Military Doctrine

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The Military Doctrine is the highest-ranking military document that serves as a basis for the organisation and operations of the Slovenian Armed Forces. Moreover, it is a fundamental document for the formulation of area-specific doctrines, instructions, education and training materials and other military professional documents. The basic version of the doctrine was prepared by the staff of the Doctrine and Development Centre, who eagerly volunteered their expertise and contributions to this document. In the final phase, we tried to embrace the expertise existing beyond the Slovenian Armed Forces and the Ministry of Defence. To this end, we organised a public debate and invited subject-matter experts from other ministries, the Faculty of Social Sciences and other military institutionalised associations to present their views. Many of them understood the importance of the doctrine for the future development of the Slovenian Armed Forces and presented their views, knowledge and experiences. Without them, this doctrine would not have been as complete as it is now.

I would like to thank to the following servicemembers of the Slovenian Armed Forces and the Ministry of Defence employees who were involved in the creation of the document. Brigadier Alojz Završnik, Brigadier Marjan Grabnar, Brigadier Janez Kavar, Captain (N) Ljubomir Kranjc, Colonel Anton Vereš, Colonel Bogdan Mali, Colonel David Humar, Colonel Gorazd Jurkovič, Colonel Mitja Teropšič, Lieutenant Colonel Marjan Mahnič, Lieutenant Colonel Franc Kunovar, VVU XIII Denis Čaleta, Lieutenant Colonel Branko Keber, Lieutenant Colonel Dobran Božič, Lieutenant Colonel Dušan Toš, Lieutenant Colonel Miha Škerbinc Barbo, Lieutenant Colonel Vojko Obrulj, Major Iztok Kočevar, Dr. Igor Kotnik, Uroš Krek, M.A., Marjan Fekonja, M.A, Jože Lacko, Stane Praprotnik and Tomaž Luštrek.

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Brigadier **Branimir Furlan**

Like other nations around the world, Slovenia is facing a changing international environment in which Slovenia must enhance its own national security system. These changes called for Slovenia to transition from a mass armed forces, designed for defence within national borders, to a smaller, yet better equipped and trained professional armed forces, ready to participate in the collective defence beyond Slovenia's borders.

The geostrategic and security situation of Slovenia was rather complex in its first years of existence, as Slovenia is a newly established state which won its independence through its own armed forces. The former doctrine was characterised by a defensive nature at the strategic and operational levels and an offensive character at the tactical level.

Through the Military Doctrine, the Slovenian Armed Forces won a fundamental doctrinal basis for accomplishing its mission. This document defines new directions of thinking to support national interests and goals. It is designed to inform members of the national security system, allies, and the Slovenian and international public on the principles of the employing and operations of the Slovenian Armed Forces. The Military Doctrine defines and governs the significance of change in understanding the role of an active component and professional soldier, which is a result of an essentially changed role of the Slovenian Armed Forces within the defence system and within the entire Slovenian society. The doctrine implements the Slovenian defence strategy and integrates the Alliance's Strategic Concept. Thus, it integrates the Slovenian Armed Forces into the Alliance military structure.

With accession into NATO and the EU, Slovenia was included into a focused and definitive system of international collective security. By joining these international organisations, the Slovenian Armed Forces are expected to provide an adequate and reliable military contribution. Its current organisation allows for the development, improvement and maintenance of all crucial operational capabilities that support the implementation of the main tasks of national defence and ensure reputable cooperation with the Alliance.

