

NEW TRENDS IN THE MANAGEMENT OF LOGISTICS IN THE ARMED FORCES OF THE SLOVAK REPUBLIC

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Abstract

Logistics management is implemented in activities such as planning, organisation, implementation, control and assistance in all functional logistics areas. The Military Doctrine of the Slovak Republic establishes three levels of war - strategic, operational and tactical, which are applied in war and non-military operations. However, in today's international environment, it is not possible to determine with certainty at what level the organisational structure operates. All levels are interconnected. The Ministry of Defence and the General Staff of the Slovak Armed Forces focus on the strategic logistics management. The logistics office resolves operational and some strategic logistics issues. Logistics departments of ground and air forces deal with operational logistics management, influencing the tasks imposed on the commander in the operational plan for the use of Slovak armed forces, including the creation of procedures, doctrines and training documents. At a tactical level, the logistics of departments and units are organically integrated into the structures of their headquarters with their subordinate logistics units. The structure of logistics management in the Armed Forces of the Slovak Republic (AF SR) and the role of its individual elements at the strategic, operational and tactical level is examined in this paper. It concludes by showing possible ways of logistics management and goals for the future.

Key words: Logistics Management, Armed Forces of the Slovak Republic, Strategic, Operational and Tactical Logistics.

Introduction

Due to the limited amount of funds available and the need to respond to the changed source framework, it is assumed that the construction of the Slovak Armed Forces logistics will continue according to the set priorities of importance in the following content.

The construction of units and equipment for logistics support of high-preparedness units is one of the most important tasks in the construction of logistics support of the Slovak Republic in the fulfilment of the commitments declared to NATO, in particular the construction of units allocated to high-preparedness. In order to ensure

the continuous logistics support of Slovak Armed Forces units operating outside the Slovak Republic, their logistics support units must be built first.

Constructing and filling out inventories for units deployed in high-level forces are a further challenge for units of high alert forces, which must be preferentially equipped with specified supplies, to cover needs for 30 days. High-security troops must be equipped with NATO-armed forces equipment and materials compatible with NATO forces, where the aim is primarily to provide strategic means of transport, material handling, compatibility in the basic areas, in particular, single fuel on the battlefield, the transport of fuel and the possibility of confusion of ammunition on the battlefield. Once these basic objectives are met, further steps will be taken leading to greater compatibility.

The organisational and material security of the tasks of the Slovak Armed Forces result from the obligation of the host country to provide security and presupposes the initiation of the preparation of the territory of the Slovak Republic in this area and the assigned forces fulfilling the tasks arising from the Slovak Republic's commitment towards NATO.

The gradual replenishment of inventory for lower-level units will be timed according to the real availability of funds and other necessary resources.

Removing surplus and unnecessary material will allow for more efficient use of limited available resources.

The gradual modernisation of logistics elements for logistics support on the territory of the Slovak Republic clearly reveals the needs for logistics support infrastructure in the Slovak Republic, which will allow efficient replenishment from sources outside the defence sector. The fulfilment of these tasks will be technologically tied to the acquisition of a new technique or modernisation of the existing technique. This will be based on the perspective of the crew.

The gradual replacement and modernisation of equipment, technology and materials will allow the required capabilities of the Slovak Republic as a whole to be increased in the long run.

The logistics system must be prompt, capable of anticipating logistical requirements in a timely manner, maintain inventory flow and concentrate limited logistics resources where necessary, depending on the operational tempo and combat requirements. Organisation of logistics must be based on real possibilities, to be modular and capable of rapid reaction. Distributed logistics is a new way of support whereby the amount is replaced by the speed and the flow of material through its stream. The key is the material in motion, with the stock becoming a distribution network. In such a supply network, the amount of stored stock is reduced and replaced by rapid transmission of material in the distribution network.

