



# **ESDC EUROPEAN ARMAMENT COOPERATION COURSE**

**EXPERT LEVEL (EXP)**

## **PROGRAMME**

**(ALL SPEAKERS TO BE CONFIRMED)**

**DRAFT AS OF 20 08 2013**

**VIENNA, 18 - 22 November 2013**

TIME	SUBJECT	LECTURER	METHODOLOGY	MODULE	GENERAL LEARNING OBJECTIVES
<b>Monday, 18 November 2013</b>					
Course Director: Ernst M FELBERBAUER					
09.00 – 09.30	<b>Course Introduction</b>	<b>Course Director</b>	Interaction	<b>INTRODUCTION</b>	<ul style="list-style-type: none"> <li>• Introduction to the Expert Level Course</li> <li>• Administrative and organisational details</li> <li>• Review to Issues Covered at the EAC AWL</li> </ul>
09.30 – 10.00	<b>Opening Keynote Speaker: Where are we going in EAC?</b>	<b>Jürgen Stegmeir</b> Assistant Director Armaments Policy European Defence Agency (TBC)	Lecture		<ul style="list-style-type: none"> <li>• Enthusing others about the opportunities that exist in European Armaments Cooperation</li> </ul>
10.00 – 10.30	<b>COFFEE BREAK</b>				
10.30 – 12.00	<b>Civil-Military Cooperation (Public-private Partnerships)</b>	<b>N.N.</b> EDA and Cranfield University (TBC)	Lecture		<ul style="list-style-type: none"> <li>• TBD</li> </ul>
12.00 – 13.30	<b>LUNCH</b>				

13.30 – 15.00	<b>Leadership</b>	<b>Ulrike Seibel</b> WorldWide Living DEU (TBC)	Lecture	<b>PROGRAMME MANAGEMENT AND LEADERSHIP - CORE SOFT SILSKILLS</b>	<ul style="list-style-type: none"> <li>• Language and communication skills, building effective relationships and teams, leadership, negotiation skills</li> <li>• An overview of major systems management control processes and tools, and strategic media choices to develop effective media campaigns, interact effectively with the print and broadcast news media, and handle press conferences and similar media events related to the programme management and events that can come up within the programme preparation and execution</li> <li>• Anticipating and handling communication through a set-up of successful teams, the development of the management and communication plans to manage information and public perception</li> <li>• Case studies involving programme management problem solving and decision making in the acquisition environment</li> </ul>
15.00 – 15.30	<b>COFFEE BREAK</b>				
15.30 – 17.00	<b>Co-operative Programmes: Opportunities and Constraints?</b>	<b>Wolfgang Sagmeister</b> AUT MoDS (TBC)	Lecture Q&A	<b>CO-OPERATIVE FRAMEWORKS, BEST PRACTICES AND LESSONS IDENTIFIED</b>	<ul style="list-style-type: none"> <li>• Objectives of armament co-operation and its effects</li> <li>• Case studies used to identify lessons from defence co-operation</li> <li>• Reasons to co-operate or not co-operate: pros and cons of collaborative approach and the principles and concepts that underlie successful and unsuccessful defence co-operation</li> </ul>
17.00 – 17.30	<b>Wrap-up</b>	<b>Course Director</b>	Interaction		
17.30 – 21.00	<b>DINNER RECEPTION hosted by Austrian Ministry of Defence and Sports</b>				

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<b>Tuesday, 19 November 2013</b> Course Director: Ernst M FELBERBAUER					
08.30 – 10.00	<b>Legal Aspects of Co-operative Programmes</b>	<b>Marco Grill</b> AUT MoDS (TBC)	Lecture Q&A	<b>EUROPEAN AND INTERNATIONAL LEGISLATION, AGREEMENTS AND TREATIES</b>	<ul style="list-style-type: none"> <li>• The main legal aspects associated with the preparation of the co-operative programmes</li> <li>• An overview of the most common legal instruments such as Memorandum of Understanding (MoU) and security agreement(s), providing the basis for international co-operation and information exchange</li> <li>• Case studies used to analyse various legal aspects of co-operative programmes</li> </ul>
10.00 – 10.30	<b>COFFEE BREAK</b>				
10.30 – 12.00	<b>Principles of Acquisition and Programme Management in Co-operative Programmes</b>	<b>N.N.</b> OCCAR (TBC)	Lecture Q&A	<b>STRATEGIC MANAGEMENT AND COMMON TOOLS</b>	<ul style="list-style-type: none"> <li>• The underlying concepts, fundamentals and philosophies of the acquisition process and the practical application of programme management methods within this process, including risk assessment, budgeting, decision making and assignment of responsibilities</li> <li>• Management characteristics and competencies, control policies and techniques, systems analysis methods and functional area concerns, giving an overview of the current state of systems acquisition management, the system acquisition life cycle, requirements analysis, systems engineering, contract management, resource management, test and evaluation, user-producer acquisition management disciplines and activities; and programme planning, organizing, staffing, directing and controlling</li> <li>• Case studies used to analyse acquisition issues</li> </ul>