Major General **Ladislav Lipič**

1. Introduction

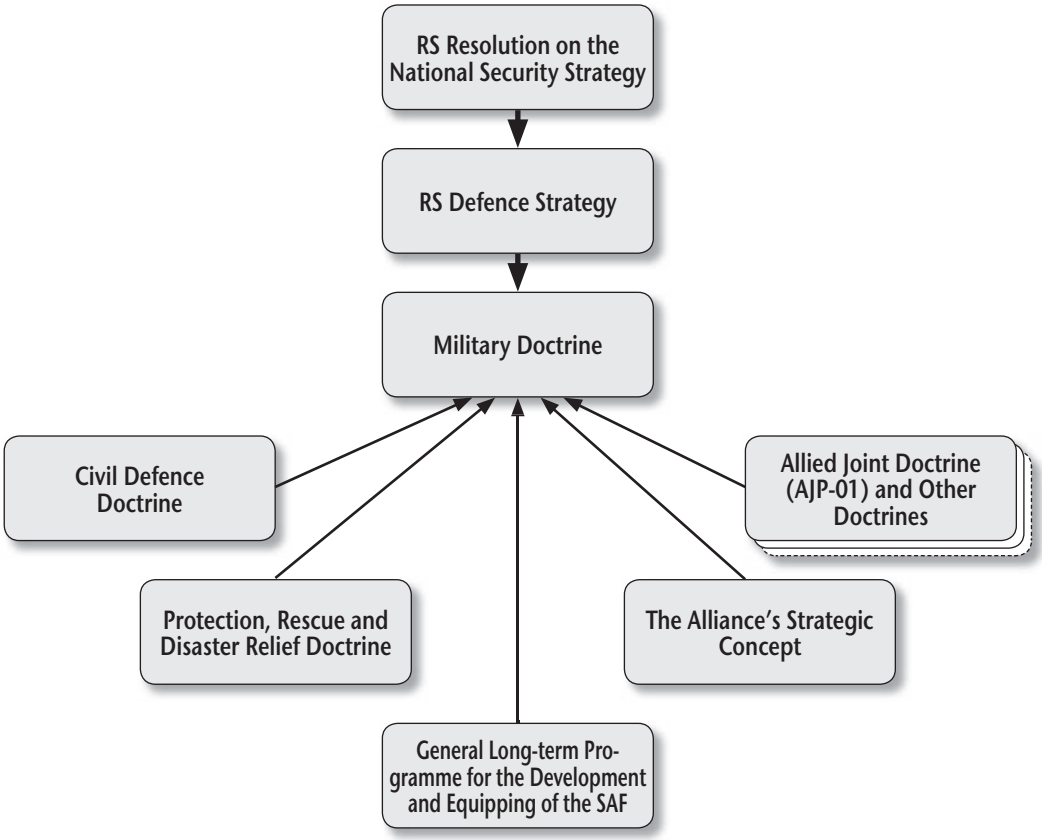
The Military Doctrine (hereinafter: the doctrine) defines principles on the organisation, employment and operation of the Slovenian Armed Forces (SAF) in providing military defence of the state and carrying out other missions, through which the defence strategy of the Republic of Slovenia (RS) is implemented. The doctrine lays down fundamental principles by which the Slovenian Armed Forces or its components guide their action in the defence and security area to support national interests and objectives. The doctrine supports the transition of the Slovenian Armed Forces through a period of transformation, which dictates new ways of thinking and the reformation of the armed forces to face new challenges and threats.

The doctrine is based on the RS Resolution on the National Security Strategy (RS Official Gazette, no. 56/01) and the RS Defence Strategy (RS Government, no. 820-00/2001-1, 20 December 2001). It also considers solutions given in the Civil Defence Doctrine (RS Government, no. 810-02/2002-1, 25 April 2002) and the Protection, Rescue and Disaster Relief Doctrine (RS Government, no. 912-7/2002-1, 30 May 2002). The Military Doctrine takes into consideration developmental objectives of the Slovenian Armed Forces set out in the General Long-Term Programme for the Development and Equipping of the Slovenian Armed Forces (RS Official Gazette, no. 97/01).

The doctrine enforces the Alliance's Strategic Concept (Washington D.C., 1999) and principles concerning organisation and operation of the armed forces that arise from the Allied Joint Doctrine (AJP-1).

The doctrine also takes into consideration that the Republic of Slovenia has joined NATO and the European Union, which calls for new solutions in terms of organisation and operation of the Slovenian Armed Forces. It also takes into account changes in the SAF, including the transformation from conscript-based armed forces into professional armed forces supplemented by both compulsory and contract reservists.

The doctrine is the primary military document and has its foundation in historic lessons learned and theoretical analysis of warfighting. It is authoritative, but requires judgement in practical application. It is designed for commanders, those responsible for planning the development and employment of the SAF and organizations carrying out education and training. Its objective is to provide, in practice, a basis for implementing its mission in peacetimes and war, today and in the future. The doctrine also serves to inform other national security structures, allies, and international bodies in the context of security and political integration activities and the Slovenian public of the principles of employment and operation of the Slovenian Armed Forces.



Foundations for developing the military doctrine

2. Operational Environment

Understanding the complex and confusing operational environment provides the basis for understanding the purpose and content of the doctrine. Commanders must be aware of and understand the fundamental conditions and reasons for the employment of the Slovenian Armed Forces in current and future conflicts. They should comprehend the nature of the environment in which the SAF will operate and what necessitates the employment of military forces to protect national interests. They must be able to anticipate what the situation may evolve to and how to respond to it. The comprehension of contemporary warfighting requires a common understanding of the nature of conflicts, theatre of operations, crises, security environment, security threats and risks, and the bases for implementing the Alliance's Strategic Concept.

2.1 Conflicts

A conflict is a situation that often involves violence or the threat of violence. It is the consequence of opposing or overlapping interests concerning national values, materiel resources and rearranging political and other powers. With regard to the degree and frequency of violence, the spectrum of conflict ranges from low-intensity, to medium-intensity and high-intensity conflicts.

Concerning the type of hostility, non-violent conflicts, non-conventional and conventional as well as nuclear hostilities are distinguished.

Low-intensity and medium-intensity conflicts are limited political and military interventions to achieve political, economic, social and psychological objectives, always in a geographically limited area and with limited employment of armed forces. Warfighting is not the main instrument to pursue strategic goals.

War is a high-intensity conflict. In the traditional sense, war is an aggravated social conflict in which social groups, movements, organisations, state or coalitions of states wage wars in an organised manner to accomplish their fundamental objectives through a prevailing employment of armed forces. It is a complex situation in which, political, economic, psychological and other forms and contents of confrontation take place simultaneously to warfighting, of which some confrontations cannot be kept under control.

