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Prospectus of

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**The Position, Role, and Characteristics of Logistic Special
Training in the Training and Preparation System of the
Hungarian Defence Forces**

PhD Dissertation

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THE OUTLINE OF THE SCIENTIFIC PROBLEM

Joint-force approach is one of the most important factors of creating and operating a training system matching the missions, tasks, complex structure and branch- and unit-related differentiation of the Hungarian Defence Forces. It is easy to understand that in military forces where the combat arms of Ground Forces are represented by merely two brigades, either with different structures, a training system cannot be analysed exclusively as their organic part.

This is particularly true in relation to the logistic units and subunits comprising some 60% of the personnel of the Hungarian Defence Forces. In these units the training requirements define the planning, organisation, execution and control of training with more differentiation than in any other branch or unit. The fundamental assignment, structure, and the nature of activities outline training requirements with such a high-level of specialisation and its integration into a system cannot be described or characterised through the mere fact of logistic support to training or the notions and training order typical for combat forces.

Logistic training is independent because of the large number of personnel, of the complexity of its requirements, of the organisational and other specific features requiring a specific training order. Within a training and preparation system it is a cluster besides the two military services aimed at common objectives where besides the air force and ground forces the joint approach cannot be complete without the assessment of an independent subsystem determined by logistic specificities.

RESEARCH OBJECTIVES

1. The main objective of my research is to prove the necessity of managing logistic training and preparation as an independent subsystem within the training structure of the HDF, the definition of its role, through the system-based description of logistic training and preparation.
2. To analyse, reveal and assess the mistakes generating mere partial results through the analysis of training reviews conducted between the regime change and present and to make suggestions for the elimination of such mistakes for the success of the current review.

3. To make a contribution to the elaboration of a chapter on training in the HDF Joint Force Logistic and Support Doctrine through the description of training order, principles and system specificities stemming from the typical features of logistic units, not included in the HDF Training Doctrine.

RESEARCH METHODOLOGY

In my research I used both general and specific research methodology according to the following:

Using the *methodology of military history research* I assessed the principal and practical processes of training and those of its elements in relation to military reforms, security perception, and operational concepts.

I studied and systematised relevant NATO and domestic special literature, the relevant legal regulation, internal decrees, doctrines and the documents of the regulating system and operational requirements.

I compared the principles and requirements of planning, execution, responsible persons, and control of training – logistic training and preparation in particular – assessed the synchrony of realisation between principles and practice and the possible causes of differences.

Applying *empirical analysis* I summarised the requirements of logistic mission training, in accordance with the operational training concept I elaborated both the process and system of execution.

I made interviews with logistic staff officers and subunit commanders involved in peacekeeping and crisis management operations.

I analysed logistic training tasks then integrated them into a system and applying the methodology of *induction* I *synthesised* them with service-level training tasks.

WORKING HYPOTHESES

1. The ideas related to the modernisation of training can only ensure the successful achievement of objectives, the shaping of a unified training system capable of flexible adaptation to changing specificities if the assessment is based on the functionally structured entirety of the training system.
2. The strategic, operational and troops level structure, working order, and missions of logistic forces comprise an independent subsystem whose operation and specific features require an independent analysis with its own specific system-characteristics, different from those of the two services.
3. Ignoring the assessment with a focus on the specific features of logistic troops and reducing the logistic subsystem to mere support to training activities may create a training order which can only be partially used for preparing the military forces for combat service support missions thus it will not be able to provide achieving objectives declared by training reviews, its complex nature, or the goals described in general requirement programs.
4. Differentiating the training system and integrating logistic specialities into a system, identifying the determining principles, methodology, notions, and logistic training requirements will result in logistic personnel who are more valuable for the joint force command, and able to provide a better output.

FACTORS INFLUENCING MY RESEARCH, ANALYSIS LIMITATIONS AND CLOSING THE RESEARCH

My research was complicated by several factors:

- the specific nature of the training and preparation system in the Hungarian Defence Forces, which is different from those in the neighbouring countries, the mix and non-differentiated way of the training notions reflecting obsolete principles and requirements frequently combined with incorrect translations of instructions and manuals from USA/British armed forces;
- the incorrect management of the weight and role of logistic special training combined with a forced unification attitude toward training and preparation, neglecting its special features;

- a number of changes among the responsible persons for, the responsibilities and division of tasks of training – including special training – during the assessed period of time.