12.00 – 13.00	<b>LUNCH</b>				
13.00 – 14.30	<b>Building Effective Relationships and Teams</b>	<b>Ulrike Seibel</b> WorldWide Living DEU (TBC)	Lecture Exercise	<b>PROGRAMME MANAGEMENT AND LEADERSHIP - CORE SOFT SKILLS</b>	<ul style="list-style-type: none"> <li>• Language and communication skills, building effective relationships and teams, leadership, negotiation skills</li> <li>• An overview of major systems management control processes and tools, and strategic media choices to develop effective media campaigns, interact effectively with the print and broadcast news media, and handle press conferences and similar media events related to the programme management and events that can come up within the programme preparation and execution</li> <li>• Anticipating and handling communication through a set-up of successful teams, the development of the management and communication plans to manage information and public perception</li> <li>• Case studies involving programme management problem solving and decision making in the acquisition environment</li> </ul>
14.30 – 15.00	<b>COFFEE BREAK</b>				
15.00 – 16.00	<b>Cost Management in Co-operative Programmes</b>	<b>N.N.</b> BAAIN BW Koblenz	Lecture Q&A	<b>STRATEGIC MANAGEMENT AND COMMON TOOLS</b>	<ul style="list-style-type: none"> <li>• Cost management concepts and theories used by managers to make decisions on the allocation of financial, physical, and human resources to achieve strategic as well as short-term organizational goals and objectives and evaluate performance using financial and non-financial measures</li> <li>• Traditional tools and techniques of cost management such as cost behaviour for decision making, activity costing, cost allocation, and standard costing</li> <li>• Risk management</li> </ul>
16.00 – 16.30	<b>COFFEE BREAK</b>				

16.30 – 17.30	<b>Contract Management in Co-operative Programmes</b>	<b>N.N.</b> BAAIN BW Koblenz (TBC)	Lecture Q&A	<b>STRATEGIC MANAGEMENT AND COMMON TOOLS</b>	<ul style="list-style-type: none"> <li>• The role of the contracting process within the acquisition environment, including financial, legal, statutory, technical, and managerial constraints in the process</li> <li>• Principles governing acquisition and contracting, including requirements determination, acquisition strategies, contract law, ethics, contract types, contracting methods, and acquisition/contract management techniques</li> </ul>
17.30 – 18.00	<b>Wrap-up</b>	<b>Course Director</b>	Interaction		

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<b>Wednesday, 20 November 2013</b>					
Course Director: Ernst M FELBERBAUER					
08.30 – 10.00	<b>Strategic Management in Co-operative Programmes</b>	<b>Jürgen Stegmeir</b> EDA (TBC)		<b>STRATEGIC MANAGEMENT AND COMMON TOOLS</b>	<ul style="list-style-type: none"> <li>• The transfer and adaptation of the principles of strategic management as an activity entailing the establishment of an organization's direction and the implementation and evaluation of that direction given the organization's external environment and its internal capabilities</li> <li>• Challenges of setting direction and implementing strategies for the total system or whole organization</li> <li>• Cases and approaches from the government and industry to become aware of the knowledge, skills, and abilities to strategically think, plan and manage</li> </ul>
10.00 – 10.30	<b>COFFEE BREAK</b>				
10.30 – 11.30	<b>Test and Evaluation Management in Co-operative Programmes</b>	<b>N.N.</b> FMV Sweden (TBC)	Lecture Q&A	<b>STRATEGIC MANAGEMENT AND COMMON TOOLS</b>	<ul style="list-style-type: none"> <li>• Developmental, operational and joint test and evaluation, including planning concepts and procedures frequently used in test and evaluation programmes</li> <li>• The role of test and evaluation in systems engineering and acquisition management, development and operational testing, test designs, conduct of tests, live testing, modelling and simulation, human systems integration, reporting of test results, range and resource issues, and lessons learned</li> </ul>

