

Principles of Defence Management

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Tbilisi, 7 November 2013

The Parliament of Georgia & DCAF

- Parliamentary Roundtables on Security Governance:
- Transparency in Defence Management
- for Members and Staff of the Georgian Parliament
- Tbilisi, 7-8 November 2013

Author's editorial involvement

- DCAF *Security and Defence Management* series, www.dcaf.ch
- *Connections: The Quarterly Journal*, <http://connections-qj.org/>
- *Information & Security: An International Journal*, <http://procon.bg/view-volumes>
- Strategic Security & Defence Management, <http://defencemanagement.org/>

Outline

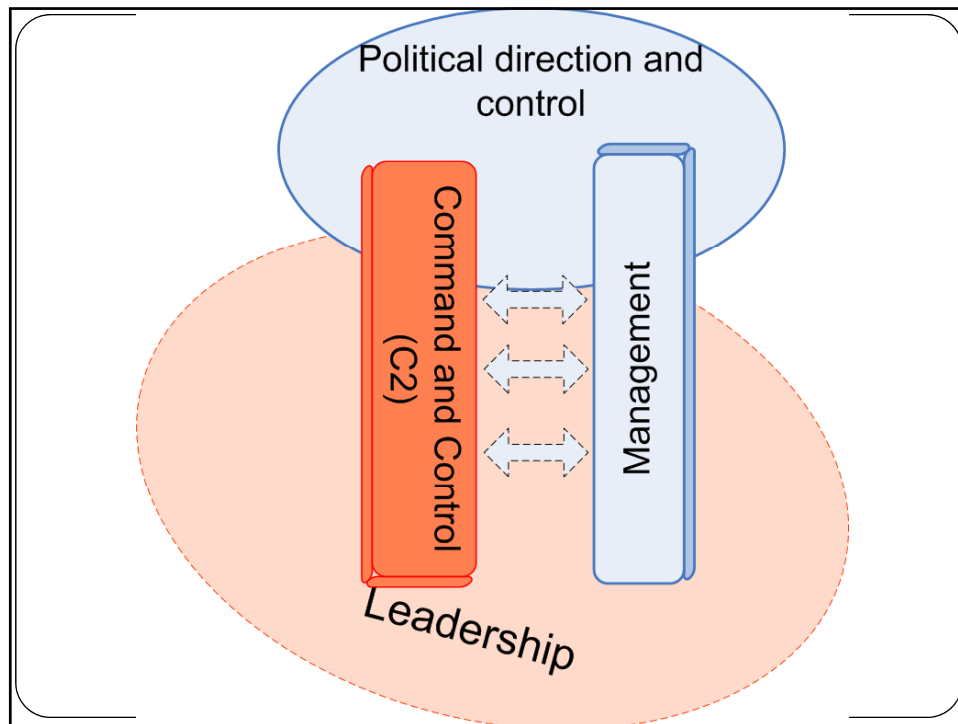
- Functions
- Roles and Responsibilities- key governance aspects
- Principles of management
- Transparency in the reform agenda

Functions

- The executive arm in developing and implementing defence policy
- In line with broader societal interests
- According to international norms
- The 'power of the purse' and the oversight role of parliament

Roles and Responsibilities

- Governance functions
- The specifics of the military profession *vis-a-vis* the world of politics
- Politicians and policy makers; Defence civilians



Command

- Related to armed forces and in particular the use of force (violence)
- Strict hierarchy, subordination ('unity of command')
- The focus is on achieving results (effectiveness)
- Command – politics
 - War is continuation of politics with other means
 - Rules of engagement

The military profession

- Result oriented
- Legitimate use of violence; the officers – management of violence
- Honour, duty, country ('protector of the nation')
- Esprit de corps

Management

- Concepts, methods and techniques originating in the business community
- Focus of efficiency
 - Achieving set objectives with minimum resources
 - Achieving maximal results with designated resources
- Transfer of management approaches and tools from business to public organisations

Political direction

- Setting goals and objectives
- Definition of norms and rules (laws, procedures, Rules of Engagement /use of force/)
- Allocation of resources
- Monitoring
- Corrective actions
- Control over results and performance, e.g. via audits

Principles of allocation of responsibilities

- Supremacy of the legitimate civilian authority on all issues of developing and using armed forces
- Respect to the military expertise, in combination with seeking alternative viewpoints and objective assessment of alternatives
- Relative independence of commanders on operational and tactical levels, adhering to established RoEs
- Accounting for costs, culture, integrity

Quality management principles

- Customer focus
- Leadership
- Involvement of people
- Process oriented approach
- System approach
- Continuous improvement
- Decisions are based on facts
- Mutually beneficial relations with suppliers

Customer focus

- Who is the customer
 - Various stakeholders
- Customer support to defence policy
- Understand customer needs
- Shape expectations (educate the people; roles of think tanks, media)

Managing results and performance

- Input (personnel strength, infrastructure, platforms, budget)
- Output (capabilities, level of readiness)
- Outcome
- Systems of balanced indicators (mission, customer-oriented, financial, internal 'business' processes, learning and growth)
- Measure!
- Independent audit (NAO, other sources)

Leadership

- Vision
- Communication
- Organizational environment
- Involvement of the people
- Transformational leadership

Involvement

- People are the main asset of any organization
- Respect & trust
- Delegation of responsibility
- Awarding for results

Process oriented approach

- Core processes
- Link in the best possible way (streamline):
 - Resources
 - Output
 - Outcome
 - Goals
- Make sure that you understand how activities contribute to the achievement of goals

System approach

- An organization is managed most effectively as a set of interrelated processes
- Identification of opportunities for improvement
- Consistency and predictability of results

Decisions based on facts

- All involved in decision making have access to the same information
- Information is systematically collected, organized, validated
- Interplay of facts-based rationale and judgement

Relations with suppliers

- Allies and partners
- Suppliers
- Security sector organizations
- Exploitation of opportunities
- Increased efficiency and effectiveness

Transparency

- Clear decision making process
- Clear and realistic decisions
- Information is available to parliament and society
- Regular reports that are validated/audited
- Information is used to hold the executive accountable

In conclusion: Reform agenda

- Transparent defence policy (adequate, acceptable, affordable) and process of its formulation (e.g. involving stakeholders)
- Transparent process of translating policy decisions into practice & oversight
- Hold the executives accountable for (1) results and (2) performance /efficiency/
- Nurture and use alternative sources of expertise; create a corps of defence civilians

References

- Hari Bucur-Marcu, Philipp Fluri, and Todor Tagarev, eds., *Defence Management: An Introduction* (Geneva, Geneva Centre for the Democratic Control of Armed Forces, 2009), www.dcaf.ch/Publications/Defence-Management
- Valeri Ratchev, “Governance, Management, Command, Leadership: Setting the Context for Studies of Defence Management,” Chapter 1, pp. 15–43.
- Own chapters on planning and program-based defence management
- DCAF & PfP Consortium publications on “Civilians in defence”