

## QUESTIONNAIRE

### Instruction

Please bare in mind that there is no ideal answer. The specific mix of the four traits gives the prevailing image of the defence organisation and indicates what predominates and what is eventually not enough. Your answers for the desired situation will help you see where the current status dissatisfies you and what could be worked upon for change.

The questionnaire contains nine questions. Each question is followed by four statements.

In your answer you must grade these statements by distributing the total of 100 points among the four statements in accordance with their relevance to your organisation.

More points mean higher relevance.

You must go through the questionnaire twice:

- 1) First answering all nine questions considering the **current** situation;
- 2) Second, answering the questions again but this time grading the statements as you **desire** your defence organisation to be.

**Question №1. The Product:** *What are the most essential characteristics of the 'product' of your defence system?*

*Distribute 100 points among (a), (b), (c) and (d)*

	now	desired
Defending the national territory and being the guarantor of national sovereignty is the most important products of the defence system. It must also support the national industry and economy, especially in times of economic difficulties. It must have capacity to support the civilian population in cases of natural or man-made emergencies.		
Active conduct and participation in operations for shaping defence environment and delivering security to society is among the most important products of the defence system, which is the instrument of the nation for applying force for security policy gain.		
Supporting the traditional national values and nation's dignity and pride in glorious national history and victories of the armed forces is among the most important purpose of the defence system. This provides the important glue that keeps the nation together in difficult times, if and when the national security is threatened.		
To build and maintain a strong and impressive national armed force with high visibility throughout the national territory and a high consideration of military leader's ranks and expertise is essential for the civilian authorities of all levels, so that the national security and defence is guaranteed and the state provides all that is needed for its military instrument of power.		
<b>TOTAL:</b>	<b>100</b>	<b>100</b>

**Question №2. The Leadership:** *What is the prevailing leadership's role in shaping your defence system?*

*Distribute 100 points among (a), (b), (c) and (d)*

	now	desired
a. It is most important that the military leaders and defence managers are strongly supporting the political level in achieving the priorities and objectives of the government. Senior military leaders and defence administrators must demonstrate full loyalty to the political level and must anticipate and support the achievement of the political goals.		
b. It is most important that military leaders and senior defence managers are chosen for their results and potential. Their most critical qualities are their knowledge and creativity, and their ability to inspire and lead their units and teams for best results, while providing system endurance and continuity.		
c. It is most important, that there is a strong bond and personal rapport between the political level and the senior military leaders and defence managers and administration. National traditions and specificities are more important and theoretical principals like, for example, fixed terms in high positions must be adapted to the local conditions and apply only if specific circumstances allow.		
d. It is most important that military leaders understand and perform their crucial role of providing stability and solidity for the nation's security and defence and for a strong defence organization that can support the most fundamental national interests, traditions and pride.		
<b>TOTAL:</b>	<b>100</b>	<b>100</b>

**Question №3. The People:** *How your defence organisation regards its personnel's role and function, ability and capacity, social purpose and status?*

*Distribute 100 points among (a), (b), (c) and (d)*

	now	desired
a. The defence organisation drafts conscripts so that it can provide enough manpower for the defence mission, but also for national cohesion and bond of defence with society. The defence organisation can also use professional contracted soldiers, if and as the budget allows. Deficiency in manning, training and readiness is compensated with reserves and detailed plans for mobilisation and in close coordination with the national economic base.		
b. The defence organisation employs and trains military personnel to be, first and foremost, professional warriors of highest standards for their full spectrum of missions, and regards them in their unique role in society of being <i>the</i> nation's military force. Deficiency in personnel capacity and capability is unacceptable.		
c. The defence organization can employ different categories of military personnel – conscripts, professional contracted soldiers or reserves, so that there is sufficient manpower, as the military advice suggests, to provide for performing military missions and for supporting the society in cases of natural or man-made disasters.		
d. As this is the state utmost responsibility, the defence organisation is eligible to use every available human resource – conscript, contracted, or reserve – so that the manpower is in accordance with the requested military needs. Every category of personnel is trained as per the plans, and as the budgetary financial resources allow. Deficiency is accepted only as a result of the limitations of the nation's resources.		
<b>TOTAL:</b>	<b>100</b>	<b>100</b>