I began my research with the order to conduct the training review in February 2012 and closed it on 28th February 2013.

The researched period includes the period of time between the NATO-accession of Hungary and the closing date of my research. The research objectives comprise the preparation system and its logistic training subsystem in the Hungarian Defence Forces.

THE STRUCTURE OF THE PRESENT DISSERTATION

In the First Chapter I provide an analysis and evaluation of the execution of reforms in the field of training – particularly of the tasks related to logistic training and preparation – from the NATO-accession of Hungary to date, with the use of relevant documents and in relation to the military reforms.

In the Second Chapter I give an account of various systems of training determined by different aspects, the contents and characteristics of its elements. With regard to the requirements of system-based approach I analyse the current and the expected preparation system, the contents and nature of logistic aspects of the system-elements, in a joint force environment, the relations between branch- and logistic preparation including their common elements, and the role and position of logistic preparation in the preparation system of the HDF.

In the Third Chapter I determine the scope of my analyses in relation to the position, missions, structure and operational requirements of logistic support system, introduce the characteristic features of logistic support system determining training, and the impact of such characteristic features on structuring of the system.

In the Fourth Chapter I describe and analyse the subsystem and specifications of logistic training on the basis of preparation subsystems. I also take account of and analyse the specific

features of logistic training, their causes, and the impacts of such specific features on the logistic preparation subsystem.

THE CONCLUSION OF MY RESEARCH WORK

In the **First Chapter** I made a conclusion that the strives toward the reform of the training system – as a top priority objective of military reforms – were not able to establish the outlined state of affairs which would have been sufficient for the pre-planned progress. Although the results and achievements ensured the execution of concrete tasks and accomplishment of particular missions, neither doctrinal nor military-technological nor infrastructure defence managed to reach the levels – expressed in mental, moral and motivational aspects – required by both trainers and trainees.

Apart from the factors impeding the achievement of successes, mentioned in the introduction, I would link the limited achievements of objectives to two major factors – beside the external ones determining and fundamentally influencing the operation of the armed forces:

- on the one hand the rapid and unplanned way of frequent alterations in defence concepts – and also the operational and capability requirements closely connected to them – generating a constant re-planning of development objectives;
- on the other hand the lack of synchrony between defence budget and the outlined requirements which made it impossible to meet the requirements linked to the pre-planned and prescribed missions.

Basically, the role, position and the attitude of logistic training and preparation linked to it remained unchanged in various periods of time parallel with the undisputable development of the contents of professional training. The measures regulating the training order of the HFD put hardly any focus on the training in the support organisations of the defence forces while they identified the logistic training and preparation subsystem with the support function of the branch- (or service-) level training system and the shaping of its contents (and order) was delegated to the branch-level agency/organisation responsible for special training and preparation. Although the logistic agencies and organisations managed to ensure the training level of specialised personnel which was appropriate for executing training and operational missions the training order matching the specific features, the capability requirements matching the branch-troops' deployment and the interpretation hardships related to logistic

units failed to have a special-training regulation structure established in which the special training and preparation subsystem shape an independent segment related to the branch-level subsystems and also match other specifications.

Summarising the conclusions of the **Second Chapter** it can be stated that the preparation system can only be modernised successfully if each and every of its subsystems are scrutinised in accordance with the scientific principles.

The current training system interpretation meets the above requirements only partly, its unique and distorting schematisation does not take into consideration those specific features which stem from the differentiated structure of the Hungarian Defence Forces, from the fundamental designation and organisational structure of combat troops, combat service troops and combat service support units, and from the logic of “one military organisation – one military capability” complicating both structuring and unification. A preparation system – and the training order determining it – cannot be simplified to the training specifications of combat arms (of Ground Forces), particularly not in an armed forces where logistic preparation intertwines all elements of preparation system and has specificities which make some part of basic principles and notions applied in branch-level training impossible to interpret.

According to the above points logistic preparation is an important, specific and organic part of the preparation system of the HDF. It is an element of the combat worthiness of military organisations which includes not only support provided to training in general but also the specific preparation of its own personnel – an each individual trooper to some extent – and its formations from individuals to small units and unit-level logistic organisations to the personnel of logistic organisations and institutions responsible for the middle- and upper-level management of professional preparation aimed at the shaping of operational capabilities appropriate to conduct successful combat. It involves the entire system of military logistics while certain of its elements exceed it appearing in civil defence preparation or in the missions of Host Nation Support. Thus it has a double role: on the one hand it is the cohesion-building among the personnel resulting in combat ready units, on the other hand to establish capabilities for cooperation between the military logistic system and the civil subsystems involved in complex defence missions.

