

## SOME CURRENT PROBLEMS OF LOGISTICS SPECIAL TRAINING IN THE LIGHT OF THE TRAINING REVIEW

### A LOGISZTIKAI SZAKKIKÉPZÉS JELENLEGI PROBLÉMÁI A KIKÉPZÉSI FELÜLVIZSGÁLAT TÜKRÉBEN

The present article analyses and examines the current problems of logistics training sub-system, which can be resolved in the framework of the new revision of the training system. In addition to the analysis of problems the author draws attention to aspects that are highly important for achieving the objectives of the revision ordered by the Chief of Defence.

A cikk a logisztikai kiképzési alrendszer azon jelenlegi problémáit elemzi és vizsgálja, melyeket a haderő kiképzési rendszerének felülvizsgálata tükrében meg kell oldani. A problémák vizsgálata mellett a szerző felhívja a figyelmet azokra az aspektusokra is, melyek a HVKF által elrendelt revízió sikerének elérése szempontjából kiemelkedően fontosak.

The review of certain elements of the training system was classified as one of the most important tasks by the order of the Chief of Defence (CHOD) in 2010. The main objective of this revision is to create a capability- and task-oriented/based training structure that is able to meet the new requirements stemming from the main tasks and missions of The Hungarian Defence Forces (HDF), outlined in the Home Defence Plan. The review process was interrupted due to certain aspects of the reorganisation of the HDF and the lack of fundamentals which should have been provided by the Operational Planning System, but then it was restarted in 2012 when the new General Staff was structured and certain operational documents were developed. The new revision was ordered with a focus on a comprehensive examination aimed at the entire structure of the armed forces taking into consideration the specializations and features of military services and branches. It is very important because the success of the revision can depend on the ability of joint-service approach and on making cohesion along training specifications of combat, combat service and combat service support units. My intention is to examine and analyze the logistics training system on the basis of the problems that can have an influence on the process and the tasks of forging different aspects and approaches.

The current problems and suggestions to solve the problems of logistics and specialized training should be examined in the framework of the task-schedule ordered by the CHOD in 2012, issued for the introduction of certain elements of the new training-system. The schedule synopsis – involving particular tasks in it – covers the entire training system of the Hungarian Defence Forces and its functional areas, personnel groups, and the schedule system. The relevant working groups set up in order to execute the task began the study in accordance with the following points:

1. Theoretical requirements of the training system (doctrinal ground-laying).
2. Development of training documentation.
3. Elaborating individual and unit capabilities and requirements.
4. Integration/ standardisation tasks.
5. Supporting system of training.
6. Training system of Peacekeeping operations.
7. Voluntary reserve personnel training.

#### THEORETICAL REQUIREMENTS OF THE TRAINING SYSTEM (DOCTRINAL GROUND-LAYING)

The work primarily focused on the development of the Training Doctrine for the Hungarian Defence Forces, in the framework of which the main principles of planning, organizing, monitoring and also elements of the functions and training methods were defined. The doctrine defines – in the spirit of the FM-7 "Battle Focused Training" – general principles which provide mental, moral, and psychological guidance for the correct interpretation, implementation, and verification of training from the perspective of army combat training system. However, the features of military services, branches, and arms are mentioned only as much as it is necessary for guidance through additional, more particular explanations provided by sub-doctrines. The new HDF Logistics Support Doctrine – currently under development – provides a separate part for detailing the logistic training/preparation features, moreover, during the development of the CHOD order – which regulates the training system of the HDF – my recommendations related to training schedule, structures, and principles of – currently non-deployed – military logistic organizations have also been incorporated.

#### DEVELOPMENT OF TRAINING DOCUMENTATION

One of the biggest of the current problems of special training activity is the lack of requirements and that of training documentation. (The rapidly withdrawn old manuals and regulations that have elements which would be able to provide grounds for current processes of regulation and elaboration of programs can only be found in the archives.)

