

Wolfram Kuehn

With its approximately 80,000 military personnel and civilian employees the Joint Support Service (JSS) is the second-largest organizational structure of the Bundeswehr today. It is not only an equal partner of the Army, Air Force, Navy, and the Central Medical Service of the Bundeswehr, but a comprehensive service provider in missions and operations abroad as well as in Germany. In the eighth year of its existence and two and a half years after assumption of the office as Deputy Chief of Defence, Bundeswehr and Chief of Staff of the JSS, I can take positive stock of the accomplishments and services of the JSS in and for the missions and operations abroad as well as with regard to the basic system and shaping of my organizational area. There was and there is no rational alternative for the activation of the JSS.

Our Success — a Team Effort

Thanks to the performance and efficiency of our service personnel and our civilian staff we can look at that what has been achieved by now with great pride and self-confidence. In the first place, we have created a completely new quality in direct mission support that was not known hitherto. Classical dividing lines between the individual Services or strict thinking in departmental bounds have receded more and more into the background as a result of the work of the JSS. The concentration on the core tasks for and in the missions figures most prominently here.

In the missions and operations abroad the JSS has proven its major role as a force provider. Side by side with fellow soldiers of the Army, Air Force, Navy, and Central Medical Service of the Bundeswehr the service personnel of JSS make significant and indispensable contributions to the successful conduct of operations — inter alia within the scope of operational information, logistics, military police, geographic information service and CIMIC. An efficient cooperation under operational conditions is made possible by the same equipment and equal training and operational procedures.

The command organization and the command support troops constitute the strategic, operational and tactical prerequisite for ensuring an effective and continual control of the ten missions and operations currently conducted on three continents. In addition, the Joint Support Command in Cologne bears also the responsibility for tasks to be performed in Germany within the scope of disaster control. It is especially this Command which consistently combines both command and technical tasks and which pools and consolidates competence.

Added Value — More Value Joint Support Service — Innovative and Powerful



Vice Admiral (GE N) Wolfram Kuehn, Deputy Chief of Defence, Bundeswehr and Chief of Staff of the Joint Support Service. Picture: SKB

Another pillar of the JSS for its role as a strategic force enabler is military intelligence, which was newly organized by us in an exemplary way across all departments. In close collaboration with the Federal Intelligence Agency (BND) and other relevant agencies the soldiers of JSS contribute substantially to the national situation picture compilation and display by resorting last but not least to space-based reconnaissance results. With the SAR (Synthetic Aperture Radar) Lupe satellite reconnaissance system we have for the first time an independent capability for worldwide and space-based reconnaissance and are consequently able to considerably increase our efficiency with that. Especially this example shows in which way

the JSS takes account in a completely new quality of network enabled warfare (NEW) both in organizational and technological respects.

On the credit side we can also enter structural/organizational successes, which are also of advantage to the Bundeswehr as a whole. We have thus succeeded in pooling responsibilities and achieving synergy effects. JSS-led centers and comparable agencies for instance are visible proof of that.

Concentration on the Essentials

The added value of the JSS becomes apparent from a perspective on the Bundeswehr as a whole. In the year 2000 we have completely restructured more than 4,000 organizational units along the added value chain and have streamlined them to the present total of 1,600. Partly redundant structures were eliminated in order to obtain a qualitative increase in the support of the missions and operations. With that the JSS has created a support continuum both in missions/operations and in Germany, which guarantees the functional capability of the armed forces, and in which efficiency plays a major role.

Owing to this relief of the task load, the other military organizational areas can today concentrate their efforts more than ever before on their very own core tasks. As for the quantity, a number of approximately 25,000 billets were released by the pooling of cross-sectional tasks in one hand, which allowed other organization-



German Military Police in Afghanistan.

Picture: Houben/IMZ



Military-Civil Cooperation in Afghanistan by German ISAF-Soldiers.
Picture: FMOd

al areas to capitalize on them in their plans. Today, these strengthen — as intended by us — the military core capabilities.

The transformation processes just as our “comprehensive approach on a small scale” are essentially intellectual efforts. It is important to continue to develop an understanding for the fact that success can only be achieved in joint action — and this goes for the missions and operations abroad as well as for the management of tasks and challenges here in Germany. On the one hand, the JSS acts in this context as a melting pot where knowledge and competence are pooled and combined. The understanding for each other, but especially the knowledge about the respective peculiarities and specific capabilities, is decisively promoted by such interservice and joint activities in the JSS.