War is the continuation of politics with other, more violent means and is the most violent form of promoting political interests. With regard to the area, world, regional and local wars are distinguished.

In terms of utilised methods and means, wars can be identified as unconventional, conventional and general, while in terms of participating sides as civil, interstate, and coalition wars. With regard to the objectives of warring factions, wars with radical and limited aims can be distinguished.

The general characteristic of contemporary wars is the integration of the majority of military and non-military resources of warring factions. War is often asymmetric. States can enter conflicts, as can non-institutional organisations and individuals. On one hand, there are states and formal armed forces, and on the other hand, there are various other organisations, such as terrorist organisations. In some situations, civilians attack civilians and civilian infrastructure.

Contemporary wars are characterised by high casualty rates of one party or both parties involved in a conflict, as well as by collateral damage. The initial stage of war is shorter, due to the employment of rapid response forces that can be rapidly deployed to distant areas, and due to the possibility of air raids from a large distance against military forces, communication, traffic infrastructure, information centres and other targets.

2.1 Crises

A crisis is a situation, event or process, within or outside a state, which poses a serious threat to fundamental national interests, social values and norms, and cannot be controlled through the ordinary means and actions of national security sub-systems, but requires the utilisation of crisis management. A crisis is characterised by uncertainty of a situation and a relatively short time of response.

Crises can be multi-dimensional threats posed to regional and international security. Preventing crises, preparing for crisis operations, facing the consequences of a crisis and mitigating effects are common measures to be taken by all structures enhancing national security and security in the broader

regions. Solving a crisis usually involves the international community that takes political, diplomatic, economic, military, humanitarian and other measures of crisis management to alleviate the situation.

Crisis management is a process in the national security system that establishes common principles, procedures, mechanisms and measures for a coordinated and effective response to crises. The Alliance's Strategic Concept defines crisis management as the fundamental security task and obliges the Alliance to effective crisis prevention and active engagement in crisis management. Managing crisis situations requires flexibility, proficiency and sensitivity, and the response should progress gradually yet timely and in a harmonised manner.

The Alliance defines the crisis management system, envisaging the engagement of forces in the following way: deterrence and collective defence, crisis response operations, maritime sanctions, embargo implementation, counter-terrorist actions, non-proliferation of weapons of mass destruction as well as rescue and disaster relief.

2.3 The International Security Environment

The beginning of the 21st century saw considerable changes in the international security environment. The possibility of global armed conflicts was decreased, yet the vulnerability of modern states increased as a result of new threats, challenges and risks to security. Global threats to security are gradually growing into direct national threats. As the majority of security threats are trans-nationally oriented, the defence against them requires a high degree of international cooperation and a concerted response to various forms of crises.

The United Nations (UN), the European Union (EU), NATO, the Organisation for Security and Cooperation in Europe (OSCE), and other regional organisations and institutions that contribute to the solving of global conflicts and enhance integration activities of countries will remain significant international factors. They will provide a framework for multilateral cooperation and will continue to play a significant role in stabilizing the international security environment in the future.

The Euro-Atlantic area is characterised by political, economic and security integration activities that reinforce security and stability in the region. The European Union and NATO are growing into global factors assuring and safeguarding international peace, promoting security and stability and enhancing democracy and common values.

The security environment of the Republic of Slovenia is dynamic, changing and inseparably linked to the uncertainty and instability in countries within and outside the Euro-Atlantic area. Some countries are facing serious economic, social and political difficulties. Ethnic and religious differences, territorial disputes, humanitarian catastrophes, inadequate and unsuccessful economic and political reforms, unsettled relations between new states, violation of human rights and the dissolution of national political systems all impair regional stability.

The existence of nuclear forces outside the Alliance poses a threat to Alliance security. The proliferation of weapons of mass destruction and technologies allowing for their production and use remain a matter of serious concern. Another threat is posed by the proliferation of technologies for the production of advanced weapon systems, which allows potential enemies to achieve greater military capabilities. In the future, challenges and risks will continue to be linked to international terrorism, mass migrations, organised crime, drug trafficking, corruption, ethnic and religious differences, unstable regimes, territorial disputes and disputes concerning natural resources, growth and decrease of populations, epidemics and trans-national cybernetic criminality within information infrastructures.

2.4 Sources of Threat to National Security

Large-scale armed conflicts or wars that can pose a threat to the security of the Republic of Slovenia are very unlikely in the near future. There are, however, a range of crisis areas, regional security threats and risks and low-intensity conflicts that pose a threat to the security and stability of the broader international community and the region. The Republic of Slovenia, as a member of the European Union, NATO and other international organisations, is faced with both regional and geographically distant crisis areas that threaten the security and interests of the aforementioned establishments.

Modern terrorism is characterised by a flexible organisational structure, self-funding and international cooperation. Due to the access to and utilisation of technical, technological and other knowledge, in particular in combination with the proliferation of weapons of mass destruction, terrorism represents a major threat that might have a significant indirect impact on the Republic of Slovenia in the future.

There are various forms of organised crime that are a negative side-effect of globalisation. The Republic of Slovenia is a transitory and a target country on the Balkan route of illegal migrations, drug trafficking, human trafficking and illegal trade and purchase of conventional weapons.