11.30 – 12.30	<b>European Industry Participation in Cooperative Programmes - the View from Industry</b>	<b>Doris Laarmann</b> MBDA (TBC)	Lecture Q&A	<b>STRATEGIC MANAGEMENT AND COMMON TOOLS</b>	<ul style="list-style-type: none"> <li>• The industry perspective to armaments cooperation, especially in the early phase</li> <li>• Principles of strategic management in industry in cooperative programmes</li> <li>• Challenges of setting direction in cooperative programmes</li> <li>• Main trends in industry cooperation and consolidation</li> </ul>
12.30 – 13.30	<b>LUNCH</b>				
13.30 – 15.00	<b>Negotiation Skills</b>	<b>Ulrike Seibel</b> WorldWide Living DEU (TBC)	Lecture Exercise	<b>PROGRAMME MANAGEMENT AND LEADERSHIP - CORE SOFT SKILLS</b>	<ul style="list-style-type: none"> <li>• Language and communication skills, building effective relationships and teams, leadership, negotiation skills</li> <li>• An overview of major systems management control processes and tools, and strategic media choices to develop effective media campaigns, interact effectively with the print and broadcast news media, and handle press conferences and similar media events related to the programme management and events that can come up within the programme preparation and execution</li> <li>• Anticipating and handling communication through a set-up of successful teams, the development of the management and communication plans to manage information and public perception</li> <li>• Case studies involving programme management problem solving and decision making in the acquisition environment</li> </ul>
15.00 – 15.30	<b>COFFEE BREAK</b>				
15.30 – 17.00	<b>Trans-Atlantic Armament Cooperation</b>	<b>N.N.</b> ODC US Embassy in Vienna (TBC)			<ul style="list-style-type: none"> <li>• View from US on Europe</li> <li>• Rules and Regulations from US side</li> <li>• ITAR</li> <li>• Transatlantic Defence Market</li> </ul>



17.00 – 18.30	<b>EDA Co-operative Programmes enablers and programs</b>	<b>Christian Schleippmann</b> EDA (TBC)	Lecture	<b>CO-OPERATIVE FRAMEWORKS, BEST PRACTICES AND LESSONS IDENTIFIED</b>	<ul style="list-style-type: none"> <li>• The process associated with the preparation phase of co-operative programmes and the role the EDA plays in this process by aligning national approval processes</li> <li>• The major phases of the programme preparation (e.g. Common Staff Targets, Common Staff Requirements, Business Case, MoU)</li> <li>• Relevant environment, processes, requirements and management approaches within the EDA taking into account test cases</li> <li>• Aspects of Standardization (EDSTAR, EDSIS)</li> <li>• Category B Project</li> </ul>
18.30 – 19.00	<b>Wrap-up</b>	Course Director	Interaction		

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<b>Thursday, 21 November 2013</b> Course Director: Wolfgang SAGMEISTER					
08.30 – 10.00	<b>Co-operative Programmes: User Groups/Clubs Experiences</b>	<b>N.N.</b> BAAIN BW Koblenz (TBC)	Lecture Q&A	<b>CO-OPERATIVE FRAMEWORKS, BEST PRACTICES AND LESSONS IDENTIFIED</b>	<ul style="list-style-type: none"> <li>• Information on different types of co-operation and user groups/clubs</li> <li>• Best practices in setting requirements, planning budgets, conducting project management and dealing with legal aspects</li> <li>• Industry participation</li> </ul>
10.00 – 10.30	<b>COFFEE BREAK</b>				
10.30 – 12.00	<b>Research and Development in Co-operative Programmes</b>	<b>Christian Schleippmann</b> EDA (TBC)	Lecture Q&A	<b>CO-OPERATIVE FRAMEWORKS, BEST PRACTICES AND LESSONS IDENTIFIED</b>	<ul style="list-style-type: none"> <li>• The role of defence research and development in co-operative programmes, describing the tools and opportunities for co-operation in the research and technology/development area across Europe, including the EDA and OCCAR</li> <li>• The main trends in research and development, exploring current arrangements at the European level, including Framework Programme for security research and underlining transversal issues relevant for research and development within co-operative programmes such as the protection of the intellectual property rights (IPRs) and technology transfer</li> </ul>
12.00 – 13.00	<b>LUNCH</b>				

