence, with the previous organisation by basic functional areas having been replaced by a process-oriented organisation. In practice, this structure shall ensure that decisions can be made much faster and implemented more quickly.

The Chief of Staff, Army is assisted in commanding the Army by the Commander, Field Army and the Commander, DEU Elements in Multinational Corps/Basic Military Organisation.

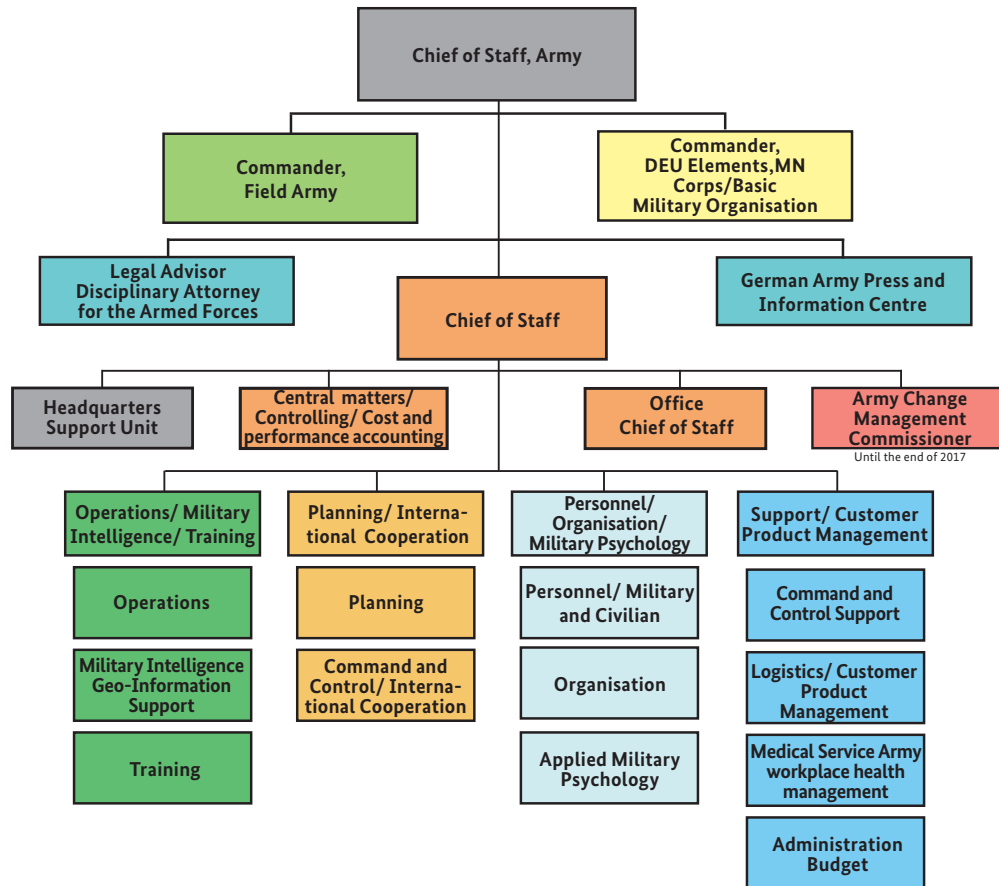
The Commander, Field Army commands the subordinate divisions and the German element of the *French-German Brigade*.



The *Army Concepts and Capabilities Development Centre* and the *Army Training Command* constitute the Army's basic military organisation; like the German elements in multinational corps, they are subordinate to the Commander, German Elements in Multinational Corps/Basic Military Organisation.

The Chief of Staff, Army and the two commanders assigned to him form the Army command.

Organisational Structure of the German Army Headquarters



The Staff of the Army Headquarters

Subordinate to the Chief of Staff, the *Army Headquarters Staff* is organised into four directorates and four central elements.

Operations/ Military Intelligence/ Training

The Directorate Operations / Military Intelligence / Training has the task to represent the interests of the Army in the core processes „Provide combat-ready forces“ and „Undertake missions of the Bundeswehr“. Here, mission-essential policy matters, directives and user requirements in the context of operational planning are elaborated.

Army missions and mission contingents are planned and assessed in the context of post-mission analysis. Furthermore, the principles for *military intelligence*, including arms control, and *geo-information* support for the Army are developed there. In addition, the directorate is responsible for the technical control of the Army geo-information service elements. The Training Division is responsible for the planning and elaboration of the training principles for the Army as well as for predeployment training. Besides, this Division is responsible for evaluation and inspecting tasks in the Army.

Directorate Planning/ International Cooperation

The Planning Division develops Army policy documents based on the Bundeswehr Concept and related sub-concepts. Besides that, Army development and capability guidelines, Army contributions to medium-term planning and to the financial requirements are elaborated here. The Command and Control / International Cooperation Division develops policy issues with respect to command and control, the operational level of command of land operations as well as tactical doctrines of the German Army. Moreover, policy and guidelines for the international cooperation of the German Army are elaborated here. This Division is also responsible for the technical control of the German Army Foreign Liaison Organisation and serves as a point of contact of the German Elements with multinational headquarters in NATO force structures.

Directorate Personnel/ Organisation/ Military Psychology

Besides the development of personnel policies for the German Army, the core tasks of the *Personnel Division* also include the responsibility for administrative personnel matters for soldiers and civilian staff, manpower control and planning, leadership development as well as civic education. The *Organisation Division* prepares and develops the personnel structure of uniformed Army personnel, the target organisation, structure planning and implementation as well as stationing and infrastructure. It is responsible for the process management in the Army. Finally, the *Branch Applied Military Psychology* is dealing with functions related to this field within the DEU A HQ.

Directorate Support/ Customer Product Management

The directorate is responsible for developing the fundamentals and for the administrative command and control tasks in the areas of logistics and command and control support in the Army. Furthermore, this directorate ensures the technical control of the Army Medical Service as well

as the implementation of workplace health management in the Army. Besides exercising functions related to civil and administrative law (including prevention of corruption) within the area of responsibility of the headquarters, the Representative of the Army monitors and controls budget execution and coordinates matters related to the Bundesrechnungshof as the German supreme audit institution.

Army Change Management Commissioner

In order to appropriately support the reorientation of the army, the Chief of Staff, Army, will have the Army Change Management Commissioner available until the end of 2017. His central task as advisor of the Army Command lies in the determination, analysis, preparation and evaluation of fields of action with respect to the reorientation in order to give fresh impetus, if necessary, or to take corrective action in the process of change.

German Army Press and Information Centre

The Army-specific information activities are coordinated by the *Press and Information Centre*. The *Press and Information Centre* accomplishes the press, public relations, media and central command and troop information tasks within the area of responsibility of the German Army. In addition, it plans and coordinates information activities of the subordinate units and agencies as directed by the Army Command and by the Press and Information Office of the Federal Ministry of Defence.

Office, Chief of Staff, Central matters/ Controlling/ Cost and performance accounting, Headquarter Support Unit

These *central elements* are under the direct command of the Chief of Staff and will support him in coordinating cross-sectional tasks in support of the Staff as well as tasks related to the maintenance of the personnel and material readiness of the Army Command.



The Army Concepts and Capabilities Development Centre

6

The Army Concepts and Capabilities Development Centre in Cologne is the central agency with a pool of expertise for the development of capabilities across all capability domains and planning categories of the German Army.

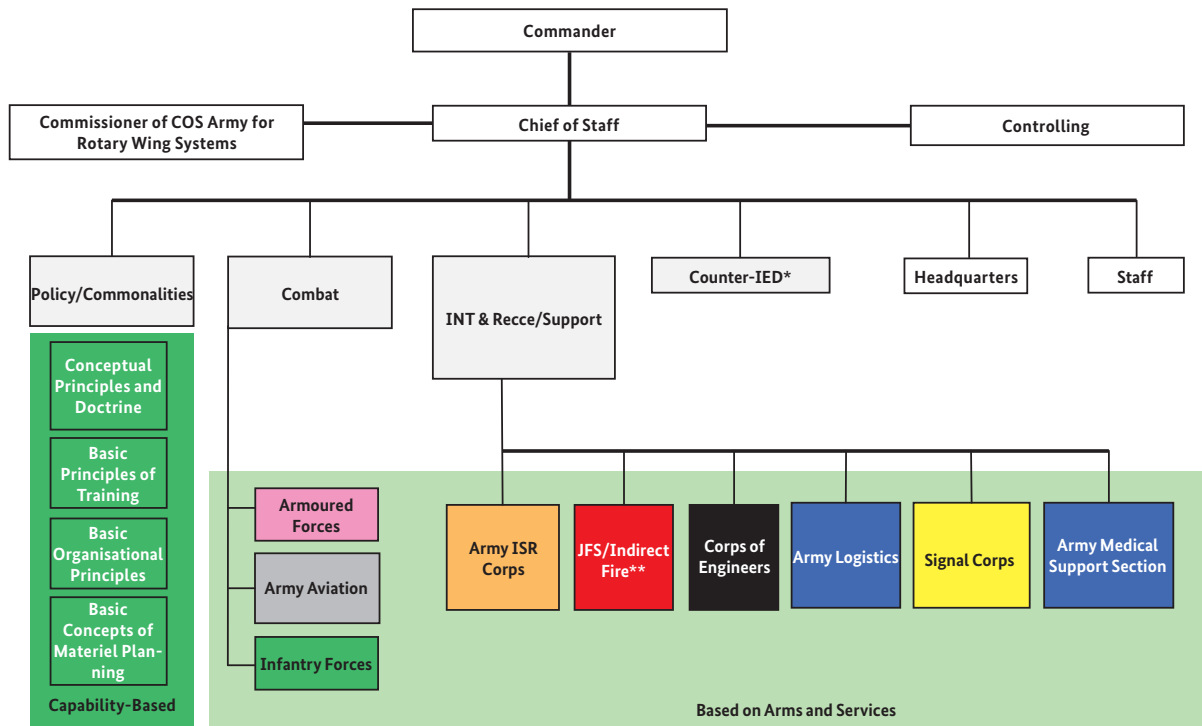
6 The Army Concepts and Capabilities Development Centre

Taking an innovative approach, the *Army Concepts and Capabilities Development Centre* (ACCDC) reorganises the capability development landscape previously distributed at various levels and over different locations. In the future, the Army development task will be centralised at *the Army Concepts and Capabilities Development Centre*.

The size and structure of this agency reflect the Army's various complex and interdependent arms and services and their wide range of knowledge and expertise, which are combined into an *Army system*. Under one roof the fundamentals for all current and future Army capabilities are prepared and developed.

Designed along capability- and/or project-based lines, the *Policy/Commonalities Division* provides, from the very beginning, a gateway function to guarantee access to the joint planning categories of personnel, armaments, organisation, infrastructure and in-service use as well as to the relevant processes.

As of 1 April 2013 the responsibilities of the *Force Development Divisions* at the training centres and arms and service schools have transferred to *the Army Concepts and Capabilities Development Centre*. Established in 2013, the *Army Concepts and Capabilities Development Centre* is *Focused on the Future*.



* Improvised Explosive Devices

** Joint Fire Support

Tasks and Organisation

The *Army Concepts and Capabilities Development Centre* in Cologne performs the specialist function of force development across all capability domains and planning categories. In coordination with the competent joint agencies and based on the requirements defined by the *German Army Headquarters* it prepares the fundamentals for all future capabilities needed in the Army. It develops these capabilities and integrates them into a modern *Army System* that is fit for the future.

As directed by the *German Army Headquarters*, the *Army Concepts and Capabilities Development Centre*, having the necessary technical expertise, performs a gateway function for the Army to access the *Integrated Planning Process*. It thus guarantees that the Army's interests are adequately addressed in the new defence procurement process. For this purpose, it cooperates with the relevant agencies of the other major organisational elements at the appropriate levels, to include the *Federal Office of Bundeswehr Equipment, Information Technology and In-Service Support*.

Its activities focus on contributing Army requirements to the *Integrated Planning Process* and to the agencies involved by pursuing a single uniform approach. These requirements include Army-specific issues throughout the capability and task spectrum of land operations. In addition, the *Army Concepts and Capabilities Development Centre* promotes Army interests in joint projects and coordination processes.

It is designed to take into account the requirements of all arms and services and, by adopting a holistic approach, to make Army-specific evaluations and enter them in the relevant processes. The organisational form chosen for this purpose is a single-stage system of capability development centralised at one office.

For decades, the *Army Office* in Cologne has, among others, been responsible for the conceptual further development and improvement of the Army's operational capabilities. Hence, some of its organisational elements and/or tasks were adapted accordingly and integrated into the *Army Concepts and Capabilities Development Centre*. To accomplish its many and varied tasks, the office is divided into four divisions, i.e. *Policy/Commonalities*, *Combat*, *Intelligence & Reconnaissance/Support* and *C-IED* (Counter Improvised Explosive Devices).

The Policy/Commonalities Division

The *Policy/Commonalities Division* addresses the capability domains and planning categories of the *Integrated Planning Process*, bringing to bear Army interests in the defence procurement process. It thus ensures that Army development is linked to the *Integrated Planning Process* and, in addition, performs common tasks that cannot be allocated to a particular arm or service. Against this background it carries out project management tasks within a matrix organisation, coordinates all common tasks, and is responsible for integrating, evaluating and approving all tasks, initiatives and planning requirements across all divisions. In addition, it guarantees the control of all common, project-related teams. The Division comprises four policy branches responsible for *Conceptual Principles/Doctrine*, *Training*, *Organisation* and *Materiel Planning*.

As directed by the *German Army Headquarters*, the *Conceptual Principles/Doctrine Branch* functions as the interface between the capability-based development of the Bundeswehr and the development of the Army's arms and services.