This problem means – on the one hand – the obsolescence or lack<sup>1</sup> of regulations and instructions related to procedural processes, responsibilities, the requirements to support and operation of military equipment, their control and descriptive rules, and on the other hand the similar status of specialized training programs provided by these methodological instructions, and standard lists. This is why the current specialised training system revision and supplement are based mainly only on assumptions due to the fact that the deficiencies of operating requirements and can produce only partial results. Nevertheless, the "Methodological Assistance to Military Personnel and Logistics Special Training"<sup>2</sup>, and the "Collection of Standard Military Supply Training" have been completed and are under approval while the "Professional Logistic Training Program published by the HDF Joint Logistic Support Command in 2005" is under revision. The document system covering the whole spectre can only be produced in the case of existing operational requirements and it can declare the full success of this aspect of this review only then.

#### INDIVIDUAL AND UNIT SKILLS

This point is one of the most difficult and most important parts of the preparatory work for the review because it requires preconditions whose grounds were not laid by former reviews. The starting point of developing the capability requirements – in accordance with the military and organizational capability development principles – is an operational checklist provided by the military missions whose integrated part is the logistics component of the Hungarian Joint Task Force. The checklist identifies the skills and capabilities which the armed forces – and its logistics system – enabling them to execute their tasks: after the review of both the existing and missing skills and capabilities of the training system the main effort is concentrated on the maintenance and development of the existing capabilities, and on the training aspects of establishing the task- and skill-based integration of the missing capabilities identified by training objectives. The task lists have to spread from top to bottom, from operational level to individual fighter level through the various unit levels, and have to be transformed into training objectives and tasks in the training programs. (The requirements to individuals will be recorded in their job descriptions, together with their tasks, physical, mental and psychological

<sup>1</sup> There is a lack of operational combat manuals, a part of operational guides of military technology is obsolescent or non-existing, there is no modern field logistics manual, field logistics instructions, and most of the storage / loading directions are outdated.

<sup>2</sup> Written by the author of the present paper. The document titled „Handbook for the Planning, Organisation and Execution of the Training of Logistic Personnel in the Hungarian Defence Forces” edited by the author was published in 2012.

competencies.) However, the integration of missions and training task lists into training programs is complicated by the fact that the operational plans, outlining the missions for the HDF, based on the defence plan of the country, are classified as Top Secret.

In the case of logistics this point is a particularly complex and difficult process because on the one hand it is impossible to define the logistic requirements of operations without determining the service-related capabilities and joint components, and on the other hand, the logistics capability requirements of joint operations can go beyond the logistic capabilities of armed forces.

In connection with the above point the design work has begun, the operational plans and clarification of responsibilities and tasks for operations are in progress. As I have mentioned above, the tasks and plans currently are classified as Top Secret, the training aspects defined by task lists will be transformed into training objectives and programs supporting their achievement.

#### INTEGRATION / STANDARDISATION TASKS

In accordance with the schedule the unified order of training evaluation, control and register have to be developed in the framework of this section. From logistics' perspective – because of the specific features – the principle of unity is difficult to keep even within the logistics specialist training subsystem. Such differentiation is generated by the differing structures, ways of training, personnel, and special role-location of the central logistics organizations – that are different from those of combat organisations. The requirements of unity of combat military units are determined by unified requirements of the evaluating methodology, registration rates and forms of CREVAL and TACEVAL. In the case of the central logistics organizations and logistics subunits of other non-combat / support units it is reasonable to identify unified requirements in the framework of the "logistic system-exercise", – that is, the HDF-wide, functional exercise – where the participating units are to fulfil such requirements according to their specialization within the structure of logistic organisation while the assessment and registration of the proposed joint activities of exercise participants are recommended to be executed and determined on the basis of exercise training objectives.

#### SUPPORT REQUIREMENTS OF TRAINING SUB-SYSTEM

The support sub-system of training is closely related to the definition of the operational task-list and capability requirements. The training objectives closely linked to capability requirements determine the requirements of support which can be provided by the supporting sub-system in dependence on the existing resources. On the basis of current and articulated requirements the requests have been identified, the support tasks have been prioritized due to the scarcity of resources and the lack of central resources, therefore some fundamental segments of the supporting system necessitate troops-level solutions (tables, training videos, illustrations, or production of further training and technical equipment).