In the sphere of logistics, the development of the Slovak Armed Forces will focus on functional areas with emphasis on the acquisition of the required competencies in the following areas:

- strategic, operational and tactical mobility of logistics: to rapidly adapt to the requirements of strategic aviation, maritime and rail strategic transport, and to have the necessary transport and handling equipment, military and strategic

- transportation material, and to master standard operational procedures in the field of strategic transport and munitions;
- resilience of logistics: Introduce material to the Slovak Armed Forces in order to ensure the fulfilment of the logistics support tasks in difficult climatic conditions (catering, material reserves, etc.) and to have trained and appropriately armed personnel;
 - multinational integrated logistics: to contribute value to the planned integrated logistics structures of the Allies;
 - countries in the role of specialist: to improve the supply and repair system and to modernise the technique. Services to customise or purchase;
 - ensuring the sustainability of national forces and contributing to the sustainability of the coalition forces: deploying sufficiently large national support elements (NSEs) with sufficient reserve capacities and supplies;
 - providing logistical support in the contract placement area: on the basis of a logistics survey, provide ready staff with efficient logistical support and services in the contract placement area;
 - building and maintaining stationary and field infrastructure: Building and modernising accommodation, catering and other facilities, thereby contributing to improving the lives of professional troops;
 - use of intelligence: Use them effectively in planning and implementing logistical support;
 - learning and use in the logistics support planning method based on effects (EBO – Effect Based Operations, EBA – Effect Base Approach): a new approach for planning an operation. It is conditional on a new type of operations against structured systems (CAS Comprehensive Adaptive System, against terrorist organisations), which differ significantly from classical military structures.

Management of logistics in individual statistics in the Armed Forces of the Slovak Republic

The Military Doctrine establishes three levels of war - strategic, operational, and tactical, applied in both war and non-military operations. However, in today's international environment, it is not possible to determine with certainty at what level the organisational structure operates. All levels are interconnected. The battalion commander may, for example, be the commander of a national contingent in the field of war operations that deals with tactical activities. However, it can also perform tasks (such as interaction with other types of forces or host states) that are usually associated with the operating level. In order to perform these functions, organisational structures must be strengthened in many cases. Military activities at one level can simultaneously meet higher-level goals.

Logistics activity takes place at all levels. There is no definitive line of differentiation at each level. The difference lies in the sense and not in the type of

activity. For example, the development of logistics equipment may be an activity at any level¹.

The development of a brigade space of support by a logistics support battalion to maintain troops in combat represents the function of logistics support at the tactical level. The development of a base to support a joint operational group in the implementation of a complex operation is a function at the operational level, but the establishment of a base in an area of war operations outside the Slovak Republic is an activity at strategic level. The establishment of a permanent logistics base in the territory of the state is a strategic task at national level to support a military strategy not only of one operation or mission within the combat area. The Ministry of Defence of the Slovak Republic and the General Staff of the Armed Forces of the Slovak Republic concentrate on the problems of strategic logistics. The Headquarters of Training and Support forces resolve operational issues, and some issues of strategic logistics and ground and air force logistics departments address operational logistics issues affecting the performance of the tasks outlined in the Plan of Use of the Armed Forces of the SR, including the creation of procedures, doctrine and training. In the area of responsibility, subordinate commanders and unit-level logistics officers deal with tactical tasks².