With regard to the transformation it also acts as a catalyst at the same time. We set new trends in the joint training under the technical leadership of the Armed Forces Office. Standard personnel definitions and concepts, joint and standardized training phases and career models help us on the way to rationalization and harmonization. Up until a short while ago we had, for instance, 43 different personnel terms and descriptions for military intelligence in the armed forces. Today, we need just three to command and train our soldiers and to ultimately employ them in a clearly better prepared way.

Joint, Interservice Centers of Excellence

Visible expression of what dynamism is possible if we proceed intelligently and if we really want it by acting conjointly are the JSS-led centers of excellence. With the set-up of the Bundeswehr Center for Explosive Ordnance Disposal in Stetten a.K.M., the Center for Operational Information in Mayen or the CIMIC

Center in Nienburg/Weser we have scored a substantial success. The philosophy behind this is both simple and convincing. It stands for “pure transformation”: Training, employment, further development, and the administrative control of “special forces” lie in one hand. And there are even more agencies which work within the meaning of this philosophy without having the term “center” in their names; among others these are the Strategic Intelligence Command in Rheinbach or the Bundeswehr Geographic Information Office in Euskirchen.

Wherever purposeful we will continue on this promising way of the “center family”. Within

the scope of the strategic reorganization of the fixed maintenance facilities there are presently more new members joining this family. Since April 2008, the Electronic Center, the Mechatronic Center, and the Calibration Center of the Bundeswehr are being build up in quality management (certification according to ISO standards) and under business management aspects in a way that the capabilities required in future are fully taken account of. The new centers are the logical derivatives from reduced logistic requirements and the strict mission orientation of the Bundeswehr. By concentrating the technical know-how in these domains, the Bundeswehr will have highly qualified facilities of base logistics in future geared to the requirements of an operations army.

With our centers we have also set road markers in the multinational field. Together with the CIMIC Center of Excellence in The Netherlands it was proven that these basic principles

are also welcome in NATO and that they are ultimately without any alternatives. Modern, high-tech armed forces built up on the basis of work sharing can, in my opinion, fulfil their demanding tasks only through such national/international centers of excellence.

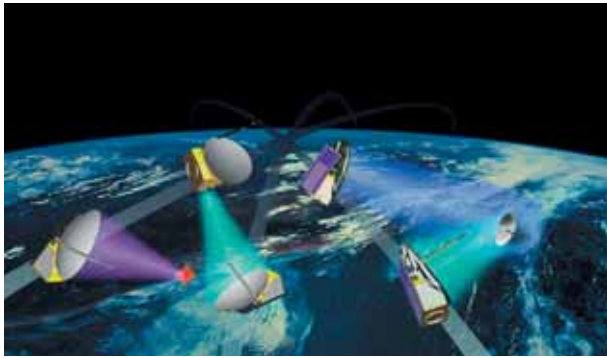
We not only strengthen our capabilities on and for the operations, but particularly increase also the number of forces actually employable operationally on a worldwide scale. By pooling capabilities and competence in the JSS we are able to simultaneously save — on top of an additional surplus value so to speak — personnel, especially directive staff, and to employ them at other places. All this speaks for itself and proves that we were right with our taking the road of setting up the JSS. It is my intention to increase the networking between these centers and comparable agencies in the full meaning of a “comprehensive approach”, both within the armed forces and with our military and civilian partners. With that, the JSS is today already an important trendsetter for a new thinking and acting in the field of comprehensive security.

For many years we have worked under conceptual, operational, but also organizational and personnel-related aspects towards the “Structure 2010” as a milestone in the transformation process. As for the JSS I can state with great satisfaction: Our processes and structures are going well. Today, the JSS is a modern, highly esteemed element of the armed forces for which there is no alternative. In our core capabilities and in all spheres of activity we are amidst a solid consolidation process over and beyond all command levels. But our successes must not lead to a decrease of our efforts. It is essential to look forward. Supplementary to the existing personnel of the IT Office, we are now already developing initial capabilities for information operations as well as for computer network operations that are getting increasingly important in future.



German Logistic Forces in Kosovo.

Picture: FMOd



SAR-Lupe Reconnaissance Satellite.

Picture: OHB

efficiently, i.e. responsibly, handle the available budgetary means. Leadership in the JSS also requires the management of different capabilities and interfaces in addition to a high degree of flexibility. For particularly that reason it is important that not everybody provides all the services. Who had deemed it possible a few years ago that we relieve our budget for the time being by multinational ship charter in strategic sea transports, for example?