#### TRAINING SYSTEM OF PEACEKEEPING OPERATIONS

In accordance with the new requirements this sub-system was reformed in 2012 therefore its main modules meet the requirements of both the general and specialized military training programs. (One of the main results of the reform was the abandonment of duplications and that of the parallel system of "peace training" and "operational training"). The training principles and requirements meet the goals defined by the operational capabilities; the increase of the level of standards can only be impeded by limited financial resources. The key to the successful implementation of the new, operational training sub-system is that non-combat organisations also carry out the tasks of general military programs in order to achieve the training state identified by their training objectives. Usually the main problem with special logistic

training is that sometimes the military organizations ordered to establish a peacekeeping unit propose a candidate whose original skills and competencies are significantly different from the operational skill requirements. In such cases the operation preparation time may not be sufficient for delivering and mental digesting of professional knowledge and to achieve skill level standards.

#### VOLUNTARY RESERVE PERSONNEL TRAINING

The professional training and preparation of voluntary reserve operational staff does not have any acute or chronic problems. Much of the personnel are either former professional commissioned officers or non-commissioned officers who served as logisticians, their knowledge requires primarily technical / structural update training only. The training of operational reservists without any professional military education is conducted in accordance with the orders of and measures by the superiors at the military units. Their preparation for cohesion and capability assessment is conducted in the framework of HQs and staffs in order to forge active and reserve components for military staffs.

#### CONCLUSIONS

The tasks to be performed, of course, are closely interrelated and require a certain implementation order whose elements are very difficult to synchronise because of the tight schedules. Obviously, it is not possible to develop guides and programs before determining the operational capacities and requirements, nor can standardization tasks be executed before the components of training support system are finalised. Working groups set up to execute the scheduled tasks need to work in close cooperation so that they were able to carry out their tasks identified by the schedule in spite of the recent duplications forced by the tight deadlines therefore coordination and meeting the closing dates are particularly significant factors of success.

*Keywords: Training-preparation system, training revision, logistics special training, training order*

*Kulcsszavak: kiképzési-felkészítési rendszer, kiképzési felülvizsgálat, logisztikai szakkiképzés, kiképzési rend*

#### REFERENCE LIST

1. A Honvéd Vezérkar főnökének 250/2012. HVKF parancsa a kiképzés új rendszere egyes elemei bevezetésére, vonatkozó feladatok végrehajtására. [Order 250/2012. HVKF of the Chief of Defence on the introduction of certain elements of new training system and of execution of related tasks.]
2. Az MH Összhaderőnemi Parancsnokság parancsnokának 161/2013. MH ÖHPK intézkedése az Önkéntes Műveleti Tartalékos állomány kiképzési rendjének szabályozására. [Measure 161/2013. MH ÖHPK of the Commander of the Joint Force Command HQ on the regulation of training system of voluntary reserve staff training.]
3. A Honvéd Vezérkar főnökének 250/2012. HVKF intézkedése a Magyar Honvédség 2012. (2013-2014.) évi kiképzési feladatairól. [Order 250/2012. HVKF of the Chief of Defence on the training tasks of the HDF in 2012 (2013-14).]
4. Az MH Összhaderőnemi Parancsnokság parancsnokának 157/2012. MH ÖHPK intézkedése a nemzetközi békefenntartó kontingensek váltásaiba felajánlott egyéni beosztású állomány és kötelékek kiképzésének tervezésére, szervezésére és végrehajtására. [Measure 157/2012. MH ÖHPK of the Commander of the Joint Force Command HQ on the planning, structuring, and execution of personnel and units assigned to rotations in multinational peace support contingents.]

# HADTUDOMÁNYI SZEMLE

**SÁRI Gábor**

**Budapest, 2013.  
6. évfolyam 2. szám**

5. FM 7-1- Battle focused training – Headquarters Department of The Army, September 2003.
6. FM 4-0- Combat Service Support – Headquarters Department of The Army, September 2003.