



Federal Academy  
of Defence Administration  
and Technology  
Mannheim - Berlin



# ODC Industry Day Presentation Federal Academy of Defence Administration and Technology

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# **EDUCATION AND TRAINING OF DEFENCE ACQUISITION PERSONNEL**



# Content

1. Different national leadership training concepts
2. Professional background in the German system
3. Concept of "Complementary competence"
4. German leadership training stages
5. Comparison of the French – German leadership training
6. Reasons for joint training
7. Conclusions



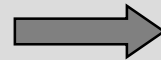
## Divergence of national leadership training concepts

**German approach:**

**Self Responsibility for Leadership and Advanced Training**



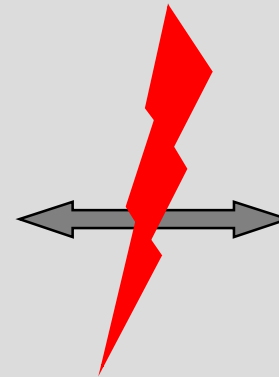
**Humboldt Philosophy of Education and Knowledge**



**Balance between human resources requirements and individual initiative**

**Many other countries:**

**Strict Curriculum**





## Professional background of German defence acquisition personnel

### **ENGINEERING:**

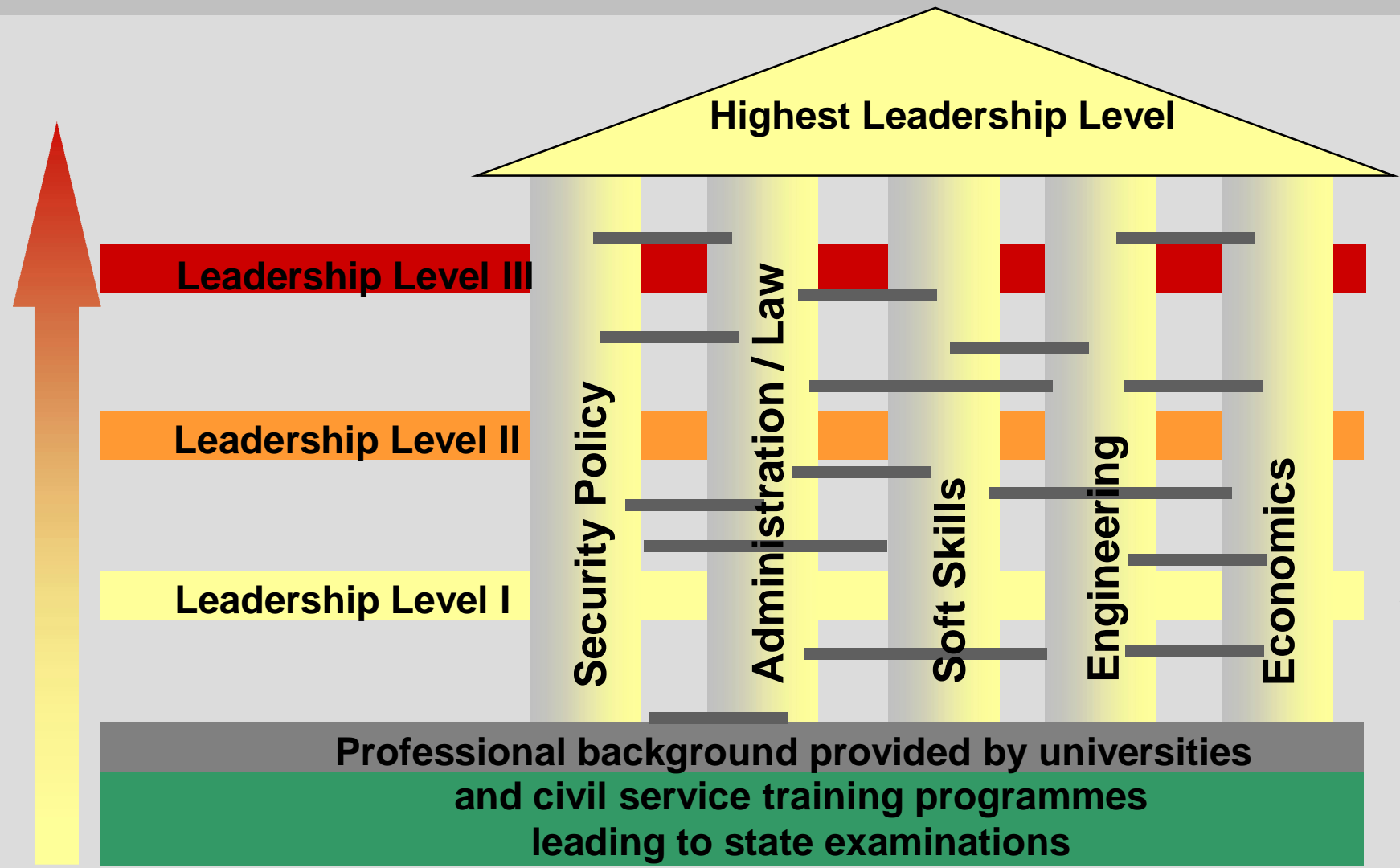
- AUTOMOTIVE
- SHIPBUILDING
- WEAPONS AND AMMUNITION
- AIR AND SPACE
- ELECTROTECHNICS AND ELECTROENERGY
- INFORMATION TECHNOLOGY AND ELECTRONICS