Bundeswehr. An effective and efficient shaping and control will help improve the process flows for the performance of services including saving potentials and give stimuli for other areas, if necessary, or transfer these even to the theatres of operations.

My intention to basically proceed process-oriented and in a value added way is declared. I have it presently examined as to how we can gradually operationalize this in the JSS. I am going to discuss this with the commanders and chiefs of agencies on the occasion of the commander's conference taking place in Erfurt in early September 2008.

With a Clear Policy into the Future

What has to be done? How and along which criteria are we going to progress? What are the important road markers and which perspectives do we have? In view of the demographic development it is essential for all organizational areas to take permanently viable measures to win efficient young women and men for the service in the armed forces in future, too. This also encompasses e.g. the rapid implementation of the sub-concept "Compatibility of Family and Service".

With the joint, interservice approach we have the right instrument in our hand to be able to effectively and economically manage the operational challenges in future as well. Common understanding over and beyond all organizational areas does not only help us to increase the operability and sustainability, but also to shape the transformation process through coordinated Bundeswehr planning.

The most important goal for the JSS is and will be the orientation to the requirements in the missions and operations. This sounds trite. Implementing this target is a highly complex and exacting process, however, as we can shape only a few of the relevant variables on our own authority on the way to the future.

Decisive for the JSS in its function as strategic force provider and force enabler is that we, e.g. with the logistic system or the worldwide linking of our contingents to the home country, bear responsibility on missions and operations in those fields which are connected in a special way with the developments in our environment. Required here is not only market-adequate behaviour as demander of external services of the economy. In particular we need the knowledge and application of analysis, prognosis and command methods as in comparable modern, globally acting business enterprises in order to be able to

Global challenges require modern leadership, the personnel and material needed for that as well as the necessary instruments and procedures. Important in this context is the identifying and acting in value added chains as well as a forward directed orientation in form of a target system. Neither a company commander nor a battalion commander in the JSS needs a business management seminar to be able to successfully work in my way of thinking. First it is about the analysis of processes for rendering services:

What are the operational quantified requirements of the user?

How do I best train the soldiers; what material do I need for the discharge of tasks for and in the missions and operations?

What number of personnel and what amount of materiel and budgetary means do I need to perform my service — e.g. providing globally mission capable explosive ordnance disposal teams or ensuring an efficient IT and command support network in Kabul?

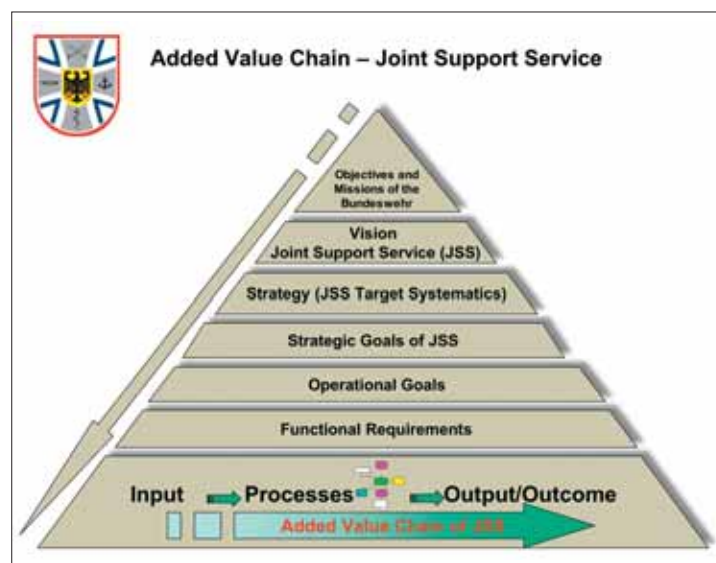
The objective is to identify innovative, mainly mission-directed potentials, to present and shape them in a structured and transparent way from input to outcome — especially when there are only limited resources available and when considering the fact that the JSS is basically involved in each mission and operation of the

Balance Between Rationalization and Efficiency in Missions and Operations

For the JSS the missions continue to have precedence. At present, approximately 7,000 servicewomen and servicemen of the Bundeswehr make their contribution to international conflict prevention and crisis management including the fight against international terrorism in ten missions/operations around the world. The JSS generally provides about 20 percent of the personnel.