The general security level of the Republic of Slovenia is influenced by all forms of crime, economic crime in particular, migration, racial, ethnic and religiously motivated acts, anti-globalist and other extremists' movements and organisations and also by intelligence operations against Slovenia.

The Republic of Slovenia, as a developed information society, is growing more and more vulnerable in the communication and information sphere. It is faced with various risks that threaten the security of critical infrastructure in this domain and of databases, including personal databases, as the basis for the decision taking and the operation of state, financial, economic, social, health and other bodies.

Natural and other disasters remain a permanent source of threat. The intensity and frequency of some types of natural disasters are increased as an effect of probable climate changes. Environmental sources of threat are also increasing, which results in a greater possibility and a higher frequency of environmental and other disasters caused by human activities. In the context of growing globalisation and global integration processes, the possibility and frequency of infectious diseases are growing, in particular phythopathology and animal diseases that can reach large extensions. The appearance and spread of human diseases that might have characteristics of pandemic diseases are also increasing in the modern world.

2.5 Participation in Implementing the Alliance's Strategic Concept

The Alliance's essential purpose is to safeguard peace and provide territorial integrity, political independence and the security of its member states in compliance with the principles set out in the Charter of the United Nations. To achieve this purpose, the Alliance utilises political and military means, depending on the nature of security risks and threats.

The guiding principle by which the Alliance works is that of common commitment among the sovereign states in support of the security for all of its members. The threat to one sovereign state has an impact on the other states. By signing the Washington Treaty, each member state committed itself to respect this principle and to share risks and obligations as well as the advantages brought about by collective defence.

The Alliance's Strategic Concept provides guidelines for the employment of political and military means in pursuing security objectives. Among others, its fundamental tasks, deriving from this concept are deterrence and defence against any forms of aggression against any NATO member state, contribution to conflict prevention, an active role in crisis management and the promotion of partnership, cooperation, and dialogue with other countries within the Euro-Atlantic area.

By joining NATO, Slovenia has implemented one of its goals – the provision of the fundamental security interest in the context of collective defence, which is set out in Article 5 of the Washington Treaty. Due to advantages of its membership in the Alliance, Slovenia abandoned its development of certain defence capabilities. Consequently, Slovenia's military defence is based on the employment of joint allied forces that will integrate the Slovenian Armed Forces.

Membership in the Alliance brings about the assumption of obligations regarding common security. This requires, among other things, common defence planning, participation of the Slovenian Armed Forces in setting up joint response forces and their operation in crisis areas, and other forms of integrating Slovenia into Alliance activities to consolidate stability in the Euro-Atlantic area and to combat international terrorism and other asymmetric threats.

2.6 Participation in Implementing the European Security and Defence Policy

As member of the European Union, the Republic of Slovenia is actively contributing to the common European security and defence policy that, along with other objectives, aims at developing joint European military capabilities defined in the military goals of the European Union[1]. The forces will be employed in crisis management operations in compliance with the Petersberg Declaration.

In the context of integrating into the European Security and Defence Policy and arising activities thereof, the Republic of Slovenia adopts the viewpoint that there should be no major division between NATO and the European Union, as this would result in diminishing the effectiveness and availability of military capabilities or in doubling capabilities. This signifies that Slovenia will develop one set of forces[2], which can be employed in the context of NATO-led crisis response operations or for EU-led crisis management operations.

The Slovenian Armed Forces will provide capabilities within the European Union in accordance to the Battle Group Concept, the Rapid Reaction Concept and other concepts for creating common capabilities. Membership in the European Union requires SAF participation in joint defence planning, establishing and training joint forces and their operation in crisis areas as EU-led operations, and other forms of implementing common security and defence policies.

2.7 Multinational Operations

The Slovenian Armed Forces will always accomplish their mission in support of Slovenia's national interests through cooperation with allied and coalition forces, if not involved in other short operations. Units will therefore operate as part of multinational forces. Multinational operations are characterised by an emphasised political dimension of employing forces. Relations between commanders, a common doctrine and language, efficient logistics and interoperability in terms of equipment and operational procedures are paramount for achieving the required effectiveness of multinational forces.

Advantages of multinational operations lie in the international legitimacy of forces, the complementarity of operational and logistic capabilities, as well as in a comprehensive intelligence provision. Disadvantages are a result of differences in national interests, equipment and capabilities, national doctrines and operational procedures, as well as communication difficulties due to language barriers and reluctance to exchange intelligence data. Another disadvantage is also represented by national constraints in the employment of forces deriving from national rules of engagement.