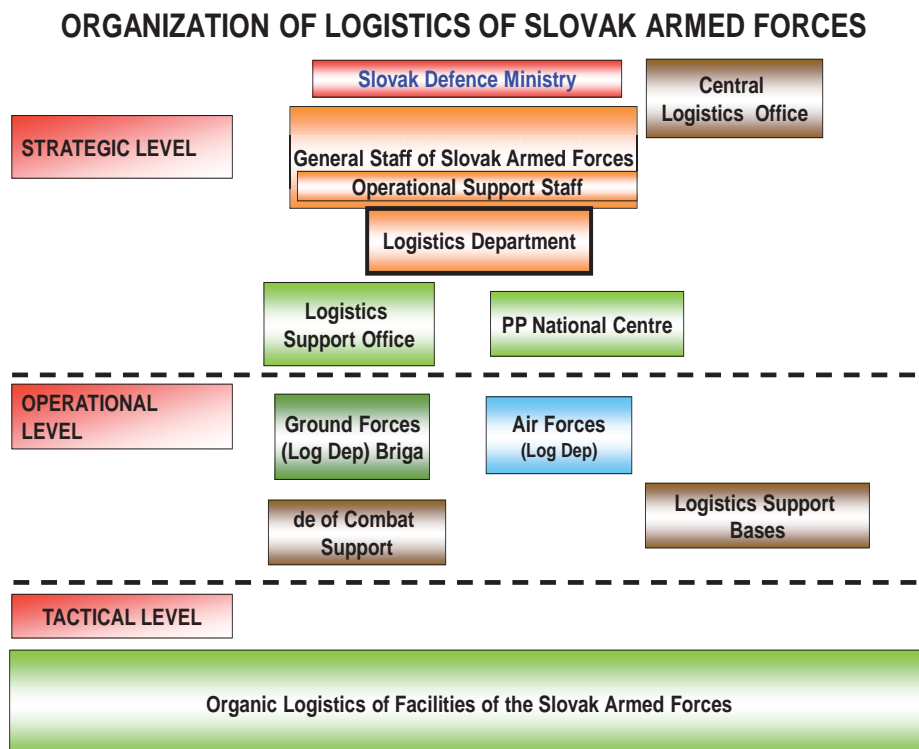
However, resolution is not always clear. The logistical support system for the armed forces is one-sided and one level overlaps with the other. This is particularly true in non-military operations, in which support personnel do not provide support to armed forces in combat in a traditional sense. The Ministry of Defence and the General Staff of the Slovak Armed Forces focus on the issue of strategic logistics.

After reorganisation logistics, the many competencies will be transferred to the newly established Logistics Office directly subordinated to the General Staff of the Slovak Armed Forces and to the components of ground and air force logistics.

The Ground and Air Forces Logistics Departments address the issues of operational logistics affecting the role of commanders in the operational plan for the use of the Slovak Armed Forces, including the creation of procedures, doctrine and training. In the area of responsibility, subordinate commanders and unit-level logistics officers deal with tactical tasks. All levels are interconnected. The current basic structure of Slovak Armed Forces logistics is shown in Figure 1.

¹ Trebula, M. (2016). *Metódy optimalizácie materiálového manažmentu aplikovateľné v podmienkach vzdušných síl OS SR*: zborník vedeckých a odborných prác národná a medzinárodná bezpečnosť 2016, (pp. 533-543). Liptovský Mikuláš.

² Školník, M., Belan, L. (2015). *Obranné plánovanie. Základy plánovania a projektovania v systéme obrany a bezpečnosti SR*. Liptovský Mikuláš. ISBN 978-80-8040-522-9.



Source: Logistics Department - Operational Support Staff of the SAF.

Fig. 1. Organisational Structure of Logistics of the Slovak Republic

Strategic level of logistics management

At the national strategic level, logistical support is within the competence of the industrial and civil sectors to a large extent. Armed forces include political and military-strategic leadership as well as civilian and military contractors. At this level, logistics combines the state's economic base (human and material resources, industry) with military operations in the area of war, enabling the state, and especially its armed forces, to achieve its goals. The ability of the defence industry to produce and supply military material has a decisive impact on the conduct of armed conflict³. Logistics authorities at the strategic level are the linkages between the industrial base and logistics at the operational level.

At the strategic level, the Ministry of Defence of the Slovak Republic, the General Staff of the Armed Forces of the Slovak Republic, other central government

³ Marchevka, M. (2015). *Vytváranie zásob pre krízové situácie: zborník vedeckých a odborných prác národná a medzinárodná bezpečnosť 2015*, (pp. 381-388). Liptovský Ján

bodies (in particular the Ministry of Economy, the Ministry of Transport, Post and Telecommunications, the Ministry of Construction and Regional Development, the Ministry of Agriculture, the Ministry of Health, material reserves) and civilian suppliers.