For the current missions/operations it is essential to find the right balance between economy and efficiency. These are not mutually exclusive, but are interdependent in modern armed forces of the 21st century. Professional logistic support is a sign of our armed forces, which finds worldwide notice today already. In spite of that we are continuously thinking as to how we can further optimise our expenditure — or footprint — in the theatre of operations in favour of the operating forces. In combination with the cooperation possibilities with the civilian trade and industry, procedures like "reach back" — i.e. resorting to resources that remained at home — and use of quick information and communication channels can help us even more in future to develop synergy potentials.

The goals embodied in the target systematics of the armed forces and my strategic stipulations associated with that have been established and will in future be integrated in the source documents of the JSS. At the same time I am aware of the fact that the development of new efficiency and rationalization potentials is not inexhaustible. The possibilities of internal optimisation are set limits, too. Yardstick of our success are therefore no longer primarily the saving potentials achieved — of decisive importance are our services in our core capabilities as



Grafic: SKB



Grafic: SKB

strategic force enabler and force provider. I can now already assess these as being excellent. But if we succeed in strengthening these even further and to improve them — and this is my firm goal — we will then strengthen the Bundeswehr with that as a whole.

In this context, the Armed Forces Office bears a special responsibility for the reorientation with the time-optimal introduction of SASPF (Standard Application Software Product Family). With significant components in six of the nine principal processes — inter alia armaments/logistics, personnel, individual training, Bundeswehr planning — the JSS is at the head of the progress. With the rollouts in the fields of supply chain and ground forces our logistics in particular are confronted with challenges that need to be successfully met. Here it is about the central disposition, inventory management, agency linking, stock management, transport disposition, and the tracking and tracing of all materials used in the Bundeswehr. Concrete dates have already been coordinated for the SASPF roll-

out in the distribution centers of Mechanic, Wilhelmshaven, Erding, Ochtrup, Rechlin, and Darmstadt and in the Materiel Management Center “Operations” in Heselorf.

With SASPF in Operations

The rollout in agencies of the JSS is affected step-by-step within the scope of an overall planning which needs to be coordinated over and over again. We must not only furnish the service personnel with SASPF; after all, approximately 45,000 users in the Bundeswehr need to be interlinked. It remains also to be seen whether the necessary functional scope in all relevant areas will satisfy the special conditions of the mission. There is the unchanged goal to make possible the SASPF-based employment of units of the JSS — side by side with 1st Armoured Division —, which is planned for 2011.

SASPF is an important motor for a process-oriented progress of the JSS which — and there

are no doubts about it — will bring about a change in the Bundeswehr. For the JSS this development means that we will, e.g. in connection with the departure of the project outline “logistics”, render the services required from us in an even more efficient and economical way. For me it is important that in the course of the already well proven “change management” all activities for base logistics are consistently and extensively controlled and that particularly the staff affected is integrated. Those who are familiar with the emotional dynamism of processes of change can appreciate the significance each and every staff has in an organization, irrespective of effectiveness and efficiency. Their creativity, imaginativeness and readiness for change are keys for success.

Our Personnel — Our Future

The management of the demographic change represents one of the strategic challenges with considerable socio-political significance. It is met by the Bundeswehr and especially also by the JSS. In future we will have to make every effort to further increase the competitiveness of the workplace “Bundeswehr” and to inform the young people broadly and comprehensively about their possibilities. It is particularly essential to win the necessary specialists of primarily the electronic, electro technical and IT fields. To that end we hold ready tailor-made offers. Everyone who is active in the JSS will receive vocational and future-oriented training with a perspective for a civilian professional career and with the possibility to gain comprehensive practical experiences.

But the competition for qualified and motivated personnel does not only take place before entering the service. The development of the JSS makes it evident that even in a high-tech world the motivation and willingness of our military personnel and the civilian staff to put up a good performance are the essential factors for success and that they determine decisively the attractiveness of the profession and our capability for an employment.

It is now important to turn the good results to permanent ones and to open up new market chances. Missions and operations continue to have priority in future, too. It is essential to ensure the right balance between economy and efficiency in missions and to integrate the service personnel in this development and to put our trust in their skills and high willingness to deliver performance and service. All members of the JSS contribute to the joint, interservice rendering of services. The JSS is thus a pacesetter for “more value” of the operational efficiency of the armed forces as a whole. ■

By Vice Admiral (GE N) Wolfram Kuehn, Deputy Chief of Defence, Bundeswehr and Chief of Staff of the Joint Support Service.



Supply of German Armed Forces in Afghanistan.

Picture: IMZ