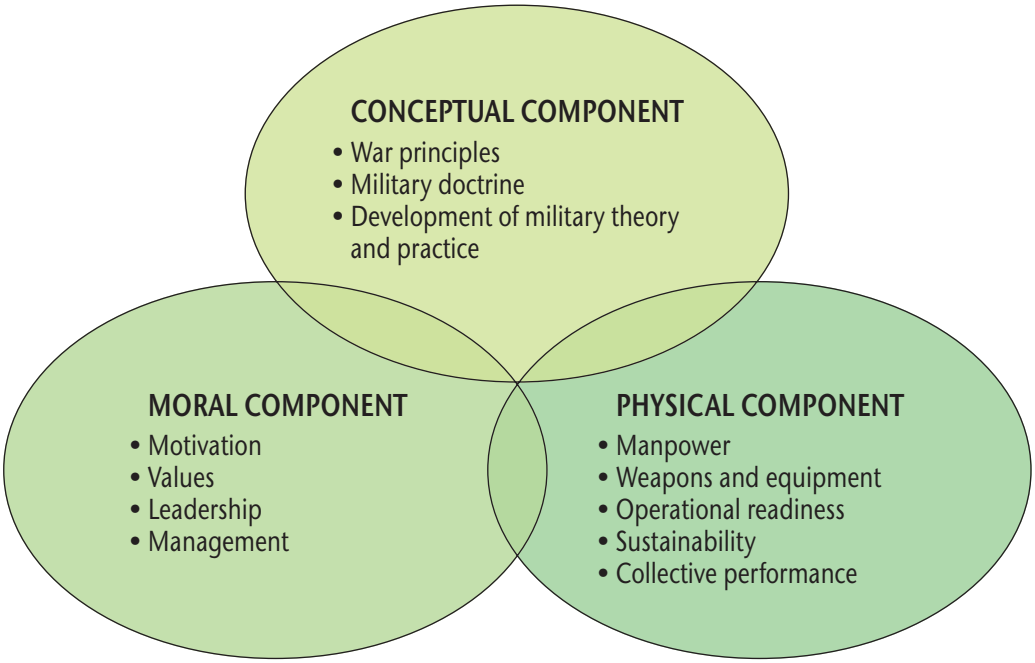
Particular challenges in developing efficient multinational forces are the establishment of an effective command, exchange of intelligence data based on common and national sources, and a logistic system, which is based on national responsibility, as well as on common requirements and mutual assistance. The basis for effective cooperation between allied or coalition forces are well-established relations between commanders-in-chief, professionalism, mutual respect of culture, history, customs and values, knowledge and understanding of doctrines, capabilities and intents of others and patient communication.

[1] Helsinki Headline Goals 2010
[2] Single Set of Forces

3. Fighting Power

The fighting power of the Slovenian Armed Forces defines their capability to fight. It is an instrument to defeat the enemy. Fighting power consists of three correlated components: conceptual component, moral component and physical component.