The *Basic Principles of Training Branch* is responsible for training concepts and the further development of individual and collective training in the Army. For this purpose, the Branch prepares and revises basic training concepts, the policy portions of the directives on individual training and instructions for collective training. It thus ensures a coordinated and harmonised training throughout the Army's arms and services.

The *Basic Organisational Principles Branch* defines the requirements for the organisational structure of the Army. It is responsible for all tasks related to the *Standard Application Software Product Family* (SASPF) and for the planning/implementation of organisational and structural measures. In addition, it acts on behalf of the Army in the run-up phase to infrastructure decisions.

The *Basic Concepts of Materiel Planning Branch* addresses all materiel-related aspects of the Army's capability posture. It prepares and evaluates contributions to the Army's materiel requirements across all capability domains and arms and services and develops proposals for materiel planning. It also supports the arms and services in their efforts of materiel development.

The Combat and the Intelligence & Reconnaissance/Support Divisions

The *Combat and the Intelligence & Reconnaissance/Support Divisions* are the leading authorities for the preparation and development of basic concepts for the Army's arms and services. They are responsible for the functional orientation of the arms and services, to include the setting of priorities and launching of initiatives, and determine the overall course of Army development in coordination with the *Policy/Commonalities Division*.

The arms and services, i.e. *armoured forces, infantry, Army aviation, Army ISR corps, joint fire support/indirect fire (artillery), corps of engineers, Army logistics and signal corps*, are organised in different branches while Army medical support is represented in a section (see chapter 10).

These branches cover the essential tasks of the *Force Development Divisions* previously replicated at the training centres and arms and service schools of the Army. In this context, the branch chiefs responsible for the arms and services assume a key role. They are the initiators and officers in charge of capability development of their relevant arms and services, to include the related tasks (see chapter 10).

Based on the arms and services, the branches prepare the basic concepts for Army development and establish the planning requirements for the development of Army materiel. They produce and/or review position papers and other documents on the land component and its contribution to joint and combined land operations. They develop operational and training doctrine, identify need for action on organisational matters and enter procurement initiatives.

An area of special responsibility is the development of materiel. They provide the *authorised representatives of the Army* for the *Integrated Project Teams*. The *IPT* will function as the central element for managing defence procurement projects, they will accompany these projects from the analysis to the decommissioning and/or disposal phase. The *authorised representatives of the Army* are permanent members of the relevant *IPT* during the entire product cycle. This allows the Army to provide direct input into defence procurement projects.

The C-IED Division

On 1 April 2012 the Army assumed the specialist task of C-IED, to include the Bundeswehr-wide overall responsibility for the development of this capability, from the *Joint Support Service*. The C-IED task will be replicated as an interservice function in a separate division at the *Army Concepts and Capabilities Development Centre*. The C-IED Division is responsible for preparing basic C-IED concepts, establishing C-IED-specific training requirements and developing the relevant regulations.

In addition, it analyses threat situations and the effects of IED to draw medium- and long-term conclusions, and implements the findings and the lessons learned from operations for the purpose of predeployment and unit-level training. To coordinate and supplement C-IED activities it closely cooperates with the *C-IED Centre* which is subordinate to the *Bundeswehr Joint Forces Operations Command* and responsible for C-IED tasks of operational relevance.



The Reorganisation of Training

7

The professionalisation of the German Army has an immediate impact on the way our military personnel is trained. It will lead to a fundamentally new concept of training adapted to the new parameters.

7 The Reorganisation of Training

The careful and thorough training of Army personnel remains the foundation for success on operations. This already starts with *basic military training*. To this end, the Army's overall training system will be significantly streamlined and every opportunity for even more efficient training will be seized.

The objective of the reform as regards the training landscape – training from a single source – has been attained for the first time at the *German Army Headquarters* level: it delivers the comprehensive management, planning and control of training.

The responsibility for preparing conceptual guidelines and the further development of training across all capabilities has been brought together in the *Army Concepts and Capabilities Development Centre* for all arms and services.

The *Army Training Command* pools all implementation tasks in the field of course-based training and administrative control of both the Army's entire training centres and independent *central training facilities* (see chapter 8).

Operational training

The capability for successful mission performance across the entire task and intensity spectrum is the overarching objective of Army training. For this, the units must be prepared between deployments through training and exercises. The achievement of this objective is of crucial importance particularly in view of reduced troop strengths. Taking a rotation of four months as a basis for planning and given the higher degree of professionalisation, twenty months represent the minimum interval between deployments required for this endeavour.





In-depth training allows the personnel to acquire and sustain the individual capabilities needed with due regard to operational requirements. This includes the timely provision of training in the vitally important interaction of the Army's arms and services and of the armed forces as a whole. The latter is closely connected with the central concept of cohesion during operations. In-depth training thus plays the key role in providing the individual soldier's confidence of action on the one hand and for coherent operational interaction on the other hand.

This sets a demand for minimum time periods in order to meet the requirements for training and regeneration as described above. They include a twelve-month phase for training in the arm-specific capabilities under the units' responsibility and a six-month phase for theatre-specific initial or refresher predeployment training. The deployment is followed by a two-month post-deployment recovery period for regeneration.

The various phases are defined as follows:

Unit-level training (12 months)

Two months are dedicated to the training from individual to section level. This phase of training is indispensable because it serves in particular to bring new personnel to the skill level of the other section members and to integrate them into the subunit.

The training at platoon level is scheduled to last four months. This training phase lays the foundation for the platoon's internal interaction in any given type of operation. It is conducted both in garrison and on training areas.

The centrepiece of unit-level training is the four-month training phase at the reinforced company level. This block lays the foundation for the company's internal interaction in any given type of operation and for the interaction with forces and capabilities of other arms and services. It comprises several days of company-level field exercises that involve several parties with the support of central training facilities

(e.g., *Infantry Training Centre*), real-time simulation as well as combat exercises using practice and live ammunition in firing and manoeuvre areas that reflect operational reality.

This phase is followed by two-month training at the battalion or task force level. Representing the climax of unit-level training, this training phase merges the combat units with all supporting forces and capabilities. It essentially comprises a multi-day field exercise of the task force at the *Army Combat Training Centre* where the interaction of staffs with combat, combat support, command support and combat service support elements is practised. With the completion of this training phase the units will also be available for the performance of quasi-operational commitments, e.g. within the scope of an EU Battle Group.





Predeployment training (6 months)

This phase is geared towards theatre-specific training, including training in the handling of equipment used in the specific operational environment. It represents the earliest opportunity to task-organise the forces in a joint setting and is therefore of primary importance to the cohesion of the forces during operations.

It comprises training at company and battalion level on training areas and at the Army's central training facilities where the units acquire their final operational capability.

Post-deployment recovery (2 months)

Post-deployment recovery includes the required medical examinations, health treatment, recreational leave, post-deployment debriefing, personnel rotations, the assistance of selected personnel in the training of follow-on contingents

and the transfer of personnel and materiel from the task organisation to the routine duty structure.

If an Army unit is without operational commitment, a training segment to be defined by the commander will take the place of predeployment training and deployment.



The Army Training Command

8

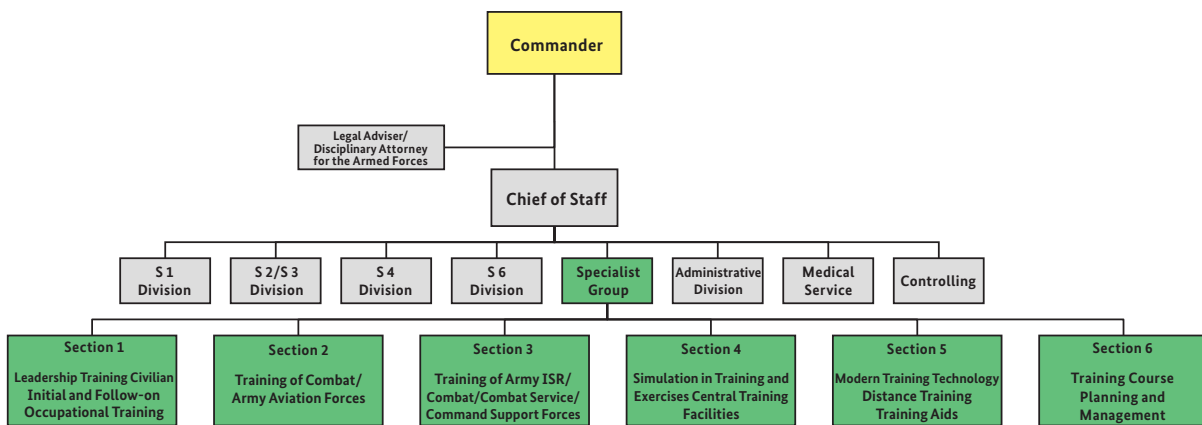
With the Leipzig-based Training Command and its subordinate training facilities, the German Army features a training organisation optimised for core mission fulfilment.

8 The Army Training Command

The establishment of the *Training Command* in Leipzig marked a new approach in the German Army. The Command has responsibility for the specialist task of Army training, translating the targets and standards set by the *German Army Headquarters* into policy documents concerning troop training, course-based individual training, joint training in the Army and training cooperation/support/assistance. In addition, the Command is responsible for translating

these principle training guidelines into special directives and regulations for the units as well as the arms and services schools and training facilities. It plans, manages and coordinates the use of training facilities and installations both within and outside the Army. All Army schools and training facilities are placed under the command of the *Army Training Command*.

Organisational structure of the Army Training Command



For the performance of his administrative tasks, the Commander is supported by a staff. The Chief of Staff also functions as the Deputy Commander. The Command's centrepiece is the *Specialist Group* comprising six sections. It is responsible for the exercise of functional control of the subordinate training facilities and for further tasks, e.g. in course management, controlling and coordinating individual and collective training delivered by the subordinate institutions as well as joint training in the Army. In addition, the *Specialist Group* renders training support to the Army and other major military organisational elements, prepares training documents and develops digital training aids.

The tasks of the *Specialist Group's* sections can be summarised as follows: Section 1 deals with common aspects of leadership training across all courses and manages the area of *civilian initial and follow-on occupational training*. Arm-specific specialist competence is concentrated in Sections 2 and 3. They prepare arm-specific training documents and other

policy papers. Analogous to the organisational structure of the *Army Concepts and Capabilities Development Centre*, combat and army aviation forces are dealt with in Section 2, Army intelligence, surveillance and reconnaissance as well as combat support, combat service support and command support forces in Section 3.

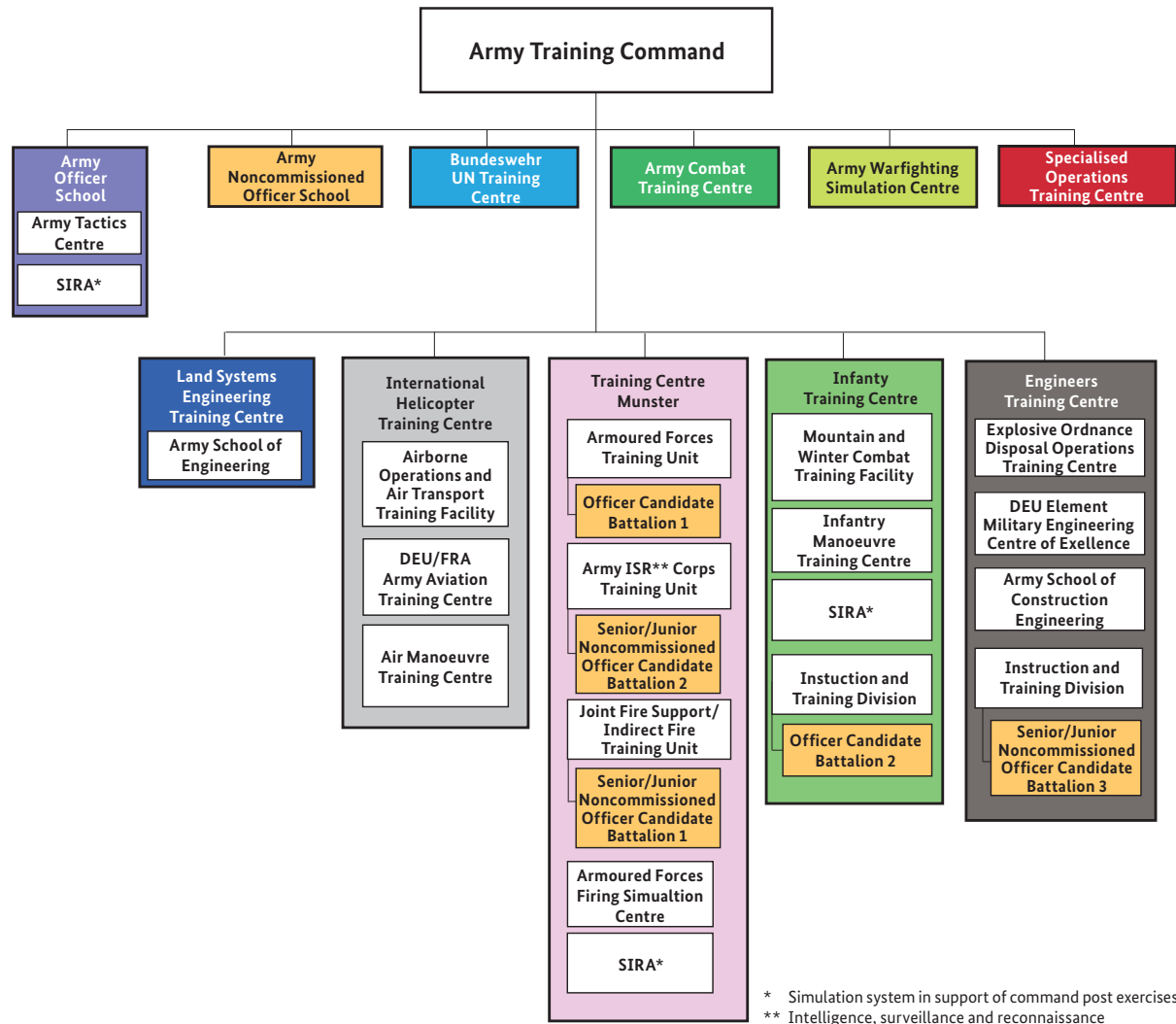
Section 4 is responsible for the modernisation and alignment of the *central training facilities* as well as for simulation in training and exercises, with the spectrum ranging from the *tactical engagement simulator* to the *Army Combat Training Centre*. The modernisation and adaptation of training technology, of distance training and of training aids are covered by Section 5.