### **PUBLIC ADMINISTRATION:**

- LAW
- ECONOMICS
- SPECIALISTS (PSYCHOLOGY etc.)

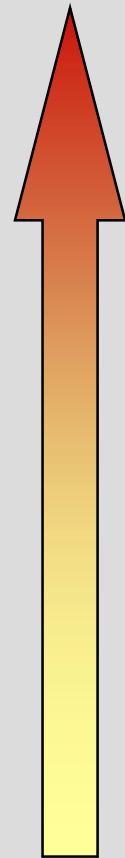


# Concept of complementary competence

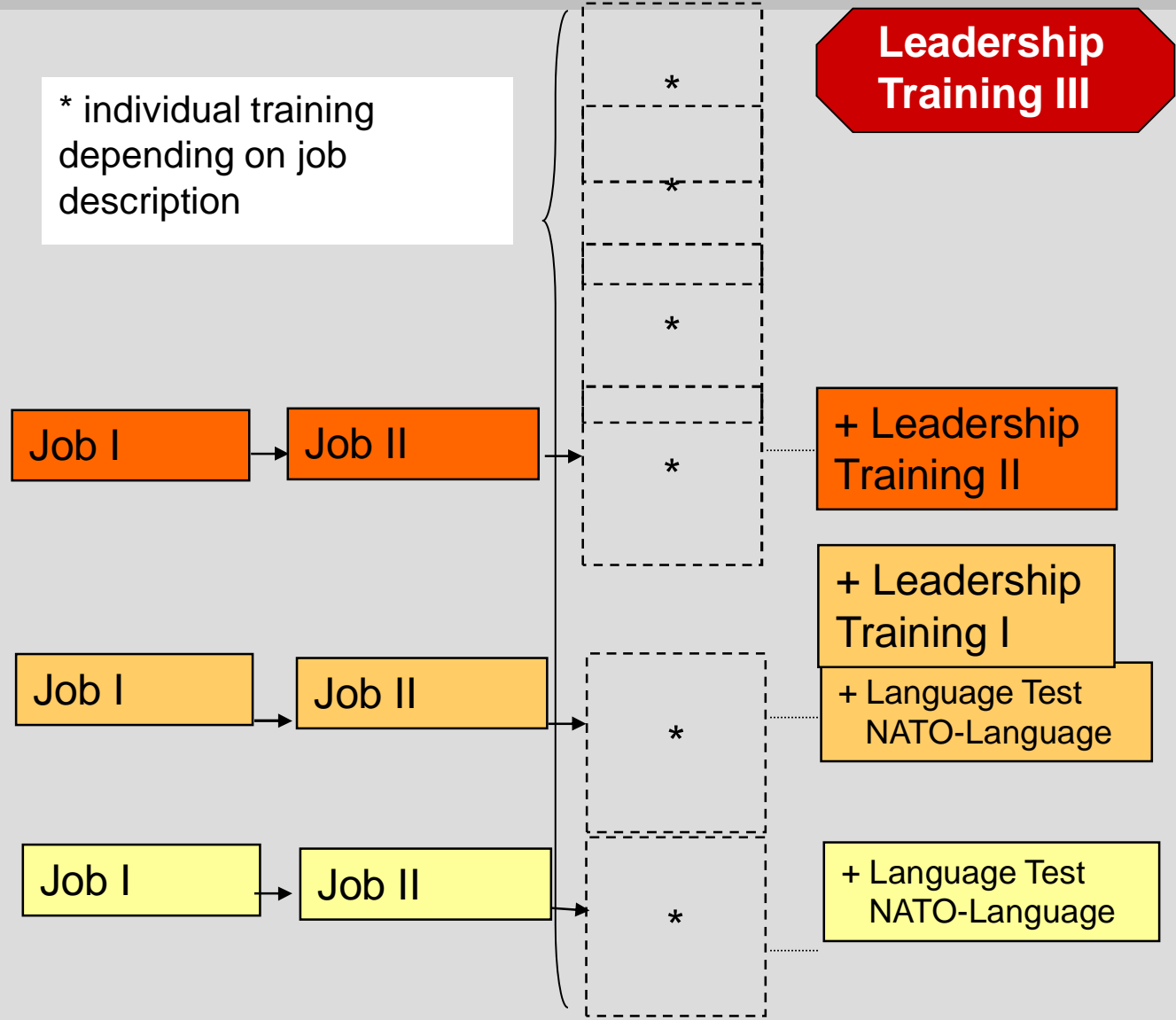




# German leadership training stages

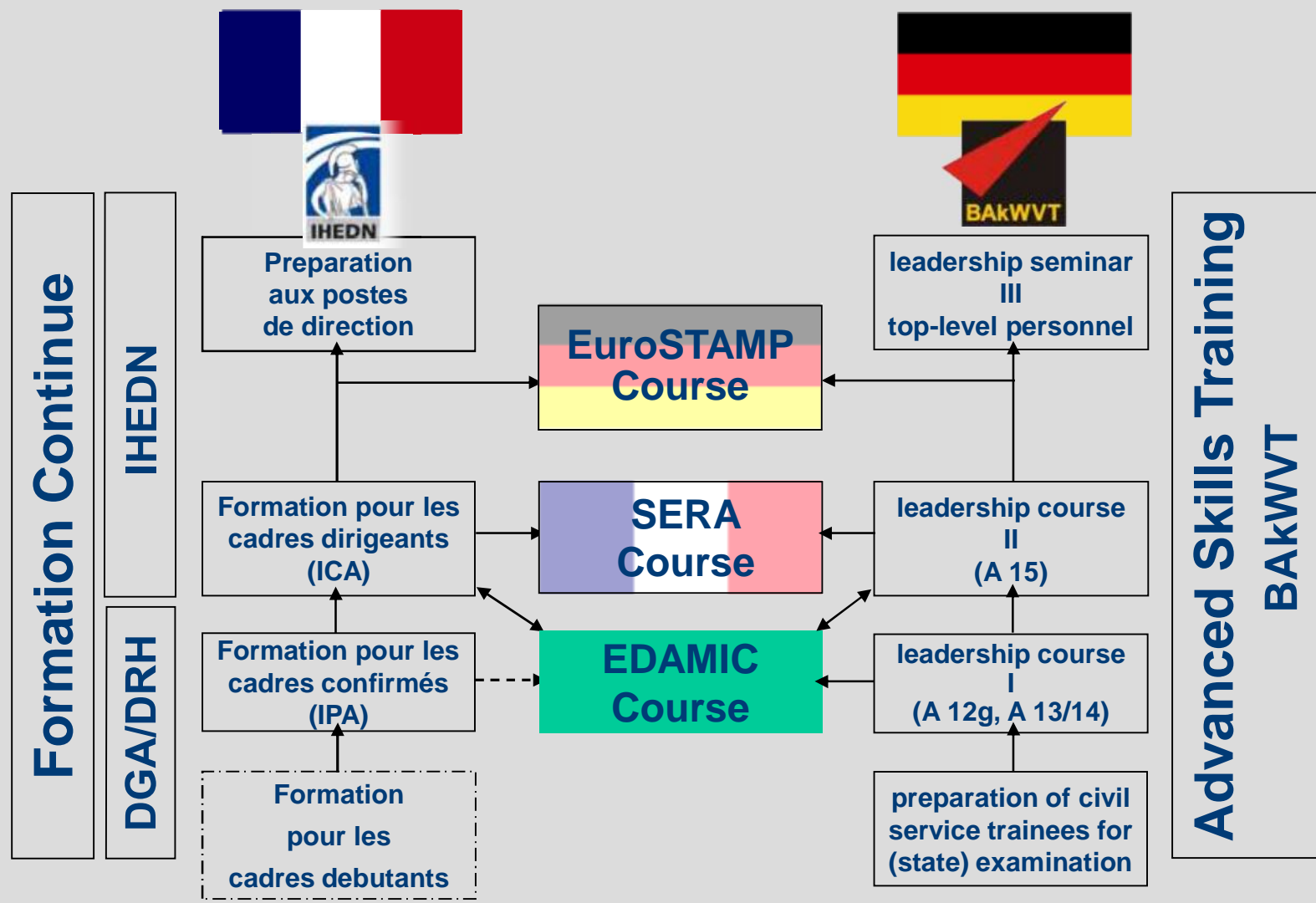


\* individual training depending on job description





# Comparison of the French-German leadership training





# International Cooperation – Courses at a glance

**European Seminar for Top Armaments Manager Pers.**  
(BAKWVT – Berlin)

3  
30  
1

**European Defence Acq. Manager Intercultural Course**  
(IHEDN – Paris)

5  
20  
1

**European Defense Acq. Manager Intercultural Course**  
(BAKWVT – Berlin)

5  
20  
1

**International Project Management**

5  
18  
1



**Working with the U.S. in International Cooperative Acquisition Programs**

5  
50  
0,5

**Network Centric Warfare (NetOpFü)**

5  
20  
2

**Training for applicants for international Positions**

3  
12  
4

**Intercultural Competence**

3  
20  
1

Defense Acquisition University / BAKWVT

IHEDN (Paris)

Division for Defense Techn.

Division for Defense Admin.

Duration (Days)  
Max. Participants / Course  
Courses / Year

IDEAA: International Defense Educational and Acquisition Arrangement