If the final objective – harmonised with foreign models – is set as the accomplishment of joint force training requirements, the training system – in spite of its segmented nature – is able to provide the military units with an accomplishable model which fits the differentiated mission-structure-specialisation character, tolerates service specifics and prioritises progress as an organising element. Segmentation and specialised system approach are required by the structure of the “Third Service” the logistics, with specific characteristics, which are also typical for the two other services.

In the **Third Chapter** I established that the system of military logistics is as complex from training aspects as the service subsystems themselves, they have similar weight, and therefore they determine research methodology taking into account specificities with the following causes:

- the complex activities of the system of military logistics that intertwines the entire structure of military forces, its relations towards combat and combat support arms, and its vertical position beside the components of the military forces;
- the operational missions of the system of military logistics including the related capability requirements;
- the requirement of a wide range of knowledge unseen at any other branch or arms, its differentiation-level, the large number of logistic assignments and wide range of activities;
- specificities generated by the differentiation level, the structure of central logistic organisations, capability requirements and missions.

The above listed factors do not justify a reduced analysis focused only on logistic subunits integrated into services or the ignoring of specificities of central logistic organisations determining training and preparation – and requiring both new analysis aspects and notional coordination. On the contrary, they necessitate an independent system analysis of the logistic elements in the HDF preparation structure, the description and identification of the methodology of its operation, determining principles and requirements needed for achieving training objectives.

On the basis of the findings in the **Fourth Chapter** it can be stated that the logistic training subsystem – as an integral part of the training and preparation system of the HDF – has

specificities which determine an independent subsystem through the priority of matchability with service-related subsystems. Due to its characteristic features organising elements like:

- branch-, arms-, and joint-force-based differentiation of knowledge;
- advancing unit training based on live firing exercise;
- special capabilities necessary for different leadership levels;
- methodology applied for evaluating combat troops;
- typical aspects of training design and conditions, for combat arms

can only be interpreted partially with regard to specificities. At the same time the mission, strength, training specificities of the personnel and their role in training require the use of special system-building notions and methodology applicable in their training process, the appropriate description and analysis of the role of the logistic training and preparation subsystem in the training structure of the HDF, including the related system-analytical attitude.

SUMMARISED CONCLUSIONS

In my PhD dissertation I analysed and integrated into a system the object of my research integrated into the training system of the Hungarian Defence Forces in relation to the other subsystems and also differentiated from the aspects determining independence.

To date the training reviews, reforms, change differing from the forecast of other subsystems determining the training – budget, defence/operations – the problems of defence force development and capability planning, the structure of the Hungarian Defence Forces with its specificities have produced only partial results. In the permanent process of military reorganisations the training-related research projects did not receive proper attention, a part of the relevant notions and regulations became obsolete, at the same time change took place in the use and organisational structure of the military which was impossible to follow for the principles and measures regulating the training order and also for the executive subsystem of training.

This is particularly true in the case of analyses of the specificities and system-building principles of logistic training which was marginalised by the incorrect attitude towards the position and role of logistic training – reducing it to training support – for years. When

processing the training reviews I hardly ever met findings matching the specificities determining the shaping of logistic support system, or the concretisation of the role and position of logistic training in the context of joint force environment.

The fact that logistic training managed to provide the qualified personnel is thanks to the devoted work done by the organisations directing and executing logistic training. This situation, however, does not meet the objectives of training review launched in 2012 and necessitates a system analysis and system-building through which experts involved in logistic training will be able to do their jobs in accordance with clear and interpretable principles, methodology, and regulations. Although the Training Doctrine of the HDF identifies the frameworks in which analyses of logistic training and preparation can be conducted the fundamentally branch-based approach (favouring Ground Forces) – training order, training capability requirements, training objectives and levels, training-evaluation and registration subsystems – made it non-interpretable for logistic units and subunits, also making the stemming missions partly impossible to accomplish.