Section 6 manages joint training in the Army and controls the training facilities in the special task area of training course planning and management.

The training facilities

The Army's training facilities in the ARMY2011 will comprise arms and services schools, *training centres* and *central training facilities*.

Army Training Facilities



The previous special-to-arm training facilities are merged into training centres.

The individually associated training units, training facilities and manoeuvre training centres have been optimised for their core mission – the delivery of

course-based individual training as assignment qualification.

The *central training facilities* support the units in the conduct of collective training through the provision of a wide range of services.

The schools and training centres

The *Army Officer School* in Dresden is responsible for the provision of initial and extension career and line service training of Army officer candidates and officers, to include language training. Here, the future Army officers not only take their career examination but also receive instruction in general military and inter-arm topics as well as the qualification for company and battalion commander. *The Army Officer School* plays a key role in the future officers' education and character moulding.

The officer candidates' preparatory training is delivered during an officer candidate course conducted in two *officer candidate battalions* based in Hammelburg and Munster. These two battalions also provide *Survival on Operations* training to commissioned and noncommissioned officers.

Senior and junior noncommissioned officer (NCO) training, to include language training, is the responsibility of the *Army Noncommissioned Officer School* in Delitzsch. Here, the personnel receive course-based initial and extension training in the general military parts of the senior and junior NCO training curriculum. It is concluded with the career examination.

The preparatory training for senior and junior NCO candidates is provided during an NCO candidate course conducted in three *senior/junior NCO candidate battalions* based in Altenstadt, Celle and Sondershausen. This will ensure a consistent and homogenous fundamental training of all future Army senior and junior noncommissioned officers.

The *Land Systems Engineering Training Centre* in Aachen provides initial and extension training of specialist personnel, including civilian staff and foreign service members, employed in the maintenance of the armed forces' land systems in the form of assignment qualification, speciality and special courses. In addition, joint basic and advanced training in the area of ammunition technology and design safety is conducted here. An important task area of the Training Centre is the execution of technical-logistic operational suitability tests of all land systems used by the Army and the *Joint Support Service*. The *Army School of Engineering* attached to the Centre provides initial and follow-on vocational training concluded with a qualification recognised in civilian life.

Speciality training of Army aviation personnel and Army, Air Force and Navy rotary-wing aircraft crews takes place at the *International Helicopter Training Centre* in Bückeburg. Here, helicopter pilot training to service members of friendly nations is also carried out. Specialisation training for TIGER support helicopter personnel will continue to be conducted at the *German-French Army Aviation Training Centre* in Le Luc, France. The attached *Air Manoeuvre Training Centre* in Celle supports both the units and the Helicopter Training Centre proper in the conduct of air mobility training. With the *Airborne Operations and Air Transport Training Facility*, the Centre is also responsible for parachute jump training as well as the Army-specific elements of air transport and airlift. The internationalisation of parachute jump training is currently under investigation.

The *Infantry Training Centre* in Hammelburg is responsible for the conduct of course-based training in infantry operations and of fundamental training imparting infantry skills to all infantry personnel. In addition, airborne infantry leaders are trained at the *Infantry Training Centre*. Further central tasks comprise ranger and survival training as well as the training of weapons instructors for small arms and light antitank weapons for the entire armed forces.

The attached *Mountain and Winter Combat Training Facility* in Mittenwald is tasked with training mountain infantry leadership and enlisted personnel as well as armed forces specialist personnel. The subordinate *Infantry Manoeuvre Training Centre* assumes a key role in collective training, particularly during predeployment training. In live-fire exercises, infantry companies are trained as complete units in all types of operation, preparing them for their specific operational tour.

Relying on its *Armoured Forces Training Unit* and *Army Intelligence, Surveillance and Reconnaissance (ISR) Corps Training Unit*, the *Training Centre Munster* is responsible for leadership and assignment qualification training of armoured infantry, armour and Army ISR Corps personnel. In addition, the Centre provides qualification training for Army personnel in the employment of unmanned reconnaissance resources (e.g., drones) and joint personnel for field intelligence service assignments.

The subordinate *Joint Fire Support and Indirect Fire Training Unit* based in Idar-Oberstein is responsible for leadership and assignment qualification training of artillery and

infantry mortar personnel as well as the personnel of all joint fire support elements. In addition, it supports the unit-level and predeployment training of the joint fire support elements, including live firing.

At the *Armoured Forces Firing Simulation Centre*, armoured combat companies are trained in all types of operation and in urban areas and prepared for deployments.

The *Engineers Training Centre* in Ingolstadt provides training to Engineer Corps command, specialist and administrative personnel as well as training in the performance of all-arms engineer missions. Also, personnel of the entire armed forces receive qualification training in the operation and employment of engineer support and construction equipment. The attached *Explosive Ordnance Disposal Operations Training Centre* in Stetten am kalten Markt conducts course-based training to the armed forces' explosive ordnance disposal personnel and supports their unit-level and immediate predeployment training. The *Army School of Construction Engineering*, also attached to the Engineers Training Centre, carries

out construction engineer training recognised in civilian life and armed forces infrastructure personnel training.

The *Military Engineering Centre of Excellence* based in Ingolstadt is the element responsible for the further development of military engineering. It also provides course-based training in military engineering to multinational command and staff personnel. In addition to Germany as the framework nation, 16 other NATO partners are represented at the *Military Engineering Centre of Excellence*.

Military engineering comprises all engineer activities, regardless of the personnel's affiliation with a service or major organisational element, that serve the physical preparation and treatment of an operational area. Military engineering is performed at all echelons. In addition to the classic engineer and infrastructure tasks, it comprises explosive ordnance disposal as well as contributions to a range of duties, such as counter-improvised explosive devices and force protection.



The central training facilities

The *Army Warfighting Simulation Centre* in Wildflecken is the central facility for simulation-based training in the German Army. The various simulation models allow national and multinational formations to practise realistically in a cost-effective and environmentally friendly manner. The focus is on the training of staffs and staff elements to prepare them for operational deployments.

Besides the exercise activities, the targeted analysis and systematic improvement of the simulation models help to gain knowledge for command and tactics as well as for the development of leadership and doctrinal principles of the land forces in particular.

The *Army Combat Training Centre* based near Magdeburg is the Army's central training facility for the operational training of companies and battalions of all Army arms and services as well as other military organisational areas. Training covers the entire operational and intensity spectrum. The employment of modern systems technology (e.g., laser engagement simulators, GPS modules for the position determination of exercise participants, evaluation service) allows for the realistic replication of present and future operational scenarios.

The focus is on predeployment training of the service members, for whom this is the final block of training prior to deployment. The most modern military training facility in Europe is thus of outstanding importance for the establishment of full operational readiness of the Army's/armed forces' units.

The training of special forces senior NCO candidates as well as special operations forces and personnel providing direct tactical support to special forces is conducted at the *Specialised Operations Training Centre* in Pfullendorf.

Special forces training and the support of exercises focusing on mission fulfilment in the context of national risk prevention complements the catalogue of tasks. Analogous international training is conducted at the attached *International Special Training Centre*.

The *Bundeswehr United Nations Training Centre* in Hammelburg focuses on the training of armed forces personnel to be employed as United Nations military observers and of personnel earmarked for a mentoring and partnering mission in support of the build-up of foreign armed forces.

The Centre furthermore renders advice and support to the units in the preparation and execution of operational mentoring and liaison team predeployment training. In addition, it cooperates closely with training facilities that carry out predeployment training for members of nongovernmental organisations and journalists.



Summary

Training within and for the Army will be further professionalised, and the command personnel's qualification will be ensured in the required quality. Unit-level training will be supported through collective training at various echelons. Thus, the prerequisites for successfully bringing the capabilities of the *Army system* to bear on operations across the entire task and intensity spectrum have been established.



Multinationality in the German Army

9

Multinationality is a distinctive feature of the German Army. It implies and promotes mutual understanding and appreciation, creates the preconditions for enhanced interoperability and is the major foundation for the successful conduct of operations.

9 Multinationality in the German Army

Multinationality is a determining principle of German defence policy and forms the basis of the Army's multinational cooperation, both in routine duty and on operations.

Multinationality is thus a trademark of the Army, and is reflected in a multitude of international relations with a number of partners. It helps promote mutual understanding and creates the necessary preconditions for enhanced interoperability and a more efficient use of available resources. In theatre, it forms the basis for the successful conduct of operations.

In times of shrinking defence budgets and force levels, multinational cooperation is increasingly gaining in importance as regards operations and training. This offers great opportunities to raise cooperation to a new level and, beyond purely politico-military interests, to create practical, feasible and operationalisable added value for all parties involved.

Consistent multinational cooperation, particularly in the field of course-based training, offers manifold opportunities for the efficient and effective use of existing infrastructure. It permits the reduction of forces – wherever acceptable – and, at the same time, improves interoperability.

In today's missions abroad, Army personnel must operate in a multinational environment as a matter of principle. The necessary preconditions can be created through multinationally oriented training as well as combined exercises.

Multinational Army forces

Multinational integration furthers military development. The Army makes a vital contribution to this. The most conspicuous manifestation of military integration are the contributions to the multinational corps headquarters within the framework of the NATO force structure.

The German Army is involved in the following bi- and multinational Graduated Readiness Forces (Land) Headquarters as a framework nation:

- *1 German-Netherlands Corps* in Münster, and
- *Eurocorps* in Strasbourg as High Readiness Forces (Land) Headquarters,
- *Multinational Corps Northeast* in Szczecin as Forces of Lower Readiness (Land) Headquarters.

The focus of the *Eurocorps*'s mission is to act as training platform for company-size and multinational battalion-size units. In the multinational environment, these units thus also function as a catalyst for the further development of planning processes, such as the implementation of a joint approach to operations.

The two binational support battalions of *1 German-Netherlands Corps* and *Eurocorps* are integrated on a multinational basis as far down as to troop structures. This close cooperation ensures both high operational effectiveness and, at the same time, the achievement of economies.

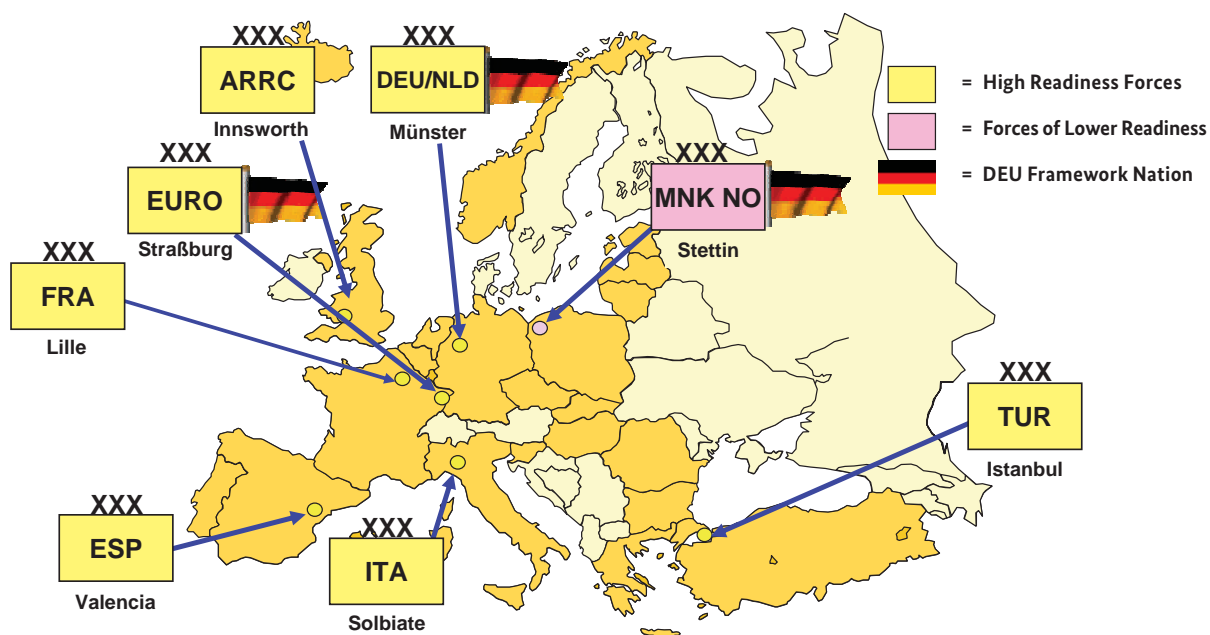
In addition, the German Army provides headquarters personnel to corps headquarters in Spain, France, Italy and Turkey as well as to the Allied Rapid Reaction Corps in Great Britain.

The *French-German Brigade* is the one German Army formation whose units have been permanently under rotating binational command since the brigade's establishment in 1989.