13.00 – 14.30	<b>Language and Communication Skills</b>	<b>Ulrike Seibel</b> WorldWide Living DEU (TBC)	Lecture Exercise	<b>PROGRAMME MANAGEMENT AND LEADERSHIP - CORE SOFT SKILLS</b>	<ul style="list-style-type: none"> <li>• Language and communication skills, building effective relationships and teams, leadership, negotiation skills</li> <li>• An overview of major systems management control processes and tools, and strategic media choices to develop effective media campaigns, interact effectively with the print and broadcast news media, and handle press conferences and similar media events related to the programme management and events that can come up within the programme preparation and execution</li> <li>• Anticipating and handling communication through a set-up of successful teams, the development of the management and communication plans to manage information and public perception</li> <li>• Case studies involving programme management problem solving and decision making in the acquisition environment</li> </ul>
14:30 – 15:30	<b>OCCAR Co-operative Programmes Execution Phase</b>	<b>N.N.</b> OCCAR (TBC)	Lecture	<b>CO-OPERATIVE FRAMEWORKS, BEST PRACTICES AND LESSONS IDENTIFIED</b>	<ul style="list-style-type: none"> <li>• The process associated with the execution phase of co-operative programmes and the role the OCCAR plays in this process by aligning national approval processes</li> <li>• The major phases of the programme implementation (e.g. LoO/LoA, identification of procurement strategy, establishment of SoW/RFI/RFP/Contract, MoU/TA, Programme Decision, Programme Security Instructions/Security Agreement)</li> <li>• Related environment, processes, requirements and management approaches within the OCCAR</li> <li>• Integrative case studies involving managerial problem solving and decision making in the OCCAR-like environment used to provide application of concepts in both (integrated) project team teaming and multiple-role individual settings, reinforcing concepts and adding real-world human dynamics</li> </ul>
15.30 – 16.00	<b>COFFEE BREAK</b>				

16:00 -17:30	<b>Exercise / Case Study</b>	<b>Wolfgang Sagmeister</b> Austrian MoDS (TBC)	Exercise		<ul style="list-style-type: none"> <li>• Practical CAT-B Project Exercise</li> <li>• How to start a multilateral programme</li> </ul>
17.30 – 19.30	Social Programme				
19.30 – 22.00	<b>HEURIGEN DINNER</b>				

TIME	SUBJECT	LECTURER	METHODOLOGY	MODULE	GENERAL LEARNING OBJECTIVES
<b>Friday, 22 November 2013</b> Course Director: Wolfgang SAGMEISTER					
08.30 – 09.30	<b>Anti/Corruption in Defence</b>	<b>N.N.</b> IACA (TBC)			<ul style="list-style-type: none"> <li>Covers Anti/Corruption</li> </ul>
09.30 – 10.30	<b>Industry Experience from the Performance of International Co-operative Development and Production Programs</b>	<b>Jan-Olov Blix</b> BAE Systems, Global Combat Systems – Weapons (TBC)	Lecture	<b>CO-OPERATIVE FRAMEWORKS, BEST PRACTICES AND LESSONS IDENTIFIED</b>	<ul style="list-style-type: none"> <li>Setup of programs and interactions with the Customer</li> <li>Program impact of continuing customer requirements during development and production</li> <li>Cost impacts and program delays and its root causes</li> </ul>
10.30 – 11.00	<b>COFFEE BREAK</b>				
11.00 – 12.00	<b>European Armament Cooperation – Does it Matter?</b>	<b>David Moore</b> Cranfield University (TBC)	Interactive Debate		

12.00 – 13.00	<p style="text-align: center;"><b>CLOSING KEYNOTE SPEECHES</b></p> <p style="text-align: center;"><b>LTG Norbert Gehart</b> National Armament Director Head of General Directorate Provision AUT MoDS (TBC)</p> <p style="text-align: center;"><b>Giampaolo Lillo</b> Armaments Director EDA (TBC)</p> <p style="text-align: center;"><b>CERTIFICATE CEREMONY</b></p> <p style="text-align: center;"><b>LTG Erich Csitkovits</b> Commandant Austrian National Defence Academy (TBC)</p>
13.00 – 14.00	<b>LUNCH</b>