**Question №4. The Money:** *How your defence budget is formed, balanced between personnel, equipment and action; how it is spent, reported and accounted for?*

*Distribute 100 points among (a), (b), (c) and (d)*

	now	desired
a. As there is severe shortage of funds, the defence budget is mostly spent on personnel and sometimes on significant equipment acquisition. Operations and missions are funded centrally from the government. Deliberate long term investment is difficult to organise and accomplish as there always occur unexpected and urgent social or economic issues for the government, and much of planned defence funds are not allocated in reality. There is very strict accountancy procedure. Important state economic projects are funded or supported from the defence budget. Offsets in acquisition are very important aspect for the national economy. There are few multilateral defence projects of limited scale.		
b. Budget is balanced between operations, equipment and personnel, so that the defence system is sustainably and continuously performing effectively and efficiently its principle role for the society as its mission requires. There is a realistic and adaptive costing system in place and flexible, responsive, and transparent procedure for allocating and spending the budget on core mission of the defence organisation with clearly assigned personal responsibility and accountability. There are several multilateral defence projects and new are actively pursued.		
c. Budget is spent mainly on personnel, while it is lean on equipment and very insufficient for operations, which therefore are kept to their possible minimum. Training of troops suffers heavily. The government / the Ministry of Defence makes everything possible so that savings within the system are found to cover deficiencies and sustain the prestige and good image of the defence organisation and the armed forces, in anticipation of better financial times to come. Multilateral defence projects are considered as an option but rarely, if ever, realised. Offsets in acquisition are very desirable.		
d. The defence budget is heavy of big ticket items and on personnel. There is a complicated, heavily centralised and confidential procedure on distributing and allocating the funds, as the military expertise dictates. Reallocation of fund occurs regularly, as the circumstances catch the system unprepared, forcing it in re-active mode of operation. There are very few, if any bi- or multi-lateral defence projects.		
<b>TOTAL:</b>	<b>100</b>	<b>100</b>

**Question №5. The organization and structure: What are the most important features of your defence organisation structure and shape?**

*Distribute 100 points among (a), (b), (c) and (d)*

	now	desired
a. The organisational structure of the defence system is in accordance to a whole range of plans – from state level, including the plan for putting the state in status-of-war modus operandi, through strategic plans and contingency plans, including long term development plans for the national armed forces. There is thorough planning and national stockpiling for all classes of supply, including supplies for the population and the economy. The General Staff structure is developed and fully unfolded for better control of the forces. Several specific structures are directly subordinated to the minister for better political control, as their specific function requires.		
b. The organisational structure of the defence system is flexible and capable to change quickly as the operational analyses and lessons learned suggest, and as risks and threats change and are anticipated. Command and control system is straightforward with wide delegation and authority transferred to make the system agile and rapidly deployed in operations. Political and military responsibilities are clearly assigned and differentiated from each-other.		
c. The organisational structure is arranged in accordance with the most important first priority tasks, and especially to allied obligations and national responsibilities. The command and control system is highly centralised but has some elements that are distributed for better and more flexible functionality. Participation in operations is on a case-by-case basis and always dependent on a special support from the government and from the entire defence system, including from allies.		
d. The organisational structure is arranged territorially with relatively even distribution of the units. There is as large as necessary military command structure with unfolded General Staff and Services Headquarters. As national tasks are of very high importance, the military advice is indispensable in making decisions on most important state matters, since almost every aspect of community life has significant defence and security implications and consequences.		
<b>TOTAL:</b>	<b>100</b>	<b>100</b>

**Question №6. The Capabilities:** *How your defence organisation’s military capabilities are defined and managed for the purpose of accomplishing its core mission?*