Logistics authorities at the strategic level are focused on:

- establishing the necessary resources;
- acquisition of resources;
- integration of information systems for the management of resources of all elements of the armed forces and state administration bodies;
- maintaining national healthcare systems and facilities;
- identification of mobilisation requirements and mobilisation stocks;
- maintaining the productive capabilities of military material in peacetime and industrial growth;
- base in time of war;
- ensuring strategic moves;
- concentrating forces and logistics resources before starting the operation;
- the re-establishment of the military capabilities of the state;
- demobilisation of the armed forces.

The strategic level of logistics consists of the following bodies, agencies and facilities of the Slovak Ministry of Defence:

- Management Section of Slovak Defence Ministry,
- Central Logistics Office,
- Modernisation and Infrastructure Section of Slovak Defence Ministry,
- Logistics of the Operations Support Staff of the General Staff of the SR (J-4),
- Budget Chapter Administration Office,
- Investments and Acquisitions Office,

The strategic level of logistics is shown in figures 2 and 3.

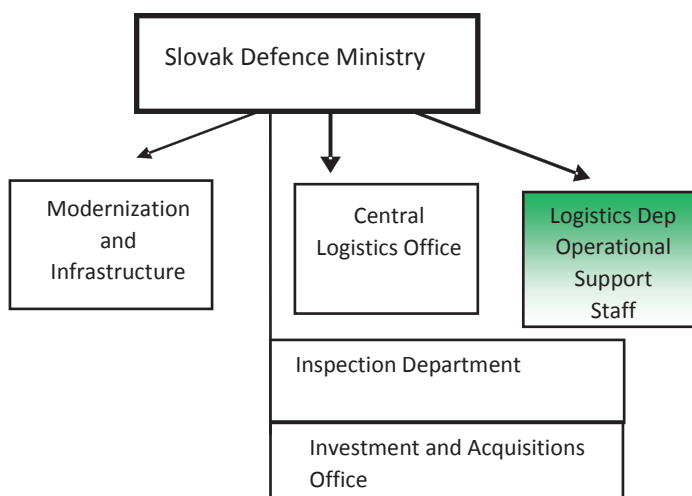


Fig. 2. Strategic level of Slovak Armed Forces logistics (model)

Logistics Department of the General Staff - J-4

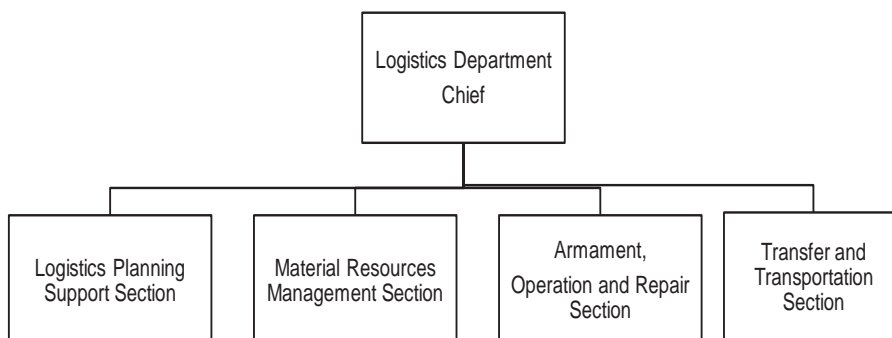


Fig. 3. Department of logistics of General Staff of the Slovak Armed Forces - J-4 (model)

Operational level of logistics management

At the operational level, the tasks of consumer logistics are planned, coordinated and fulfilled. The following bodies, units and logistics units of the Slovak Armed Forces:

- a) Logistics Department of the Ground Force Command of the Slovak Armed Forces,
- b) Logistics Department of the Air Force Command of the Slovak Armed Forces,
- c) The Office of Logistics.

The operational level of logistics in the Ground Force Command of the Slovak Armed Forces, is shown in Figure 4.

The operational level of logistics in the air force command of the Slovak Armed Forces is shown in figure 5.

Common principles of logistical support at the operational level will be detailed in the forthcoming Operational Logistics Doctrine of the Armed Forces of the Slovak Republic.