The brigade is assigned to the *Eurocorps* for exercises and on operations, and is available for operational commitments performed in the context of NATO by the *NATO Response Force* and of the European Union by the

EU Battle Groups. Deployed along both banks of the Rhine River, this unique binational formation serves as a role model for efficient multinationality and interoperability of armed forces.

It has a landmark function for any potential future integration in a European context and as part of European preventive security, thus providing fundamental experience for military thinking and acting on a multinational scale.



German Army participation in the NATO force structure

Current status of and outlook on cooperation taking selected partners as examples

France

The particularly close and trustful cooperation with the French Army rests on various pillars. The harmonisation and advancement of binational Army cooperation are matters of ongoing concern for the bodies of the Land Forces Sub-Working Group. The key elements of cooperation are the *French-German Brigade*, the commonly used training facilities in Le Luc (FRA) and Fassberg (DEU), combined exercises and exchange programmes within the scope of course-based officer training. There also is a dense network of exchange and liaison officers. Additional projects are designed to provide for an even closer training cooperation in the future. Equipment needs and requirements are to be determined on a combined basis with the objective to synchronise procurement projects in the medium and long term, thus saving resources on both sides.

Netherlands

The extremely close and successful cooperation with the Netherlands is manifest particularly in *1 German-Netherlands Corps* and in the already very close collaboration in the procurement and service use of equipment. Both Armies have agreed to explore all opportunities for and to consider all ideas on the deepening and broadening of the German-Netherlands cooperation – even beyond organisational limits – in view of their practical, mutual benefits. Coordinated by the *German-Netherlands Army Steering Group*, the deep integration of Army capabilities, e.g., in the fields of artillery, armour and air mobility, will be further advanced. This will improve sustainability and at the same time reduce costs for both sides. The intensification of the German-Netherlands Army cooperation

is promising and has the potential to serve as the driving force for the participation of further nations in the context of NATO's Smart Defence and the European Union's Pooling and Sharing initiatives.

United States of America

Its military, economic and political status makes the United States a partner of special importance. Besides the highly valuable and close cooperation with the U.S. Army headquarters and units stationed in Germany, collaboration in the area of doctrine development will increase in importance, particularly with regard to operations, thus also helping to enhance interoperability. The use of *1 German-Netherlands Corps* as an exercise platform for the Europe-based U.S. Army forces offers additional links for intensive multinational cooperation projects. A network of Army liaison and exchange officers ensures the exchange of experience for the purpose of increasing interoperability on a continuous basis.

Israel

For years, the cooperation with the Israeli Army has been at a high level in terms of both scope and quality. It underlines the special relations between Israel and Germany, thus serving foreign, security and military policy interests as well. This highly trustful cooperation will be maintained in future.

Great Britain

In view of the planned withdrawal of British Army units from Germany, cooperation needs to be placed on a new footing. A working group is considering ways to intensify the bilateral exchange with the British Army – which has already been initiated – and in particular to deepen and broaden the future cooperation in training.

Austria

Austria is a partner country for the German Army that offers a large number of fields of immediate cooperation down to the lower tactical levels. Thanks to the very similar cultural and political backgrounds, similar command and control procedures, the geographical proximity and of course the common language, the cooperation with Austria harbours further potential for development, with the focus lying on training cooperation in the area of mountain and winter combat. Expert groups are considering ways and means of developing additional fields of cooperation.

Eastern and Southeastern Europe

The cooperation with East and Southeast European countries is characterised by the ever increasing collaboration in the assignment of forces to the *EU Battle Groups* and the *Multinational Corps Northeast* and not least by combined exercises. All East and Southeast European countries lend themselves as cooperation partners especially in the areas of training and operations. Especially the cooperation with Hungary, Croatia and Poland has proven purposeful and advantageous and will be intensified. The long-term cooperation and the intensive exchange with Polish Armoured Cavalry Brigade 10 are prime examples.



Arms and Services in the ARMY2011

10

The arms and services reflect the diversity of the German Army. This diversity allows the Army to cover a broad spectrum of tasks for current and likely future operations across the entire intensity spectrum.

The diversity of the German Army is reflected in its arms and services, with each arm possessing special capabilities and skills. Thus, the arms and services are on the one hand a systematic organisational tool and on the other hand a major element of identification and integration for their members. Only by mastering the arm-specific capabilities and closely cooperating at all levels will effective and efficient mission accomplishment be possible.

The arms' fundamental tasks remain basically unchanged in the ARMY2011 structure. Modifications pertain to specific areas:

The engineers perform explosive ordnance defence (subsuming explosive ordnance disposal and explosive ordnance clearance) across organisational lines. Mission orientation in this sensitive area will thus be significantly enhanced and mission requirements be accounted for. Roughly one third of the engineers' personnel strength will be assigned to this priority task.

Referred to as *helicopter capabilities transfer*, all NATO *Helicopter (NH) 90 utility helicopters* will be pooled in the Army and the *CH-53 medium transport helicopters* be transferred from the Army to the Air Force.

ARMS AND SERVICES IN THE ARMY2011



Equipped with these helicopters and relying on its transport aircraft, the Air Force can thus ensure a consistent strategic and operational-tactical air transport chain. In the Army, the light tactical air transport capability, including *forward air medical evacuation and search and rescue (SAR)*, will be provided by the NH 90 helicopter.

The Army's CBRN Corps will be transferred to the *Bundeswehr CBRN Defence Command* of the *Joint Support Service*. The responsibility for all-arms CBRN defence and CBRN explosive ordnance disposal will be retained by the Army.

Joint fire support is coordinated and executed by the Army in the context of interorganisational task accomplishment for the Bundeswehr. In the Army, the Artillery Corps has lead responsibility for this task.

Counter-improvised explosive devices (C-IED) is performed by the Army in an interservice function as well. It is dealt with in the *C-IED Division* of the *Army Concepts and*

Capabilities Development Centre. C-IED tasks that have direct operational relevance continue to be covered by the *Bundeswehr Joint Forces Operations Command*.

Air Force ground-based air defence and Army air defence have been merged in the Air Force. In future, the Air Force will ensure the Army's protection against symmetric and asymmetric air threats across the entire task spectrum. This capability transfer resulted in the disbandment of the Army Air Defence Corps.

Infantry

Infantry forces are specially equipped and trained for operations conducted in areas with insufficient or non-existent infrastructure and in adverse weather conditions and complex terrain. Some infantry units are suited for airmobile operations, thus providing a high degree of tactical and operational mobility.

This balance reflects the requirement for the infantry to play an essential role in any land forces operation – particularly under difficult geographical conditions – in every scenario.

Together with airborne infantry in the *Rapid Forces Division*, with mountain infantry in 10 Armoured Division as well as light infantry in 1 and 10 Armoured Divisions and in the *French-German Brigade*, the infantry is broadly structured and represented throughout all major Army units.





Light infantry

Light infantry forces are suited for dismounted combat in urban operations, for combat in built-up areas and wooded terrain as well as for combat patrol operations. They fight in thickly covered and dissected terrain.



The BOXER *multirole armoured vehicle (MRAV)* (see chapter 11) provides them with threat-oriented passive protection, high mobility and transport capacity. Their fighting method and tactical principles allow the vehicle's integration into a large number of operational situations. The vehicle's armament provides freedom of action in unforeseen situations and can – terrain and

mission permitting – substantially add to the dismounted forces' fire.

In the ARMY2011, the light infantry has a total of five battalions. 291 and 292 *Light Infantry Battalions* are placed under the command of the *French-German Brigade*. Each light infantry battalion comprises one supply and support company, three light infantry companies and one heavy weapons company. An exception to this is 291 *Light Infantry Battalion* which consists of one supply and support company, two light infantry companies and one independent reconnaissance company. Stationing locations will be Rotenburg, Schwarzenborn, Torgelow and Donaueschingen in Germany as well as Illkirch in France.

Airborne infantry

Airborne infantry forces form the core of the Army's *specialised forces*, being capable of conducting airborne operations and *special operations*, military evacuation operations, combat recovery operations, initial entry operations and deep operations. The airborne infantry units are equipped in such a way that their bulk is air-transportable. The equipment includes the *WIESEL airmobile weapon carrier* and the *MUNGO special forces tactical vehicle*.

This makes the arm exceptionally mobile. In addition, it comprises organic airborne medical and combat service support forces. Airborne infantry elements support the special operations forces network of the Bundeswehr.

The airborne infantry structure is replicated in the Rapid Forces Division with *Airborne Brigade 1* based in Lebach and with *Paratroop Regiments 26 and 31* which are stationed in Zweibrücken and Seedorf, respectively.



Paratroop Regiment 31 comprises one supply and support company, six paratroop companies, one heavy weapons company, one heavy aerial supply company and one airborne medical company. It performs *military evacuation operations* while relying on specialised forces with advanced basic capabilities in four paratroop companies. *Paratroop Regiment 26* comprises one supply and support company, four paratroop companies, one heavy weapons company, one medium aerial supply company and one airborne medical company.

Course-based parachute jump training as well as airborne operations and air transport training will be conducted at the *Training Facility* in Oldenburg.





Mountain infantry

Mountain infantry forces are characterised by their combat capability in extremely difficult and mountainous terrain and extreme climate and weather conditions. They are particularly suited for operations under the conditions of different climatic categories, such as desert, jungle and Arctic. The same goes for operations at high altitudes. Mountain infantry elements are available for supporting *special forces* and *specialised forces*. Mountain infantry forces are furthermore ski- or oversnow-mobile. They are capable of performing rescue operations in very rough terrain.



In the ARMY2011, the mountain infantry consists of *Mountain Infantry Brigade 23* based in Bad Reichenhall

commanding three mountain infantry battalions with identical organisational structure. Each battalion commands one supply and support company, three mountain infantry companies and one heavy weapons company. These battalions are stationed in Bad Reichenhall, Bischofswiesen and Mittenwald. The training facility responsible for mountain infantry course-based training is located in Mittenwald.

One special feature of the mountain infantry is that Mountain Infantry Battalion 231 – just like the light infantry battalions – will be equipped with the BOXER MRAP while the other two battalions will be using the BV206S tracked vehicle.

Special forces

The *Special Forces Command* contributes to the Bundeswehr's capability profile by tactical planning, commanding and conducting *special forces* operations across the entire task spectrum as well as performing their after-action analysis, and extends the options for action against targets of operational and strategic relevance.

Special forces are able to collect key information, protect friendly forces at a distance and persons in dangerous situations, rescue or liberate persons from terrorist threats or other dangerous situations, counter terrorist threats, conduct covert operations, and contribute to deep operations.



During routine duty, the *Special Forces Command* is administratively subordinate to the *Rapid Forces Division*. On operations, it is directed to cooperate with the *Bundeswehr Joint Forces Operations Command*, directly supporting its Special Operations Division. For the command of purely national operations, the headquarters of the *Special Forces Command* has been reinforced by an additional joint command element.

In matters of training and further development of the *special forces*, the Special Forces Command cooperates, in close consultation with the *Rapid Forces Division*, with the *German Army Headquarters* and the *Bundeswehr Joint Forces Operations Command* as well as directly with the *Army Concepts and Capabilities Development Centre*.



Armoured forces

Owing to their primary weapon systems, the armoured forces distinguish themselves by their firepower, mobility and protection. They are robust in all types of operations and at all levels of intensity and can be employed against symmetrically or asymmetrically fighting adversaries, even in a built-up or urban environment.

As part of the combat forces, armour and armoured infantry are the mainstay of mobile combat operations. The

direct and close cooperation of armour and armoured infantry in a joint network is crucial for operational success because of their mutually complementary capabilities. In low- to high-intensity operations, the armoured forces frequently are the central element to force decisions in a complex and dynamic operational environment. Their versatility as well as responsiveness and sustainability enable them to gain and maintain the initiative.

Armoured infantry

With the new *PUMA infantry combat vehicle (ICV)* (see chapter 11), the armoured infantry forces will in future have available a modular, multirole, flexible, mobile and lethal weapon system offering optimised protection and a wide variety of capabilities. Combining, above all, a high level of infantry skills with the lethality of main battle tanks, it will represent a major connecting element between the armoured and infantry forces of the Army. In the Puma ICV the armoured infantry has a combination of firepower, mobility and protection in a new quality and also make a vital contribution to the operational spectrum



of the armoured forces through the capability to rapidly alternating between mounted and dismounted combat. The ability to conduct operations in urban environments will remain a core task for all armoured infantry units. The arm is suited for employment both against forces that operate asymmetrically and irregular forces.

In the ARMY2011, the armoured infantry comprises nine active battalions, each commanding one supply and support company with a headquarters element and three manoeuvre companies. The attached nonactive roundup battalions ensure the forces' sustainability especially for territorial and collective defence.



Armour

Armour forces, uniformly equipped with the LEOPARD 2 A6 main battle tank (see chapter 11), are part of the Army's mechanised forces. Thanks to their universal employment spectrum in combination with their fundamental properties of firepower, mobility, protection and command and control capability, they constitute an integral component of the armed forces' capability profile.

Armour forces employ a combination of firepower, lethality, high operating tempo as well as survivability particularly in one-on-one engagements and high-intensity battles that can be used effectively across the entire operational spectrum. On operations in the low- and medium-intensity spectrum, the arm contributes with its capabilities to a



graduated effect as well as controlled escalation and de-escalation. In such operational scenarios, the armour forces assume the role of supporting weapon system with high tactical robustness.

The armour forces comprise four active battalions, each consisting of one supply and support company with a headquarters element and four manoeuvre companies.

The attached two nonactive roundup battalions ensure the forces' sustainability especially for territorial and collective defence. Equipment for these units will not be kept available. If necessary, it will be provided to the extent required through organisational procedures.