*Distribute 100 points among (a), (b), (c) and (d)*

	now	desired
a. The military capabilities of the defence organisation are maintained to the possible maximum as the current budget allows. Priority is put on the most important units; for the rest there are requests for additional budget allocation or for other ways of funding.		
b. The defence organisation accepts only excellence in every component of its military capabilities, therefore there is no tolerance to any “fat” in the system.		
c. The defence organisation is able to deploy limited military capability for short periods of time in an international operation. These capabilities are conditional on a strong logistical and equipment support from allies. The defence organisation can also support civilian authorities in emergency and disaster relief for the population. Defence capabilities are supporting national integrity, spirit, and patriotism.		
d. The defence organisation must be able to apply all its military capabilities for the national security and independence and its territorial integrity. The armed forces military capabilities are build and maintained as the military leadership requests in accordance with the analyses of the security risks and threats and the military expertise dictates.		
<b>TOTAL:</b>	<b>100</b>	<b>100</b>

**Question №7. The Readiness:** *How agile and responsive is your defence organisation for performing its mission?*

*Distribute 100 points among (a), (b), (c) and (d)*

	now	desired
a. The defence organisation is capable to partially deploy some of the units, normally in several months' time, and some in a year, in accordance with the relevant multinational arrangements and national obligations, and usually only if sufficient logistical support from other allies is provided. Territorial tasks are as important as operations abroad, so territorial deployability must be maintained. Territorial deployability is also less costly with saves valuable resources.		
b. The defence organisation is able to react and deploy the required units in hours or maximum in days. Deployability outside national territory is first priority.		
c. The defence organisation strives to be capable, despite all deficiencies and difficulties, to fulfil its constitutional responsibilities of guaranteeing the independence, sovereignly and territorial integrity of the country. The armed forces, if provided with enough funds, are able to deploy in operations abroad, as the political leadership requires.		
d. The defence organisation must be kept, at any cost, capable to fulfil its responsibilities of guaranteeing the security of the state and to be a reliable defender of the country. Deploying in operations abroad is also possible. It is an important source of lessons learned and valuable training.		
<b>TOTAL:</b>	<b>100</b>	<b>100</b>



**Question №8. The Change:** How your defence organisation considers, decides and implements “change”?

*Distribute 100 points among (a), (b), (c) and (d)*

	now	desired
a. Change is acceptable, but only after all internal reserves of the system are used to their limits. It is considered very important for the armed forces to have a steady and stable conditions to perform their everyday duties and responsibilities. Too frequent change is harmful for stability of the national defence organization.		
b. The defence organisation considers change as its indispensable and normal property. The system is willing to move quickly to better defence model or idea for rapid adaptation and even in anticipation of the security environment dynamics.		
c. Change, if needed, must occur gradually and after thorough consideration of all evidence for this need. Detailed long term planning is essential part of how the change should be implemented. It must also allow that the armed forces can continue doing their job properly. Stability is what makes defence important for the society.		
d. Frequent change is damaging the defence organisation; it makes officers and soldiers anxious and nervous and this harms the moral of the defence organisation and its ability to safely perform its functions and tasks.		
<b>TOTAL:</b>	<b>100</b>	<b>100</b>

**Question №9. The Axiom:** One statement that most closely describes your defence system’s creed; a notion that is taken for granted and rarely challenged.

*Distribute 100 points among (a), (b), (c) and (d)*

	now	preferred
a. Defence organisation is an essential political asset for the government’s objectives, not only in security, but also in the social sphere, economy and natural disaster relief.		
b. Defence organisation is to deliver winning force for the nation, when and where needed.		
c. Despite any shortage or deficiency the defence organisation is to fulfil its constitutional responsibilities, as it has been always done in the glorious national history.		
d. Defence organisation is the most important national asset to support the country and the state for their stability, strength and success as the most important foundation for an effective defence and security.		
<b>TOTAL:</b>	<b>100</b>	<b>100</b>