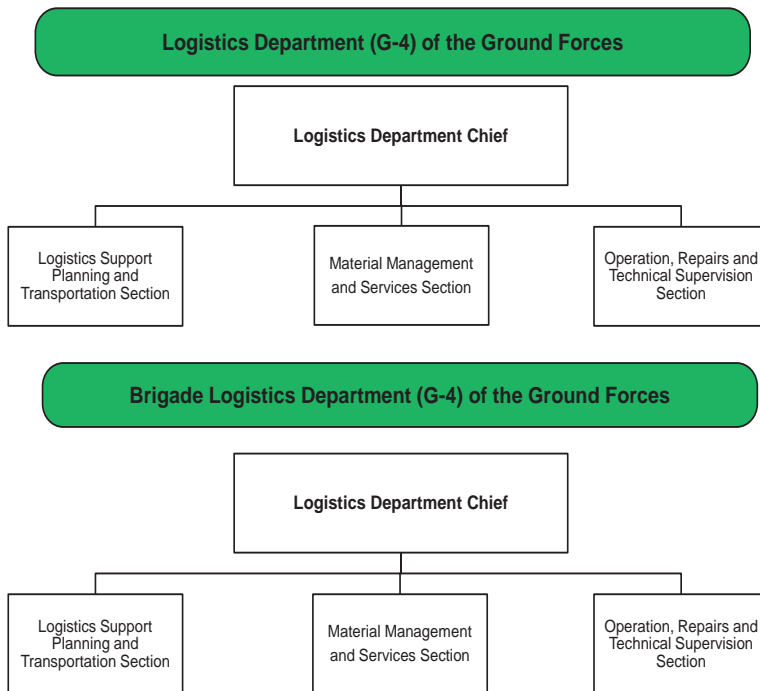


Fig. 4. Operational Level of Logistics in Ground Force Command of Slovak Armed Forces, (model)

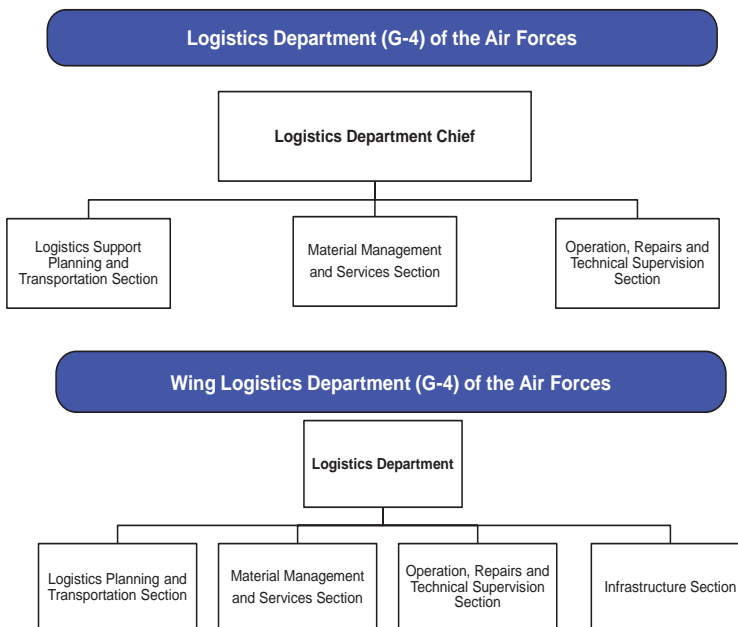


Fig. 5 Operational level of logistics in the Air Force Command of the Slovak Armed Forces (model)

Tactical level of logistics management

The tactical level is the lowest, efficient level of logistics. At the tactical level, the tasks of consumer logistics are planned, coordinated and fulfilled. To support the fulfilment of these tasks, the logistics authorities at the tactical level of the Slovak Armed Forces, shown in figure 6, are designated.

Organic elements of ground forces are units and logistics units. They perform tasks in the field of transport, technical security, tire services and all-round material security. The organisational structure of the Ground Forces Brigades incorporates logistics support battalions. Separate battalions have battle organisations in organisational structures.