## Additional Efforts in International Cooperation

- IDEAA (International Defence Education and Acquisition Arrangement) brings together nations all over the world, enables exchanges on armaments issues and supports international cooperation efforts
- 22nd IDEAA conference at Federal Academy of Defence Administration and Technology, Mannheim, 23 – 27 May 2011  
“Strategies, structures and technologies for the future of mission oriented armed forces”



# International leadership training

## Why?

International armaments cooperation demand standardized leadership training and intercultural competence

## Who?

Human resources directors of the LoI-nations (HRD-LoI) and bilateral agreements



## Agreement of HRD-Lol nations for EDAM (European defence acquisition manager)

### Entry qualification:

The following skills describe the performance and personal qualification of the personnel selected for an EDAM training:

- ➔ excellent specialised knowledge in technical and organisational matters from different positions in national defence acquisition programmes
- ➔ good language skills in one of the two NATO-languages, sufficient skills in the other language (either French or English)
- ➔ skills and abilities in negotiation and leading discussions from different positions in the national defence acquisition scheme
- ➔ personal flexibility
- ➔ correctness and politeness in interpersonal and intercultural relations
- ➔ experience from bi- or multinational acquisition programmes in a subordinate function



# Agreement of HRD-LoI nations for EDAM European defence acquisition manager

## Entry qualification (cont.):

- good knowledge about national procedures and organisation in the own country
- ability to lead a team (preliminary skills in leadership)
- general knowledge of economic and national legal procedures
- will and ability to decide

Basic skills of a project manager and part of the national education programme should be the general knowledge of

- risk management development
- project management
- leadership



## Conclusion on the international leadership training

- ➔ International armaments cooperation demands the adaptation of national leadership training and joint efforts for standardization in advanced leadership training
- ➔ Mutual opening and respect of national cultures and differences
- ➔ EDAMIC and EuroSTAMP are contributing to a European integration and – together with IDEAA and the BAKWVT cooperation with DAU – to a better transatlantic cooperation



Thank you for  
your attention



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