Artillery

Artillery forces are the mainstay for providing fire support and conducting the fire fight in the Army. Through their ground-based and airborne technical reconnaissance assets as well as joint fire support (JFS) coordination elements, they contribute to target location and identification and to situation and post-strike reconnaissance within the Army reconnaissance information network. In addition, the arm performs *joint fire support* in an interservice function within the Army.

The artillery supports land operations across the entire task and intensity spectrum with four redesigned battalions. These battalions are adapted to the requirements of



present and future operational scenarios in terms of internal structure, have an absolutely identical organisational structure and have for the first time uniformly available nearly all capabilities for reconnaissance, command and control and effective engagement.

These capabilities are interconnected in the *integrated artillery system* through the ADLER command, control, information, and weapons control system (artillery information network) and are, via interfaces, interoperable with national command and control information systems as well as multinational weapon delivery systems. The artillery battalions command, apart from one supply and support battery, one reconnaissance battery, one rocket artillery battery and two to three tube artillery batteries.



Army aviation

Army aviation forces ensure, in cooperation with the air transport forces of the Air Force, the Army's air mobility¹. They furthermore contribute, together with the *Joint Medical Service of the Bundeswehr*, to tactical casualty evacuation and to military search and rescue (SAR) within Germany, using the *NATO Helicopter (NH) 90 utility helicopter*. With its multirole capability, mobility, long range and agility, Army aviation contributes to the operational and tactical flexibility of the force commander, providing airmobile command and control, reconnaissance, combat and combat support as well as air movement of personnel and materiel including aeromedical evacuation.



Army aviation is geared to

- providing a substantial contribution to air mobility on operations,
- significantly improving the Army's tactical mobility through the transport of light forces,
- rapidly projecting combat power and, if need be, shifting points of main effort quickly during an operation,
- conducting airborne operations together with airmobile infantry and its support forces as a task force,

- making a contribution to military evacuation operations, and
- making a contribution to the special forces' specific support requirements using its NH 90 utility and TIGER support helicopter fleet.

Missions are generally conducted in a joint and/or combined setting, both autonomously and as additional support in and from the airspace that is tied to land operations.

The *Rapid Forces Division* commands the two single-type transport helicopter regiments based at Fassberg and Niederstetten and the attack helicopter regiment based at Fritzlar. These three regiments are capable of ensuring in theatre the Army contribution of a mixed helicopter task force on a long-term and sustainable basis.

Flight training is conducted at the *International Helicopter Training Centre* in Bückeburg (DEU) and the German-French Helicopter Training Centre in Le Luc (FRA).

¹ Air mobility is a generic term subsuming air assault operations, air mechanisation, airlanding, air transport and general support tasks.

Engineers

Based on their four core capabilities – facilitating friendly movements, increasing survivability and establishing operational prerequisites, impeding and canalising enemy movements, and making contributions to the situation picture –, engineers render support in land operations conducted across the armed forces' entire task spectrum. During stabilisation operations, the main focus is on facilitating friendly movements and increasing survivability. This becomes particularly evident in the

- enhancement of the capabilities to facilitate friendly movements (route clearance) and to protect friendly forces by merging the present explosive ordnance clearance and disposal forces in the Corps of Engineers, in future performing EOD assignments in the context of interorganisational task accomplishment for the Bundeswehr.
- strengthening of the capability to construct tactical infrastructure through the greater inclusion of construction engineers and technicians already at company level as well as of construction planning and management cells in the engineer equipment companies.



- ensuring of the capability to give comprehensive advice in the field of military engineering, including advice on the employment of engineer forces, explosive ordnance defence and the coordination of tactical infrastructure measures. This capability will be structurally replicated at all echelons from task force level upwards.

The mainstay of engineer support are the mechanised brigades' six engineer battalions – five armoured engineer battalions and one mountain engineer battalion. Each battalion comprises two armoured engineer companies capable of autonomously providing support to battle groups and task forces as well as, subject to type of the battalion, engineer equipment forces and assets for the crossing of gaps and water bodies wider than 20 m (in total: one amphibious company, one float bridge company and fixed bridge platoons). Independent engineer companies remain under the command of the *French-German Brigade* and *Airborne Brigade 1*.

In addition, two roundup battalions will be enabled to reinforce the engineer forces described above and enhance their sustainability. Engineers will no longer be able to emplace extensive minefields.



Army ISR Corps

The Army Intelligence, Surveillance and Reconnaissance Corps combines the bulk of the Army's *intelligence collection and reconnaissance forces*. It possesses a mixture of diverse, complementary subcapabilities.



Ground-based scout reconnaissance is performed by platform-based forces (equipped with *FENNEK scout vehicle*) and non-platform-based forces (equipped with *DINGO all-protected carrier vehicle*) for dismounted reconnaissance in urban or close areas. They conduct mobile and static reconnaissance of the operating area, interacting with the arm's entire set of forces.

Long-range reconnaissance forces collect key information in the depth of the area, operating independently and isolated from other forces and avoiding actual combat while not being tied to any platform. Organised into two platoons in Airborne Reconnaissance Company 310 of the *Rapid Forces Division*, they are capable of providing direct tactical support of special operations. Airborne

unmanned imagery intelligence is a major element of the Army's tactical reconnaissance system. Based on the *LUNA close reconnaissance aerial vehicle* and the *KZO target acquisition drone*, it delivers in near real time information from the area of responsibility and interest in particular to the tactical levels of command.

The Army's field intelligence forces are the crucial mainstay of Army intelligence collection, contributing comprehensively to situation assessment at the tactical and tactical/operational levels. To that end, they conduct targeted interviews with selected persons and interrogations of persons in custody (prisoners of war), analyse documents and electronic files, and observe objects.

The Army ISR Corps comprises six reconnaissance battalions, one airborne reconnaissance company based in Seedorf and one independent reconnaissance company in Light Infantry Battalion 291 of the *French-German Brigade* based in Illkirch (FRA). The reconnaissance battalions are stationed in Lüneburg, Eutin, Ahlen, Freyung, Gotha and Füssen.





Signal Corps

The reorientation of the Army Signal Corps has eliminated redundancies through a joint approach. The responsibility for long-range strategic signal communications was transferred to the *Joint Support Service*. For the Army Signal Corps this step entails the focus on the command posts of the battalion-size units and major units (brigade and higher), including mobile tactical communication. This way, the demands for a stronger command and control capability of the task forces and a higher quality of command and control support are met.

At the division and brigade levels, command and control support tasks are performed by headquarters and signal companies. The core tasks are the installation and operation of command posts and command and control facilities down to battalion level. Apart from ensuring command post organisation, this involves the provision of appropriate information technology including command post LAN as well as the connection of these access networks to the Bundeswehr core network via a *Joint Support Service* mount point.

The Army signal forces also provide Army-specific applications and services, e.g., the *Army Command and Control Information System*, including user support. In addition, they establish and operate digitised tactical radio networks. With organic operating and management



elements they implement the specifications determined by the *Bundeswehr IT System Operating Centre* for their areas of responsibility.

In the ARMY2011, all battalions have efficient signal platoons and squadrons. To meet the new requirements for IT personnel also at battalion level, the training and assignment cycle „all-arms communications service“ was abandoned and the posts in the signal platoons and squadrons of all Army battalions allocated to the speciality and assignment series „IT“. This post reallocation improves the battalions' command and control support capability in terms of both manpower quantity and quality.

The signal forces of the *Rapid Forces Division* assume a special role: its headquarters and signal companies, together with the signal platoons and squadrons of the two paratroop regiments, are capable of providing command and control support during airmobile operations and military evacuation operations. For this purpose, these forces have available air-transportable command posts (tents with inflatable frames) and the *theatre advance party* signal team for the rapid establishment of signal communications.

The German signal elements in the multinational corps and the *French-German Brigade* will basically remain unchanged.

Army logistics

In the course of the ARMY2011 structure, the logistic support of the Army was also adapted to the new prevailing conditions. Logistic elements of the Army's logistics organisation, the *Joint Support Service*, and of civilian partners of cooperation jointly ensure the materiel readiness of the German Army. An accurate delineation of responsibilities and the allocation of specific capabilities permit an efficient logistic support to be provided on operations and logistic efficiency to be achieved at home.

The link between the basic logistics organisation of the *Joint Support Service* and the Army's operational logistics organisation is located to the rear of the deployed Army forces. The sustainable, tactical manoeuvre elements of the Army are the task forces. The Army's logistic forces are consistently geared to their support in the operating area. The mobile logistic elements of the *Joint Support Service* provide common logistic support in an armed forces theatre of operations. Basic and operational logistics always work together.

Throughout the entire spectrum of possible operations, the Army's logistics organisation ensures sustainability in the operating area that is limited in terms of time and

space. Its core capabilities are therefore optimised for the specific tactical and operational requirements of the Army on operations. Structures, forces, assets and procedures are oriented towards the capabilities required on operations and by the allocated tasks.

The Army logistic forces are organised into logistic support battalions to provide logistic support to the task forces and thus strictly oriented towards operational requirements. In the ARMY2011, each brigade has an organic logistic support battalion comprising three logistic support companies and one headquarters and supply company. Each logistic support company is designed to provide the capabilities required for the logistic support of a task force.

The logistic complexity of land operations can only be mastered through the interaction between the Army's logistic units and supply elements. Therefore, supply elements as part of the Army logistic forces are integrated into all company- and battalion-size units of the ARMY2011. In this context, the basic rule still applies that a maximum of autonomy and logistic self-sufficiency is assigned to the deployed Army forces.





Army Medical Service

The medical support of Bundeswehr personnel is mainly provided by the *Bundeswehr Joint Medical Service*. Owing to its specific task spectrum, the Army has some organic medical assets. Technical control of the *Army Medical Service* is executed by the Surgeon General of the Army based in the *German Army Headquarters*. Medical command and control and advisory elements are established in the corps, division and brigade headquarters as well as in the *Army Training Command*. For the conduct of Army-specific medical training, the Army Medical Service has organic teaching staff at the branch schools and training facilities.

The *Rapid Forces Division's* medical service and the *aviation medical service* are special cases. The regiments of the *Rapid Forces Division* have, already in their routine duty organisational structure, organic airborne and airmobile medical



forces designed for operational strength and sustainability. These forces are tasked to ensure qualified emergency and general medical care in training, on exercises and on operational deployments. For this purpose, they have medical teams, airmobile emergency physician teams as well as airborne and airmobile mobile aid stations. The subsequent medical care is ensured by the *Bundeswehr Joint Medical Service* assets. During routine duty, the medical forces of the *Rapid Forces Division* are concentrated, besides in the Medical Clinic of the *Special Forces Command*, in an airborne medical company of each paratroop regiment.

For the aeromedical care of personnel during routine duty, in training, on exercises and on operational deployments, the Army has organic flight surgeon sections. They ensure both aeromedical care and air crash emergency service at the Army airfields.



The Soldier's Equipment and Major Army Equipment in the 21st Century

11

Improving diversified engagement capabilities along with increasing the protection of the digitally networked soldier enhances success on operations.

11 The Soldier's Equipment and Major Army Equipment in the 21st Century

Advanced Soldier Systems

The demands on the physical and mental capabilities of all servicemen and women remain enormous. Innovative technologies, protection capability, an edge on information and enhanced weapons effects as well as reduced response times require a quick intellectual grasp on the part of each individual. Additionally, the requirements to be met by the section leader have risen.

From a purely technological point of view, the performance of military personnel is likely to significantly improve in many different aspects. In many areas new technologies hold considerable potential that can be used for infantry forces, for example. This includes opportunities from miniaturization, energy supply, nanotechnology including biosensor systems, high precision lethal and non-lethal weapons as well as from information technology. Systems will be modular in design and tailored to mission-specific needs.

In this context, the spectrum ranges from the soldier with a minimum of equipment (light protection, information technology, communications, small arms) acting as a mediator during peace stabilisation measures to the fully equipped infantryman in combat action (heavy protection, active camouflage, information technology, communications, sensor systems, self-sufficient energy supply, heavy weapons, ammunition, rations, and booster, if required).

In the medium and long term the infantryman is likely to be supported by unmanned systems as required by the specific mission. Priority will be on reducing weight and volume, easy operation, and on using sensor systems and robotics.

Currently, protected and/or armoured vehicles are used to carry equipment and to increase sustainability and robustness. There are also efforts to expedite the development of mobile, self-sufficient energy supply systems (e.g. fuel cells, solar energy).

Future Infantryman – Basic System

In 2003, the *Future Infantryman – Basic System* was made available to the troops by drawing mainly on commercial off-the-shelf (COTS) components even though this entailed temporary functional limitations. In addition to the acquisition of COTS products, Bundeswehr-issue equipment such as clothing and the G 36 rifle, was used to compose kits. Only the load-carrying system with integrated C2 assets for communication within the section as well as the protective gear were newly developed.

This system has been used in Bundeswehr theatres of operations, pre-deployment training and troop training in Germany since 2005.

Future Infantryman – Enhanced System

Concurrent with the introduction of the *Future Infantryman – Basic System* the *Enhanced System* was developed from 2004. The aim is not to extend the basic system but to replace it by a completely new development encompassing a large number of components harmonised with each other in an integrated system. Due to its modular structure, the *Enhanced System* can be configured for the subunit and the individual rifleman to respond to a given situation and mission. The new clothing and personal equipment are part of the system. What is also new is voice and data communication with the next higher command level and thus the system's connection with the *Army Command and Control Information System*.

The elaborate development efforts were closely monitored and supported by the future users: infantry and armoured infantry as well as Navy and Air Force.

The *Enhanced System* consists of approximately 100 different components subdivided into three project parts:

- Clothing, protective and load-carrying gear,
- weapons, optical equipment and optronics, and
- command, control and communication assets.