With writing my PhD dissertation I set the objective to justify the necessity of independent assessment of the logistic special training subsystem positioned within the preparation system of the HDF and through its description, analysis and the identification of its position and role, the specificities of its uniqueness to prove the necessity of a differentiated approach to the assessment of the training system. Another objective was to lay the ground for carrying out the middle- and troops-level training review through the analysis of functional elements of the logistic subsystem and the identification of system specificities. At the same time I wished to identify principles and analysis aspects for upper-level regulation.

On the basis of research conducted at tactical, operational and strategic levels; the comparative analyses of domestic and foreign sources; the results of revisions conducted by training review working group; the unit reports; and the lessons learned from my previous and current military assignments I regard the outlined objectives accomplished.

NEW SCIENTIFIC FINDINGS

1. I analysed and structured the training and preparation system of the Hungarian Defence Forces from several aspects. I identified and determined the position and role

of training and preparation – particularly that of logistic special training – within the missions of the military forces. I analysed the current problems and their root causes of the training system and through the outlining the principles and methodology to follow I made proposals for eliminating such problems.

2. Analysing the training subsystems of the services and logistics I presented and analysed those characteristic features determining subsystems which can only be described and characterised through notions typical for that particular service and logistic component. I proved – focusing on joint force objectives – that the service- and logistic independence of the system description is justified.
3. With a historical review of the factors influencing the military training from the NATO-accession of Hungary to date I analysed the circumstances and contents of training reforms and their logistic consequences. I classified their findings and results and the causes of the limited nature of the achievement of the set objectives. With revealing those causes I made proposals for the principles, methodology and the comprehensive joint-force range of assessments of the review which was launched in 2012 and is in progress at present.
4. I identified the characteristics and specificities of logistic special training subsystem and taking them into consideration I described the logistic training order, the principles and methodology of planning, execution, and evaluation of special training matching the entire system of logistics and other support units, which can serve as a starting point for the training review.

PRACTICAL APPLICATION OF SCIENTIFIC FINDINGS

Necessity of new scientific findings and their practical application are justified by inducing factor of dissertation that is the content of schedule for training review. In the framework of the dissertation I tried to answer scientific questions that came up during the review started 2 years ago. These issues caused problems whose solution is necessary for achieving of training goals are ordered by JOD.

Statements of Dissertation can be base of the further theoretical and practical operational, tactical-level tasks of training system including institutional education tasks that are:

- to specify logistic aspects of HDF-level documents are regulate training and preparation system;
- to specify and work up training programmes, inventory and control principles and methods;
- to fulfill logistic field training.

PUBLICATION LIST

1. Reflections on future directions of education for logistic NCO and warrant officers.
2. Specialties of logistic training system of HDF with special regard to field training and JFC-level performance tasks.
3. About a logistic exercise...
4. The logistic special training on the bases of JFC.
5. The experiences of a pioneer logistic task in Afghanistan.
6. The including factors of logistic mentoring in Afghanistan.
7. Overview of long term-capability development tasks of logistic system.
8. Requirements for logistics support in relation to joint operations.
9. Development of skills in several national frameworks: Safety Fuel 2012 - International Fuel technology exercise.
10. The training, education and preparation system of logistic officers.
11. Specialties and requirements of logistic training for a mission.
12. Logistic specialties of field training in the light of Hungarian Training Doctrine.
13. Summary of a scientific logistic conference titled is "Current issues of military logistics".
14. Cyclical, progressive, or both? Recommendations for the new training system of HDF.

CURRICULUM VITAE

Education

1989 – 1991

Bólyai János Military Technical College, Budapest - Military Food Business Administrator

1994-1996

Eötvös Lóránd University, Budapest - Socialpolitician

1999-2002

Zrínyi Miklós Military University, Budapest – Manager of Military Organisation

Work Experience

1992-1994: Budapest, 11th Duna Air Defense Missile Brigade

Chief of Catering

1994- 1997: Budapest, 11th Duna Air Defense Missile Brigade

Human Resource Manager Officer

1997-2001: Veszprém, Command of Air Force

Technical Training Officer

2001-2007: Veszprém, Command of Air Force

Logistic Planning Officer

2007-2014: Székesfehérvár, Joint Force Command

Logistic training senior officer

Language Skills

STANAG 3. 2.3.2. english

Intermediate english language exam, written and oral

Advanced german language exam, written and oral

Scientific Experience

2002, Winner of Student Research Conference of Zrínyi Miklós Military University, and special award