Fighting Power of the SAF

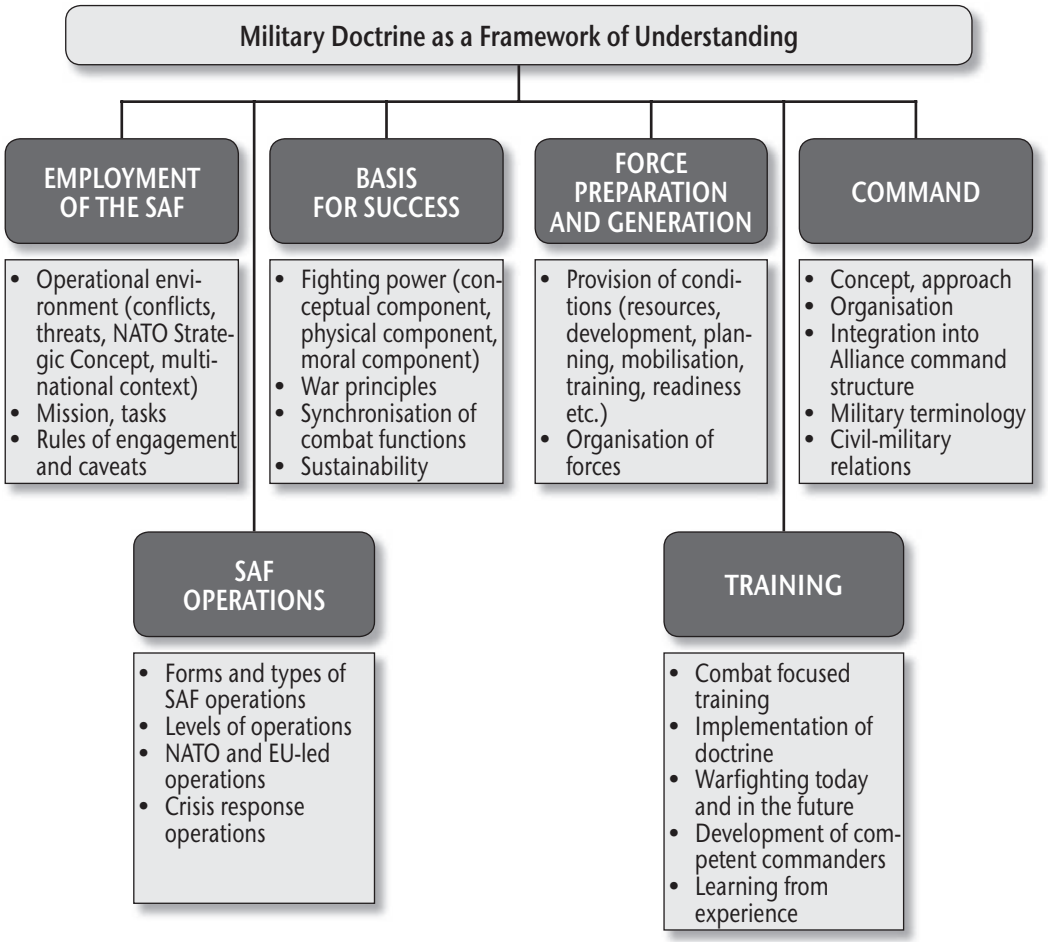


WE KNOW, WE WILL, WE CAN

3.1 Conceptual Component

The conceptual component is the result of a thought process. It includes lessons learned and theoretical knowledge of how the Slovenian Armed Forces can effectively operate today and in the future. It is defined by war principles, the military doctrine and the development of military theory and practice. The principles and the doctrine in combination with the initiative and creativity of commanders, provide the intellectual force of the SAF, which directs their fighting power in carrying out their operations. This requires an understanding of conflicts of current and future warfighting in a complex, chaotic and confusing environment and the understanding of how to impose one's will on the enemy.

The war principles guide commanders in taking decisions and in conducting combat operations. They are generated by lessons learned in the history of wars and of the development of military sciences. Principles are not rules ensuring success, but serve as guidelines that increase the probability of successful operations. In taking decisions, commanders consider the mutual impact of principles



and actual situations and are, thus, taking advantage of various factors that determine concrete operations. Principles serve also as criteria for evaluating courses of action.

The doctrine establishes foundations and impacts the thought processes of commanders. It provides commanders with a framework of understanding the environment, in which military force is employed in support of national interests, and guidelines concerning organisation and operations. The doctrine is a binding document, as it provides a unitary understanding of the forms of operations and serves as a basis for the harmonisation of efforts in implementing the mission of the Slovenian Armed Forces. Yet, it requires a considered and sensible utilisation with regard to the actual situation.

The development of the armed forces assures that the military doctrine, the formation and equipping of the Slovenian Armed Forces and military education and training are continuously adjusting to the changes in the security environment, in the theatre of operation and the implementation of new theoretical knowledge on warfighting and acquired lessons learned. This development requires an innovative approach in dealing with all components of fighting power. It is, hence, not only a domain of organisations that specialise in military development and research, but also includes commanders at all levels, as they contribute their own lessons learned gained during the processes of achieving the fighting capabilities of their units.

3.2 Moral Component

The moral component is the willingness of SAF servicemembers to face the greatest efforts in combat. It reflects their endeavours, perseverance and willingness to renounce, sacrifice and take risk in carrying out the missions of their units. The moral component is based on training, confidence with weapons and equipment, discipline, self-respect, an understanding of what the operational goal is and what needs to be done to achieve it, and understanding the cause at stake. The understanding of the latter is directly rooted in good leadership and esprit de corps. The moral component is built up and maintained through motivation, values, leadership and management.

3.2.1 Motivation

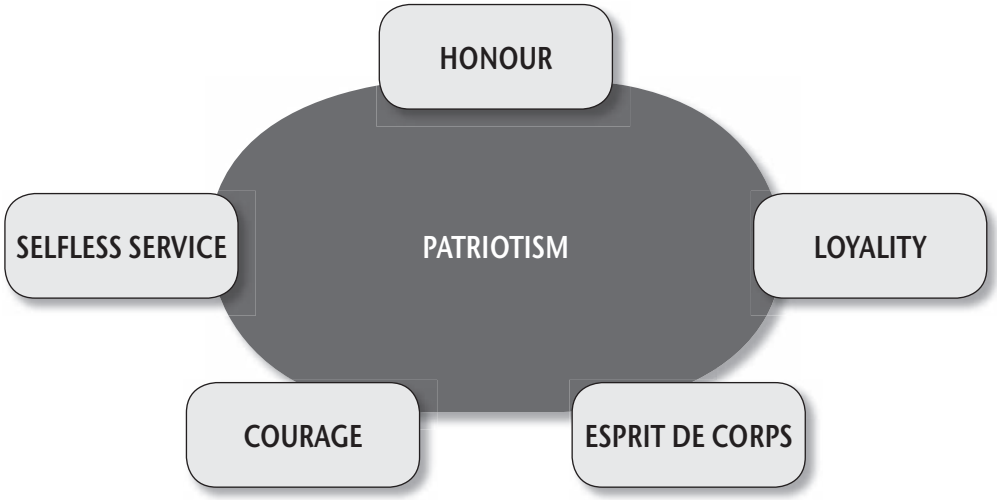
Motivation is the willingness of each individual to direct his or her efforts into achieving the goals of an organisation. It is, therefore, paramount that all SAF servicemembers identify themselves with the goals of the Slovenian Armed Forces and their units. Through motivation, the servicemembers become aware of the reason behind their operations. Hence, it is crucial that they understand and believe that they fight or carry out other assignments for the right cause, in particular when they are not supported by public opinion.