The delivery of 90 systems is due in 2013, allowing to equip a total of up to 900 servicemen and women.

Clothing, protective and load carrying gear

They comprise a wide range of items designed and matched to each other, allowing the soldier to wear layers of clothes that cover temperature ranges from 45° C (113°F) to -32° C (-26° F). The individual garments were developed to ensure their functionality at all times while not restricting that of other components.

The underwear is practically seamless and features a hydrophilic membrane. It has the same functional properties as sportswear. The long version is also flame-retardant. A class 1 protective vest is permanently worn as a first layer over the underwear. A ventilation shirt allows heat and humidity to dissipate.

For cold weather there are also woolen underwear, a flame-retardant fleece jacket, jacket and trousers made of *Loft* fibre, a light and compressible material with excellent insulation properties, and special gloves. Wind- and wet-proof gear complement the protective garment to shield the soldier from the elements.

The battle dress uniform was developed in a heavy and a light-weight variant. It is flame-retardant, offers protection from stinging and blood-sucking insects, and reduces infrared signature. The combat jacket is available in two variants: a short jacket optimised for sitting in the PUMA AIFV, and a long jacket *smock* with additional pouches to accommodate items of equipment. The cut and functionality of both variants are adapted to the *Future Infantryman – Enhanced System* and particularly to the class 4 protective vest.

It combines the properties of a protective vest and of load-carrying gear. The form-fitted optimised ballistic plates available in various sizes facilitate handling the G 36 rifle. The load-carrying equipment distributes the load more comfortably on shoulders and hips and has outside straps for individually attaching pouches for ammunition, weapons and equipment. Finally, the system also features a new, lighter combat helmet.



Weapons, optics and optronics

The *Enhanced System* provides the infantryman with a wide range of optical and optronic components. The telescope sight facilitates fire fights both by day and by night.

The night vision goggles with IR module are mounted to the helmet and allow the soldier to engage targets at a distance of up to approximately 150 m by using the reflex sight and laser light module.

The cooled thermal sight is suitable for reconnaissance purposes and for fire fight over longer distances in daylight, in darkness, and under conditions of limited visibility.

An integrated laser rangefinder (LEM) allows the precise determination of the range to the target for integrated fire control by way of command, control and communication assets. Its performance is comparable to that of a laser range finder with night vision technology employed as observation equipment independent of weapon system.

The small arms were also further developed to be employed as part of the *Enhanced System*.

Command, Control and Communication Assets

The command, control and communication equipment consists of the *electronic back* attached to the back of the class 4 protective vest and including the core computer, section radio, the GPS receiver and batteries.

The *electronic back* is controlled via the control and display unit which gives the soldier situation data and messages.

Alternatively, the information is shown on a display fitted to the helmet or by the night goggles. The headset connected to the section radio also serves as hearing protection. The system's C2 equipment includes the command and control radio and a portable command and control computer. This allows the squad leader to access to the *Army Command and Control Information System*.



Combat Clothing, Operations/Exercises

Those arms not equipped with the *Enhanced System* also need improved operational clothing. Apart from the overall system-wide implications, there are similar requirements to be met by this clothing adapted to the individual mission spectrums (e.g. regarding weather conditions, flame-retardant and vector repellent properties, long/short smock).

To meet these requirements, the Bundeswehr has developed a new battle dress uniform as part of the *Combat Clothing, Operations/Exercises* project at the *Bundeswehr Research Institute for Materials, Fuels and Lubricants*. In addition, new wet-proof garments and a fleece jacket are available.

In terms of underwear the same items as those so far issued for operational missions or to *special forces* are now provided.

It is planned to equip up to 24,000 servicemen and women with the Combat Clothing, Operations/Exercises, primarily for operations abroad.

The BOXER Multirole Armoured Vehicle (MRAV)

BOXER MRAV Performance Parameters

Crew:	Armoured Personnel Carrier: 3 soldiers (driver, commander, weapon operator) + 7 soldiers (fire team) C2 vehicle: 2 soldiers (driver, commander/weapon operator) + 1 military leader + 2 soldiers (system operators)
Length:	7.88 m
Width:	2.99 m
Height:	3.40 (A1 version, including weapon station)
Engine output:	530 kW
Maximum speed:	103 km/h, electronically limited to 85 km/h
Range:	1050 km (road)
Weapons:	FLW 200 weapon station (heavy machine gun, automatic grenade launcher)
Protection:	very high level of protection against mines and ballistic fire, including protection against IED
Weight:	31.8 t (combat weight of armoured personnel carrier)





The PUMA Armoured Infantry Fighting Vehicle

PUMA AIFV Performance Parameters

Crew:	3 soldiers (driver, commander, gunner) + 6 soldiers (fire team)
Length:	7.40 m
Width:	3.43 m (configuration A), 3.93 (configuration C, with modular add-on armour)
Height:	3.60 m
Engine output:	800 kW
Maximum speed:	70 km/h (road)
Range:	600 km (road)
Weapons:	30mm automatic cannon MK 30-2/ABM Machine gun 4, caliber 5.56mm MELLS light multi-role guided missile system
Protection:	very high level of protection against mines and ballistic fire, including protection against IED
Weight class:	31.45 t (air transportable by A400 M) – configuration A 43 t (combat weight configuration C)

The LEOPARD 2A6 Main Battle Tank

LEOPARD 2A6 MBT Performance Parameters

Crew:	4 soldiers (commander, gunner, loader, driver)
Length:	10.97 m
Width:	3.75 m
Height:	3.01 m
Engine output:	1100 kW
Maximum speed:	68 km/h
Range:	340 km (road)
Weapons:	120mm smoothbore cannon 2 x Machine gun 3, caliber 7.62 mm
Protection:	very high level of protection against mines and ballistic fire, including protection against IED
Weight class:	60.5 t (A6)





The TIGER Multi-Role Support Helicopter

TIGER SH Performance Parameters

Crew:	2 soldiers (pilot and commander)
Length:	14.08 m (fuselage)
Width:	13 m (rotor diameter)
Height:	3.83m (with mast 5.20m)
Engine:	2 MTR390 (MTU/RR/TM)
Maximum speed:	290 km/h
Range:	up to 725 km
Mission duration:	up to 3:15 hrs
Weapons:	4 Stinger air-to-air missiles up to 8 PARS 3 LR antitank missiles (fire & forget) up to 8 HOT 3 antitank guided missiles up to 38 free-flight rockets with different warheads up to 2 12.7 mm heavy machine guns with 400 rounds each

The NATO Helicopter (NH) 90 Utility Helicopter

NH 90 Performance Parameters

Crew:	3 soldiers (2 pilots, 1 crew chief)
Length:	19.60 m
Width:	16.30 m (rotor diameter)
Height:	5.44 m
Engine:	2 x Rolls Royce / Turbomeca RTM 322
Maximum speed:	300 km/h
Range:	800 km
Endurance:	4:25 hours (without auxiliary tanks)
Maximum takeoff weight	10.6 t (internal load), 11.0 t (sling load)





The PzH 2000 Armoured Self-Propelled Howitzer

PzH 2000 Performance Parameters

Crew:	5 soldiers
Length:	11.70 m
Width:	3.50 m
Height:	3.46 m
Engine output:	736 kW
Maximum speed:	60 km/h
Range:	420 km (road)
Weapons:	1 x 155 mm autofrettage gun barrel chromium-plated on the inside with 52 caliber lengths 1 x Machine gun 3, caliber 7.62 mm
Protection:	against small arms fire and fragmentation effects, adaptive roof protection system, against bomblet munitions
Weight:	57 t

The MARS II Medium-Range Artillery Rocket System

MARS II Performance Parameters

Crew:	3 soldiers
Length:	7.07 m
Width:	3.10 m
Height:	2.87 m
Engine output:	368 kW
Maximum speed:	50 km/h
Weapons:	2 launch tube packages at 6 rockets each
Range:	18-85 km
Ammunition:	Precision ammunition Guided Multiple Launch Rocket System (GMLRS) AT 2 mine rocket
Weight:	26 t





The FENNEK Armoured Reconnaissance Vehicle in the Joint Fire Support Team (JFST) variant

The JFST FENNEK is one of four vehicle types planned to be in service with Army Joint Fire Support Teams. Each JFST is equipped with two vehicles. One is used for the ground-to-ground and one for the air-to-ground team. The technical equipment of the vehicles is tailored to the respective mission.

FENNEK Performance Parameters

Crew:	3 soldiers
Length:	5.85 m
Width:	2.55 m
Height:	1.79 m (to the upper edge of the roof)
Engine output:	177 kW
Maximum speed:	120 km/h
Range:	1,000 km (road)
Weapons:	Automatic grenade launcher 40 mm x 53 or machine gun 3, caliber 7.62 mm
Observation equipment:	Elevating observation equipment (integrated daylight camera, thermal imaging device, laser range finder, laser pointer, fusion electronics, and adaptable laser target designator as well as mobile systems for dismounted operations)
Command and control equipment:	HF, VHF, UHF, SatCom communications equipment, workstations for combat direction systems
Protection:	against mines and ballistic fire, including protection against IED
Weight:	10.7 t (combat weight)

The FUCHS 1A8 Armoured Transport Vehicle

FUCHS 1A8 ATV Performance Parameters

Crew:	up to 9 soldiers
Length:	6.92 - 7.12 m
Width:	3.09 m
Height:	3.42 m
Engine output:	235 kW
Maximum speed:	105 km/h
Range:	800 km (road)
Weapons (optional)	FLW 200 weapon station 12.7 mm heavy machine gun machine gun 3
Protection:	ballistic protection, mine protection
Weight:	23.4 t (permissible total weight)





Army Equipment Planning Challenge

12

In concert with dynamic availability management, mission-oriented equipment planning allows us to ultimately achieve full-scale equipment of our forces for missions abroad, predeployment training, crisis management for German nationals abroad as well as leadership training and development despite the reduction of major equipment stocks.

12 Army Equipment Planning Challenge

Army equipment must be tailored to meet operational requirements in terms of capabilities and capacities. In this context, the short cycles of technical innovation must be taken into account. The Bundeswehr had to adopt a new approach and replace the previous procedure for providing the armed forces with major equipment.

Based on the Army contributions to the required range of capabilities (see chapter 1) and in consideration of

given budgetary constraints, the Army developed an equipment concept duly taking into consideration predeployment training, training in general and the necessities of operational and quasi-operational commitments across the entire task and intensity spectrum.



Orientation towards the Mission Profile

Required quantities of major equipment are derived from the Army's contributions to the target range of capabilities. Requirements for individual major end items have been determined as minimum quantities.

Requirements specified in terms of equipment:

- The equipment required for operational commitments, quasi-operational commitments (*NATO Response Force, EU Battlegroups*) and the respective *predeployment training* must be made available in operational status.
- As far as national crisis prevention is concerned, the full range of equipment must be provided.
- For the training and preparation for as well as the pursuit of quasi-operational commitments, units will be supplied with sufficient quantities of the required materiel and major equipment in operational status.
- The training centres' equipment allowance for leadership training and development is based on actual requirements.
- For overall operational training, operational materiel is kept available in line with the respective skill level.
- For roundup units, no additional materiel is kept available.

As a consequence, procurement planning and maintenance are based on the following priorities:

- Procuring equipment required for operational missions and *predeployment training* has top priority.
- The second priority is on the equipment required to ensure training at the training centres.
- Equipping the units and formations for overall operational training and exercises in support of routine duty takes third priority.

Moreover, long term equipment planning allows for keeping the physical assets of operational forces up to date, also in view of future challenges.

Army equipment planning is focused on combat

The ability to deliver precise and scalable effects, lethality and the standoff capability of its weapons count among capabilities specified for the Army in the guidelines for the reorientation of the Bundeswehr. It will be decisive to also maintain escalation dominance in symmetric and asymmetric conflicts across all levels of intensity. The essential characteristic in this context is the orientation towards combat.

Hence the following focuses for the ARMY 2011 structure:

- the ability to fight as part of an integrated infantry system
- Joint Fire Support (JFS), and
- the integrated tactical reconnaissance system.

These abilities form the core of the Army's contribution for realising national objectives and set the course for capability development in the Army.



The objective to ensure modern and affordable equipment can only be met by abandoning the principle of fully equipping our forces as part of the Bundeswehr reorientation process. To that end, approaches are being developed to ensure that training is oriented towards and preparing for operational missions and Army units can be provided flexibly with the equipment required for operations as part of the specified task spectrum of the Bundeswehr.

Dynamic Availability Management

Doing without a full complement of equipment requires unit- or system-related adaptable availability according to operational requirements to ensure deployment and training. As a consequence, battalions, for example, will have to request equipment for a specific training phase and the quantities of equipment to be made available for particular projects will have to be clearly specified.

As part of what we refer to as dynamic availability management,

- operational requirements and resulting unit and system-related availability requirements as well as
- the maintenance process including its planning, control and conduct phases

will be harmonised to ensure that operational and training missions can be accomplished to the required standards.

The project planning process is based on the principles specified with a view to the training intervals and to operational commitments (organization of contingents). Special projects such as information and demonstration exercises are taken into account.

Planning mainly relies on a largely verified prognosis of equipment available on the planning horizon. In this context, existing equipment planning (such as scheduled maintenance), a certain scope of unscheduled repair based on the expected service use profile as well as handover and transport times are given consideration. Based on available equipment, this training and project planning process must be continuously reviewed and, if required, adapted to meet current operational needs.

Accordingly, dynamic availability management serves

- to ensure unit and system-oriented operational readiness by providing the required quantities of equipment,
- to ensure the training and proficiency training of logistic personnel,
- to optimise the service use profile of Army equipment,
- to minimise the units' efforts, and
- to reduce operating and investment costs.