Similarly, the organic component of the air force is the logistics unit. It fulfils tasks in the field of engineering - airport, airport - engineer, airport - technical, technical security, transport, versatile material security and support services.

The tactical level of logistics of the Ground Force Command of the Slovak Armed Forces is shown in Figure 6.

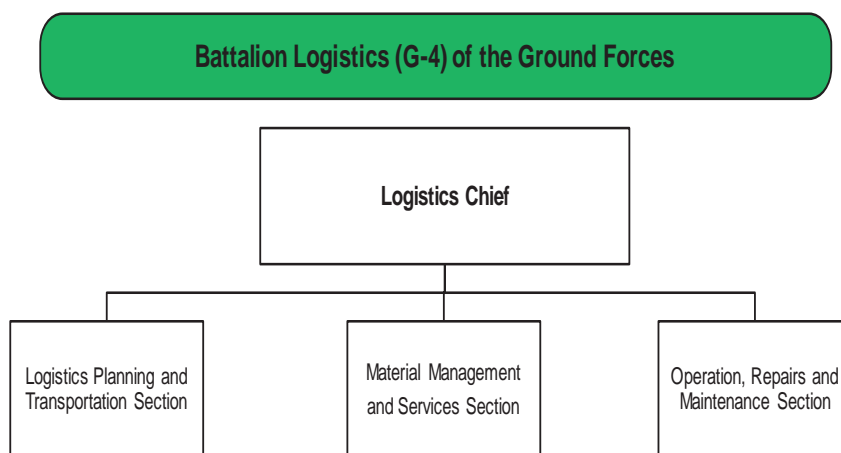


Fig. 6. Tactical Level of Logistics of Ground Force Command of the Slovak Armed Forces (Model)

The organisational structures of logistics are currently undergoing further reorganisation and transformation⁴. The final conclusions on the structures are being discussed and commented upon by the MOST top logistics authorities. There are no definitive decisions or resource aspects of building logistics structures.

⁴ Sahin, S. (2017). *Public international law and the self-proclaimed new lydeclaredre publics*: zborník vedeckých a odborných prác národná a medzinárodná bezpečnosť 2017, (pp. 396-501). Liptovský Mikuláš.

For these reasons, organisational logistics structures, logistics management, hierarchy, competencies and dislocations will be addressed in the next logistics transformation period.

Conclusion

The long-term trend towards the future is the development of integrated logistics with increasing demands for support of the management of NATO's expedition operations. To ensure a full range of operations, logistics should be versatile, agile, accessible, mobile, quickly deployable, and tailored to the task with minimal presence of forces and resources. Logistics for future operations must be highly prepared to withstand operations within 30 days (after the development of the supply system, of course, longer), capable of ensuring the arrival and deployment of units, and capable of acting independently or acting within a multinational joint task force (CJTF - Combined Joint Task Force). The main priorities of the construction of logistics are carrying out all measures aimed at the timely and comprehensive security of troops, which include in particular: providing information processes in logistics, maintenance, operation and repair, supply, transport security, securing and provision of services.

Logistics in the Slovak Armed Forces has its organs at different levels of command. The Military Doctrine of the Slovak Armed Forces establishes three levels - strategic, operational and tactical, which apply to military and non-military operations⁵. The Ministry of Defence and the General Staff of the Slovak Armed Forces focus on the issue of strategic logistics. The Headquarters of Training and Support addresses operational and some strategic logistics issues. After its abolition, its competencies will be transferred to the newly established Logistics Office directly subordinated to the General Staff of the Slovak Armed Forces and to the components of ground and air force logistics. Territorial and Air Force logistics departments deal with operational logistics issues affecting the role of commanders in the operational plan for the use of the Slovak Armed Forces, including the creation of procedures, doctrines and training documents.

⁵ Brezula, J. (2017). *Prvky obrannej infraštruktúry a ich vedenie v ústrednej evidencii: zborník vedeckých a odborných prác národná a medzinárodná bezpečnosť 2017*, (pp. 32-37). Liptovský Mikuláš.

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