The training of SAF servicemembers, so that they are capable of fighting and achieving success as an interconnected and disciplined unit, has a strong motivational effect. Knowledge and experience diminish fear and boost self-confidence. Self-confidence is a strong motivational force that builds-up morale, courage and combat readiness. Motivation is achieved through personal example, conviction in the legitimacy of employing military force, the establishment of cohesion and a system of rewarding and punishing. Motivated servicemembers trust in themselves and each other, in the unit and their commander and support common goals.

3.4.2 Values

The values of the Slovenian Armed Forces are the driving force behind the fulfilment of its mission. They derive from general civil values, the values of the Slovenian society and the nature of the military operations. The values of the Slovenian Armed Forces provide the framework for the performance and conduct of servicemembers as individuals or as part of a group.

In the Slovenian Armed Forces, values are implemented through codes of conduct, which are strived for, respected and studied at all levels of military education and training by all servicemembers. Values are not only a set of qualities achieved by individuals, but a common obligation of the Slovenian Armed Forces and each unit. They are realised and enhanced through leadership and training. All servicemembers live up to these values through personal example and conduct; superiors are in charge of ensuring that their subordinates respect these values in their work.



Patriotism is the common fundamental value of SAF servicemembers. It signifies the awareness of allegiance to Slovenia and the unselfish performance of duties in accomplishing common goals.

The Slovenian Armed Forces strive to develop the following military goals: honour, courage, loyalty, esprit de corps and the spirit of selfless service.

HONOUR – SAF servicemembers are proud and honoured to be trusted to support national interests and for contributing to the security and welfare of citizens of the Republic of Slovenia. They are proud to contribute to the alleviation of suffering and to global stability. They conduct their assignments honourably and conscientiously and foster the enhancement of values of the military and society. They are aware that they are members of an efficient military organisation esteemed by Slovenian society. They are members of the armed forces that continue the tradition of combat of the Slovenians against aggressors and that decisively contributed to the establishment of Slovenia as an independent state.

COURAGE – SAF servicemembers are prepared to use weapons when carrying out their assignments even with the extreme purpose to take lives. They are aware that, while carrying out the mission of their unit, their life and the lives of their combatants and subordinates are at stake. They proceed on with conducting their assignments, even though their combatants are wounded or might have lost their lives. They display initiative and sustain high standards regardless the duration of the assignment, the intensity of efforts or a possible negative reception of their endeavours by the public.

LOYALTY – Loyalty to the Republic of Slovenia, the Slovenian Armed Forces and their units unites all SAF servicemembers. Loyalty to the Slovenian state obliges them to care for the protection of its interests and the consolidation of its reputation in the world. The loyalty of subordinates to their superiors is a significant component of the allegiance to the military organisation. Subordinates show their loyalty to their superiors by carrying out commands that fulfil the mission of the Slovenian Armed Forces and support the interest of the Republic of Slovenia. Loyalty is expressed through mutual trust and respect and a disciplined and responsible performance of duties.

ESPRIT DE CORPS – Esprit de corps is the core of a unit's cohesion. It is displayed through mutual respect, help and friendship. Esprit de corps unites SAF servicemembers in an uncertain and dangerous environment and reinforces combat morale. It is a factor of content in carrying out the military service.

SELFLESS SERVICE – By entering the Slovenian Armed Forces, citizens of the Republic of Slovenia oblige themselves to serve and carry out their assignments wherever and whenever it is required, irrespective of difficulties and dangers. Selfless service requires SAF servicemembers to make sacrifices and to subordinate personal interests to the general interests of the armed forces.

At a meeting, called by the commander of the city of Maribor, Colonel Anton Holik, on 1 November 1918, Major Rudolf Maister displayed great decisiveness, patriotism and courage when he, without prior agreement of the Styrian National Council, announced that Maribor was part of Yugoslav territory and that he assumed the command over the Maribor and Lower Styria. The meeting was attended by numerous high-ranking officers, who could have disarmed or even killed him. However, this did not happen. The highest-ranking officers – colonels – subdued to him. At that time, Maister did not have any political nor military power. He was later promoted to the rank of General and accepted the command of Lower Styria.

3.2.3 Leadership

Leadership is a process of influencing and inspiring people to achieve the objectives of an organisation. Inspirational leadership results in people doing what is required of them. A commander leads by providing the meaning of the cause, and by directing and motivating his subordinates, with the objective to accomplish the mission and tasks of the Slovenian Armed Forces.

Members of a unit require their commander to be professionally proficient and responsible, to be able to listen to his staff and to treat them with dignity and respect, to be trained in the basic military skills, to serve as an example and to teach and share his experience. Commanders are expected to give logical explanations of why something involving risk needs to be done. He is required to give clearly defined assignments, priorities and guidelines for their completion, and must be able to motivate his troops.