This requires a consistent control and management organisation that includes all elements of dynamic availability management:

- planning,
- system management,
- maintenance control including the identification of transport requirements.



Careers in the German Army – More than just a Job

13

The German Army continues to be an attractive employer.

With a combination of military and civilian vocational training and good promotion prospects, the military offers interesting and challenging careers.

13 Careers in the German Army– More than just a Job

As an employer, the Bundeswehr is competing more than ever with the private sector for the best women and men. While only a quarter of a century ago more than half a million young people stepped into the labour market each year, their numbers have dropped to almost half. To win good soldiers and civilian employees it will be particularly important for the Bundeswehr to remain an attractive employer.

Serving in the Bundeswehr is challenging and multi-faceted. At an early stage of their career young people are entrusted with responsibility for personnel and material. Moreover, there are very good advancement opportunities in all careers. Besides job security for the agreed period of service, the Bundeswehr offers meaningful work that is adequately paid for.

The military profession is something special. Being challenged and willing to perform, members of the Bundeswehr may actively contribute to the benefit of Germany and to global security and peace.

Army Soldiers primarily serve in the Army but also in the Joint Support Service, the Joint Medical Service and in other Bundeswehr organizations. With a view to the reorientation of the Bundeswehr, there is a continuing requirement to recruit regulars and temporary-career volunteers for all careers.

Thus, focused recruitment and engagement of personnel will be the central task of the years to come.



The German Army continues to offer both interesting and demanding employment to women and men. It relies on women and men with team spirit and who are willing to learn, perform command and training duties, and to be masters of their trade. The introduction of new careers in the military and the qualification offensive the Bundeswehr as an employer launched in the past few years resulted in a considerable increase in the number of applicants as compared to the past as well as in a far higher level of their education and/or vocational qualification.

Applicants wishing to pursue a career as a non-commissioned officer and whose civilian occupational qualification can be put to good use in the Army may be hired as an NCO [NATO equivalent OR 5 or OR 5 senior grade] or as a Senior NCO [NATO equivalent OR 6]. Depending on their career and assignment, applicants without such prior training may, as part of their Army specialty training, qualify for a civilian occupation.

In addition to military training, obtaining a degree at a Bundeswehr university continues to be an integral part of the mandatory training of officer candidates. These measures ensure that, on the one hand, the Army has highly qualified and competent soldiers and that, on the other, it will remain a competitive employer on the job market.

In the Manpower Structure Model 2010, the German Army had a strength of about 164,000 soldiers including 19,000 voluntary service conscripts. The target strength of the new Manpower Structure Model 185 is about 116,000 soldiers serving in the Army or arms and services attached to it, including up to 9,000 voluntary service conscripts. About 60 percent of them will be part of the ARMY2011 structure.

These changes impact on the annual need for personnel augmentation: Each year about 6,400 temporary career volunteers plus 3,300 voluntary service conscripts have

to be recruited. About 400 temporary career volunteers are previous voluntary service conscripts. From the pool of NCOs and officers, 800 applicants per year are accepted as regular soldiers. The decision of the Chief of Staff, Army, to introduce a new career path for other ranks has led to an increase in their numbers and will allow more soldiers to enlist for terms of up to 25 years.

The Bundeswehr recruitment organization shoulders the main burden of recruitment. It not only tests the applicants' aptitude for the military profession with the aid of modern methods and procedures but – in cooperation with the applicants – also strives to strike the best possible balance between the Army's manpower requirements and the aptitude and personal preferences of the applicants.

Building upon its attractiveness as an employer, the Army will continue to ensure that it has sufficient and sufficiently qualified personnel. This is also attributable to the fact that appropriately qualified temporary career volunteers – while still serving in their original status – are given the opportunity to enlist for a longer term or to switch careers.

Voluntary Service Conscripts in the Army

Voluntary service conscripts are an integral part of the system. The Army's future share of voluntary service conscripts will be more than half their number. Voluntary service conscripts mainly serve in functions supporting routine military duty, that is to say that they contribute to mission accomplishment in the Army, whenever possible, by drawing on their civilian skills and qualifications.

Careers in the German Army – An Overview

Young men and women can choose between four different but equally attractive career paths in the German Army, that of officer, senior NCO [NATO equivalent OR 6], NCO [NATO equivalent OR 5 or OR 5 senior grade], and other ranks. The career path to which young men and women are admitted is primarily determined by their education, capabilities, and likings. With three of the four career paths outlined above, the respective mandatory training includes the acquisition of an educational qualification that can be used in civilian life, unless the applicant already has such a qualification prior to embarking on his or her military training. Thus, the Army not only enables each soldier to perform their duty in the best possible way thanks to the focused training they have received but also provides them with excellent opportunities on the civilian job market upon termination of the active term of service.

The Line Officer Career

The officer profession is multi-faceted and makes high demands on the applicant, not only with respect to character and intellect but also with respect to physical fitness, technical comprehension, pedagogic skills, the ability to assert oneself, cultural awareness, foreign language proficiency as well as the readiness to undergo follow-on training.

On principle, applicants wishing to be considered for recruitment must have a technical college (Fachhochschulreife) or university (Abitur) entrance or equivalent educational qualification. In addition, they must have passed the recruitment

test at a Centre for Testing Applicants for Commissioned Service (*Offizierbewerberprüfzentrale*).

In the course of their training, line officers normally study for a degree at either of the two Bundeswehr universities at Hamburg or Munich.

The latter currently offer 20 different programmes ranging from technical subjects such as mechanical or electrical engineering to computer science to business management and economics to education, sports science, history, politics/ political science, and social sciences.

Always attributing importance to high levels of qualification, modernity and topicality in the education it provides, the Bundeswehr universities adopted what is known as the “Bologna Process” in 2007, and replaced previous programmes of study leading to the academic degree of “Diploma” by programmes for a Bachelor’s or Master’s Degree.

In addition to his academic training, the officer attends several courses to prepare for his various duties as a military leader and as a trainer and educator both in routine duty and on operational deployments of the Bundeswehr. On principle, this training – depending on the officer’s aptitude and the Army’s requirements – takes place in all arms of the Army and includes both practical and theoretical elements. That is how the officers’ course at the Army Officer School imparts, among other things, an understanding of legal matters and history as well as tactical doctrine. The special-to-arm courses at the respective training centres, on the other hand, primarily focus on mission-oriented contents of training, both in theory and practice.

Furthermore, officer training includes a ten-week English language training programme, facilitating the performance of tasks in an increasingly multinational environment, both on operational deployments and in routine duty.

Since 1 July 2008, the standard term of enlistment for officers is 13 years; this is based on the longer period of studies resulting from the changeover to Bachelor's and Master's degrees.

Particularly efficient officers have the opportunity of obtaining a regular commission while still at university. As a matter

of principle, all officers can apply for a change of status to regular officer before the end of their service engagement.

All regular officers take part in continuous extension training for the rest of their service period. Extension training includes special-to-arm and service specific measures as well as joint and security political programmes at various training facilities of the armed forces, the Bundeswehr and the Federal Government.



The Senior NCO Career

There are two different career paths for Senior NCOs, depending on their aptitude and vocational qualification: the career path of Senior NCO – Line Service and that of Senior NCO – Specialist Service.



Senior NCO – Line Service

The Senior NCO – Line Service primarily works as a military superior. The training for Senior NCO – Line Service is equivalent to a master craftsman's qualification in civilian life. The Senior NCO – Line Service is the "classical military leader" who primarily works as an instructor, educator and leader of his soldiers in his respective arm or service. So, while still young he shoulders a great deal of responsibility for personnel and equipment. For instance, in the armoured infantry he commands an armoured infantry combat vehicle and its crew and later on an armoured infantry platoon with four armoured infantry combat vehicles. In the mountain infantry corps, he is in charge of a mountain infantry section with the respective vehicles and trains his soldiers in military skiing, mountain climbing, mountain warfare, and mountain rescue.

Irrespective of the arm or service, the tasks and responsibilities of a Senior NCO represent a great challenge for anyone wishing to assume responsibility both for human beings and for technically complex systems. Applicants wishing to be considered for this career path must have an intermediate school-leaving certificate (Realschulabschluss) or an equivalent qualification or a secondary modern school-leaving certificate (Hauptschulabschluss) in combination with a vocational qualification. As part of their training, Senior NCOs – Line Service attend a ten-week English language course. Their term of engagement is twelve years.

Senior NCO – Specialist Service

The Senior NCO – Specialist Service has responsibility in a complex field of special subjects. An aspiring Senior NCO – Specialist Service must have the will to become a master in his task area and to perform leadership duties. The challenging task area of a Senior NCO – Specialist Service ranges from specialist activities in a technological field to multinational missions in a crisis region.

He may also be entrusted with the command and control of a sub-unit of his arm or service.

The recruitment requirements and the term of enlistment are the same as for Senior NCOs – Line Service. The same applies to language training.

The training for Senior NCO – Specialist Service includes a qualification at journeyman or skilled worker level plus further training at the level of master craftsman. The high standard of training and follow-on training they receive provides those Senior NCOs who decide to leave the Bundeswehr on termination of their service with good opportunities on the civilian job market.

It is possible to be hired as an NCO [NATO equivalent OR 5], sergeant [NATO equivalent OR 5 senior grade] or Senior NCO [NATO equivalent OR 6] if the applicant already has a vocational qualification he can use in his intended military assignment.

Also, throughout their term of service, all Senior NCOs can apply for a change of status to regular soldier. The most important criteria on which the decision to accept the applicant as a regular soldier is based include his previous performance, his skills and interests, and the requirements of the Bundeswehr.



NCO – Specialist Service Career

Applicants wishing to be considered for this career path must have a secondary modern school leaving certificate (Hauptschulabschluss) or an equivalent qualification. In general, the term of enlistment is nine years. Here, too, applicants with a vocational qualification that can be put to good use in the Bundeswehr may be awarded a higher rank (NCO or sergeant) upon hiring. In that case, the term of enlistment is eight years.

The career path of NCO – Specialist Service includes military assignments equivalent to the civilian journeyman level. If he joined the Bundeswehr without a qualification he could use for his intended military assignment, the NCO will obtain, during his term of enlistment, a qualification at journeyman, commercial assistant or skilled worker level that is recognized in civilian life.

In his career, the NCO of the Specialist Service will primarily work as an expert in the technological, administrative or operational areas. The NCO can choose from a wide range of different assignments, for instance in the fields of staff duty, maintenance, aircraft electronics, electronic intelligence (ELINT), explosive ordnance disposal (EOD), IT etc.

Career of Other Ranks

The career path of other ranks is intended for applicants who wish to get an idea of the military, in some cases with a view to a further enlistment. The initial term of engagement is four to eight years. Depending on the soldier's aptitude and the Army's manpower requirements, the term of service may be extended to twelve years, in individual cases even longer.

The recruitment standard for other ranks is the completion of full-time compulsory education. Other ranks are not employed as military superiors. Depending on their aptitude and the Army's needs, they may work as drivers or operators of technical equipment such as tanks, guns and armoured vehicle-launched bridges, or perform staff duties.

Thanks to the diversity of tasks and good pay from the beginning, the career of enlisted personnel is also very attractive.

The Bundeswehr Vocational Advancement Service

Depending on the length of service already completed and the training received in the course of the service period, and

in addition to the above mentioned initial and extension training, all temporary career volunteers are entitled to vocational advancement opportunities.

They may cover up to 60 months. Such measures permit them to extend or consolidate the acquired knowledge in a focused manner with a view to using it in their future civilian job.

Thus, the Bundeswehr offers all temporary-career volunteers due to leave the armed forces an attractive package of measures enabling them to successfully return to civilian working life.



The German Army Reserve

14

Military service after retiring from active service – Even under the new structure, the German Army will need active reservists to perform its wide range of tasks.

Their excellent professional identity as former soldiers and experience in civilian jobs make our reservists highly esteemed comrades both on operations abroad and on routine duty.

14 The German Army Reserve

Reservists are and will remain an indispensable part of the German Army. Even more so than today they will be on an equal footing with our active soldiers. As what we refer to as citizens in uniform, they are mediators in society and look after the interests of the Army and the armed forces.

Training programmes that can be used in civilian careers as well as the direct inclusion of reservists in deployments abroad enhance their personal competence. The experience and expertise thus gained are meant to help potential employers develop a favourable attitude towards reservists and to raise the latter's eligibility.

From the outset, the reserve forces were included in the considerations on the reorientation of the German Army. The reserve is and will remain an essential component of the ARMY2011 structure because the German Army will furthermore need a reliable reserve force and committed reservists who have their military home in the Army. There are and will be maximum opportunities for reservists to bring their military and civilian professional qualifications to bear in the armed forces, both at the home base and on operations abroad.

As in the past, the focus of reservist assignments is on providing for individual reinforcements of active operational forces.

This tried and tested procedure offers the troops as well as personnel management the required flexibility to assign appropriately qualified reservists.

As new roundup units there are two tank battalions and one heavy engineer battalion. These offer good opportunities for qualified reservists or reservists who, at an acceptable effort, may be trained to obtain the required qualifications to be offered assignments as part of the regeneration of personnel.

The battalion headquarters, the supply and support companies as well as one manoeuvre company are non-active. The other companies of these partly active roundup units are active, fully equipped and assigned



to an active battalion on routine duty operations. Thus, for instance, the four active tank battalions of the Army now have four instead of three manoeuvre companies.

With more roundup units than under previous structures, the ARMY2011 structure creates opportunities to call up those reservists who want to commit themselves in their arms and services. The number of these units is based on the potential numbers of reservists from active structures.

Current planning includes:

- Two operational support battalions that, as the Army's contribution to territorial defence, may exercise command over the active and non-active companies assigned to them, thus providing flexibility and command structures for home defence and disaster relief operations,
- another engineer battalion
- two armoured infantry battalions
- one light infantry battalion
- 18 companies in all arms and services.

Thus we managed to maintain the attractiveness of reservist duty in the Army even in command assignments and to

fulfil the demand of many reservists for a home in the military. In the force structure, active battalions are complemented by reserve battalions and companies.

The territorial tasks that had been performed by roundup units so far will now be accomplished using the equipment of the six active engineer battalions.

The result will be considerable qualitative and quantitative improvements in terms of both regional coverage and availability of subsidiary capabilities.





The Care and Welfare Element – Post-Deployment Follow-up Measures

15

Help needs a familiar face.

Operations of the German Army imply substantial personal risks and danger to life and limb. Servicemen and women may return from their operational deployment mentally and physically impaired.

The aim of the new Care and Welfare elements is to make life easier for service personnel, both on and off duty, and to help them find their way back into normality.

15 The Care and Welfare Element – Post-Deployment Follow-up Measures

Following the latest improvements of the Law on the Continued Employment of Personnel Injured on Operations and the Special Foreign Assignments Benefits and Pensions Act, the numerous benefits and pensions for Bundeswehr soldiers and personnel of other agencies aggrieved on operations are at a very high level – even by international standards.

The psychosocial network offers a host of assistance and support options, some of which complement one another and/or are interlinked. The various partners of this psychosocial network are well coordinated, competent and reliable.

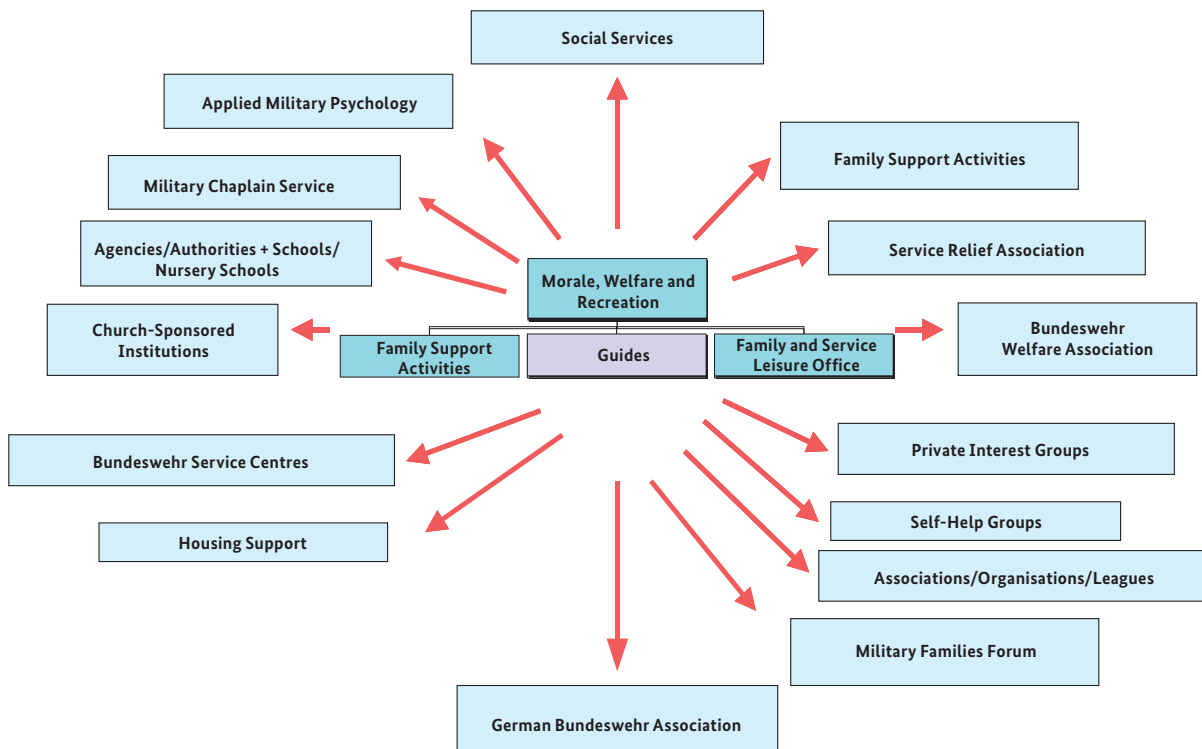
It is this diversity of options, however, that may confuse operationally traumatized service personnel.

When it comes to finding the best way for the individual to obtain help, soldiers must not be left to their own devices.

This was the reason why the Army has addressed the additional need for *care and welfare* under the motto *Help needs a familiar face*.

Responsibility for the welfare of affected service personnel and their relatives facing a high level of stress and confronted by the complexity of the psychosocial network calls for a qualified and familiar unit representative in uniform who acts as a point of contact and can lend a helping hand during everyday duties, at least with the first crucial steps.

Help needs a familiar face



Personnel with a post-operational trauma can rely on the best care and support that a well-established and increasingly experienced network can provide.

Drawing on the force's experience from organizational measures with select commissioners or „caretakers“ for operationally traumatized personnel, *Care and Welfare* can now be more effective than before thanks to the caretakers - the familiar faces. They give essential support to traumatized personnel along their way to care, benefits and rehabilitation.

The German Army 2011 structure has been designed to include a *Care and Welfare* element in Division 1 of every battalion-size unit headquarters. This element features posts with functions to be performed by servicemen and women with a post-deployment trauma. On the one hand this allows the soldier in question to stay in a familiar environment while, on the other, experience and acceptance are maintained and passed on within the unit.

The tasks of the *Care and Welfare* element include:

- Establishing initial contact and providing care to affected personnel.
- Maintaining and/or re-establishing contact within the psychosocial network.
- Supporting administrative issues (of special importance to psychologically affected service personnel).
- Mediating between contact persons within or outside the Bundeswehr in close cooperation with the social services.
- Linking the information and network structure of the existing family support organizations with the support and service schemes for operationally traumatized servicemen and women.
- Contributing to the compatibility of family life and military service in cooperation with the garrison senior officers.
- Safeguarding aspects of off-duty care for all personnel in cooperation with the garrison support team.

The most important task of this element is to approach the operationally traumatized serviceman or woman and their relatives directly with the caretaker to establish contact, give initial advice, offer support, accompany their first steps towards the different contact persons, and to offer assistance in this context.

The caretakers have profound experience in their personal and working environments and may themselves have been affected by operational deployments, which adds to their credibility. They know their role as intermediaries who can show and pave the way. The provision of intermediaries-cum-caretakers allows soldiers with post-deployment conditions and their relatives to be cared for more comprehensively and competently than before.

As a matter of course, the superiors retain their responsibility and commitment for the welfare of their personnel. They are assisted and relieved in their work by the caretakers who address technical and specific issues competently and are in permanent touch with operationally traumatized soldiers and their relatives.

The inclusion of a special post on the unit establishment for the provision of care and welfare for soldiers with post-deployment disorders and their relatives constitutes an important multiplier as part of the Army's covenant.



The Compatibility of Family Life and Military Service in the Army

16

Service-related requirements such as postings and operational deployments are a burden to the family life of servicemen and women.

In order to remain an attractive employer, the Army has pursued new avenues to strike a balance between duty requirements and the soldiers' needs.

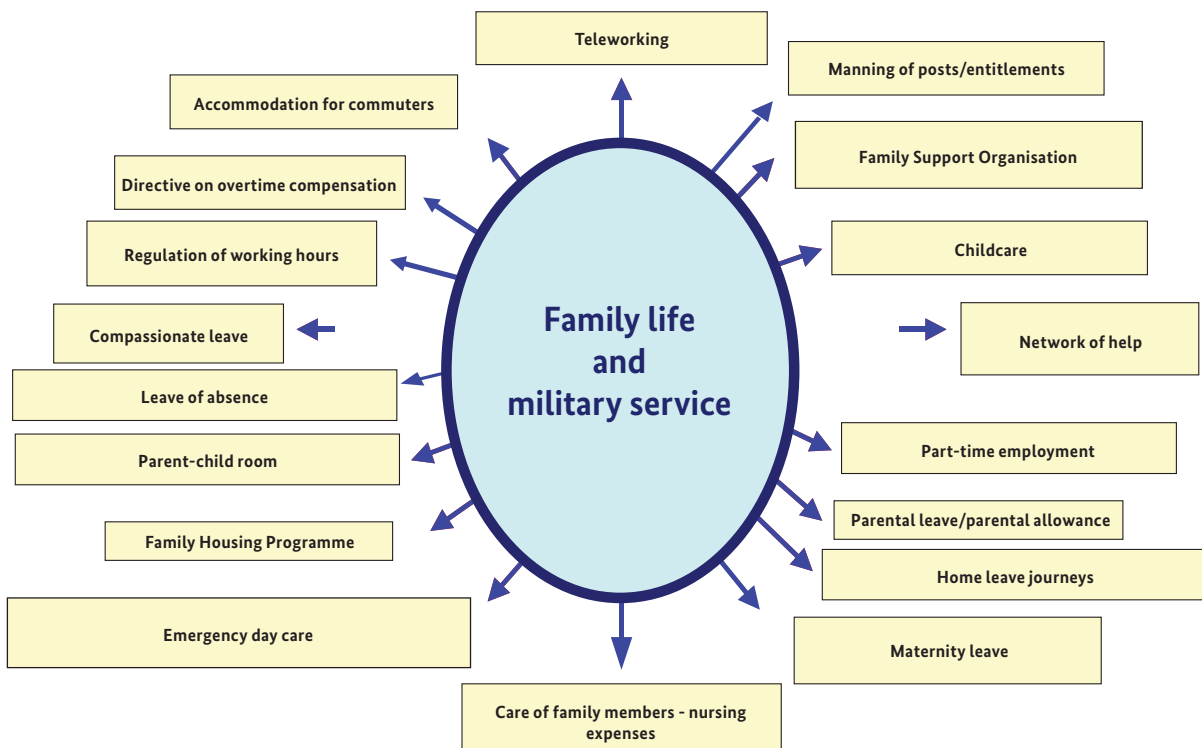
16 The Compatibility of Family Life and Military Service in the Army

The Compatibility of Family Life and Military Service in the Army

The working world has changed significantly during the past few years. This also applies to military and civilian personnel serving in the Bundeswehr who are required to be increasingly geographically adaptable. Moreover, deploying abroad is a key feature of service in the German Army.

There is a concept within the Armed Forces which focuses on the compatibility of family life and the specific

requirements of military service. The Army as the largest organizational area within the German Armed Forces has played an important role in its development and will continue to improve and extend its applications. A general overview of all options can be found in the Bundeswehr General Handout 1/500 *Manual on the Compatibility of Family Life and Military Service in the Armed Forces*. This manual is constantly updated and can be downloaded from the Bundeswehr homepage.



There is an essentially comparable concept for civilian Bundeswehr employees, which covers ways and means of making family interests and duty requirements compatible.

Given the demands of military service, improving this compatibility is indispensable. That is how the Army will remain a competitive employer. A working environment is created that satisfies today's needs of servicemen and women and meets the expectations on a family-friendly employer.

The Army is committed to the objectives of this concept by all its measures and directives; implementing it is a task for military leaders at all levels.

As part of their military covenant, all superiors are obliged to take into consideration the family- and/or partnership-related needs of their soldiers when fulfilling duty requirements. This exemplifies contemporary leadership and puts the principles of leadership development and civic education into practice. Managing the soldiers' time is a factor of utmost importance to make the military service attractive. This is of strategic relevance for the Army to compete both with civilian employers and with other arms and services of the Bundeswehr. The thoughtful management of the soldiers' duty hours as an integral part of the Army's leadership culture will have to be given more attention than before. This cannot be achieved overnight, it requires a continuous process.

Superiors can contribute to the job satisfaction and motivation of their staff and raise the attractiveness of serving in the armed forces by drawing up duty rosters efficiently

and considerately. This will enhance the operational capability of the unit and the motivation of the individual. First and foremost this calls on immediate disciplinary superiors, Kompaniefeldwebel (unit SNCO dealing with personal matters), or military leaders of similar standing. The close and trustful cooperation with personnel representatives, spokespersons, equal opportunity officers, family support centres, garrison senior officers, and the Bundeswehr Social Services is indispensable.

The operational capability and performance of military functions by the Army in its entirety have priority over the legitimate demands of individuals. Servicemen and women need to know and accept these particular features of serving in the military. They also have to settle for the inherent and unavoidable restrictions. Nonetheless, duty-related requirements and private interests do not have to exclude each other.

Both sides will benefit from measures to improve the compatibility of family life and military service if a solution and an acceptable management of duty hours can be found that caters both for service-related requirements and private interests.

It is particularly against the background of the demographic development that the Army finds itself competing for qualified personnel with other employers. That is why keeping up or even improving a family-friendly organization of duty is as much in the interest of the individual soldier as it is for the Army as a whole.

Consequently the Army has to consider and duly take into account the needs of those who have to reconcile military duty either with child care or the care of family members. This is particularly true if the soldier is unable to move to a new duty location due to individual circumstances, and has to commute over a longer period of time.

Family-friendly, pragmatic, and resourceful solutions must be developed and implemented with the interaction of all parties involved.

If in a relationship both partners work, the partner's civilian employer also has some responsibility.

Thus, the soldier must not be the sole recipient of stress and strain within a family. This is an aspect to be taken into account when decisions are made on the compatibility of family and military service.

After weighing all relevant aspects, however, the Army's ability to perform its functions will ultimately take precedence.



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