On 28 July 1991 nine members of the sabotage squad of the 6th Regional Territorial Defence (TD) Headquarters of the Severnoprimorska region attacked the Rožna Dolina border crossing near Nova Gorica under the command of Major Srečko Lisjak. The border crossing was defended by 117 members of the Yugoslav People's Army (YPA). The attack of the territorials was covered by 8 members of the special police unit from Nova Gorica. During the attack, three soldiers of the enemy died and 16 were wounded. The rest of the YPA members were captured. The sabotage squad destroyed two tanks, an armoured vehicle-launched bridge, 25 motorised vehicles and all of the weapons and equipment. However the squad did not suffer any losses. The effective attack was a result of a timely attack, decisive command, mutual trust among the soldiers and their commander and effective fire system that forced the YPA unit to surrender. The morale of the soldiers was considerably boosted by the commander, who commanded his unit in a considerate and courageous manner, based on his knowledge and personal example.

Important aspects of command are efficient communication, the ability to learn, self-development, the capability to build up a team, planning abilities, and timely decision-making.

With leadership based on values, commanders foster mutual trust, respect and understanding. They are personally engaged in maintaining combat morale. They know their staff and subordinate commanders. They task their units in accordance with their mission and capabilities and thus preserve the capability to achieve results. Members of the unit clearly know what their role in accomplishing the mission of the unit is.

Leadership begins with self-discipline and is achieved through training and every day life. It is realised by decisiveness, personal example, counselling, motivation, information, personal courage, discipline, confidence, care for unit members and by creating possibilities to prove oneself in achieving the objectives of the unit. A good commander, and a good leader, is distinguished through professional proficiency, intellect, energy, creativity and initiative, sound judgement, courage, decisiveness, self-confidence, selflessness and humanity, with a keen ability to communicate and a sensibility toward taking risks.

3.2.4 Management

Management is a systematic, analytic thought process of commanders that encompasses coordination of human, materiel and financial resources for organisational purposes, interoperability of the armed forces with the external environment, response to the requirements of the society, development of organisational culture, identification of objectives, planning, provision of resources, organisation, implementation, monitoring and control. It is a significant factor in providing combat morale, yet cannot replace leadership.

Management provides the basis for achieving the efficiency of a unit and the fulfilment of two war principles: economy and the maintenance of combat morale. Good combat morale is not possible without good management or quality resource management. A criterion for good management is the ability to achieve a concerted use of resources. Both can be impaired by focusing efforts on the units' operations.

3.3 Physical Component

The physical component comprises all forces and resources for warfighting and is the quantitative and qualitative indicator of physical strength and a unit's effectiveness. It is the total means of destructive power which a unit or formation can launch against an opponent at a given time. The physical component incorporates manpower, military weapons and equipment, operational readiness, sustainability and collective performance.

3.5.1 Manpower

Manpower impacts the physical component through quality, morale and personnel strength whereby morale plays a decisive role. In a narrower sense, manpower includes members of the active and reserve components of the SAF; in a broader sense, it comprises citizens of the Republic of Slovenia who are obliged to participate in the defence of the state to a certain degree and as defined by law.

The Slovenian Armed Forces are manned with SAF active component members and with members of the contract and compulsory reserve component. An important source for manning is the military strategic reserve of the Republic of Slovenia that is activated through a decision taken by the RS National Assembly.

The quality of personnel manifests itself in combat morale, training, physical and mental fitness; in understanding and willpower of each member of a unit for the achievement of objectives of the Slovenian Armed Forces; in the knowledge and understanding of doctrine; in an adequate distribution of duties within headquarters and units of the Slovenian Armed Forces. Lessons learned by numerous SAF servicemembers who participated in the War for Slovenia and in crisis response operations make a significant contribution to the quality of personnel.

3.3.2 Weapons and Equipment

Weapons and military equipment are the materiel elements of the physical component and have a significant impact on the force strength in combat.

They provide the necessary capability of the SAF in autonomous operations or as part of allied forces. The capability and interoperability of weapons and military equipment with those of the allied forces is of crucial importance.

Considerable significance in providing operational capabilities is attached to the selection and purchase of weapons and equipment that allow for the best possible output in all terrain and weather conditions within the theatre of operation in Slovenia and abroad. Weapons and equipment have to allow trained SAF servicemembers survivability in the theatre and effective operations in the most arduous circumstances. If possible, they have to surpass the enemy's weapons and equipment in terms of technology, thus allowing advantage over the enemy in combat.

3.3.3 Operational Readiness

Operational readiness is the capability of a unit required to perform mission essential tasks. It is the capability of a unit to achieve the effect for which it was designed and organised, in a certain period of time. In a narrower sense, operational readiness is given by the time within which a unit is ready to accomplish its mission.

With regard to the projected use of force and obligations deriving from the Alliance and other international treaties, units are classed in terms of various levels or degrees of operational readiness. The readiness prescribed for a certain unit or headquarters is the period from the activation order for engaging a unit to the commencement of the deployment or operations set out in employment plans when the unit is fully manned, equipped and trained. The time for maintaining operational readiness is determined through the unit operational cycle.

3.3.4 Sustainability

Sustainability is the ability of the Slovenian Armed Forces to maintain the necessary level of combat power for the duration required to achieve its objectives or to accomplish its mission. It has to be provided before operations have started. Furthermore, it is necessary to provide for replacement and augmentation in terms of personnel and materiel and continuous logistic support.

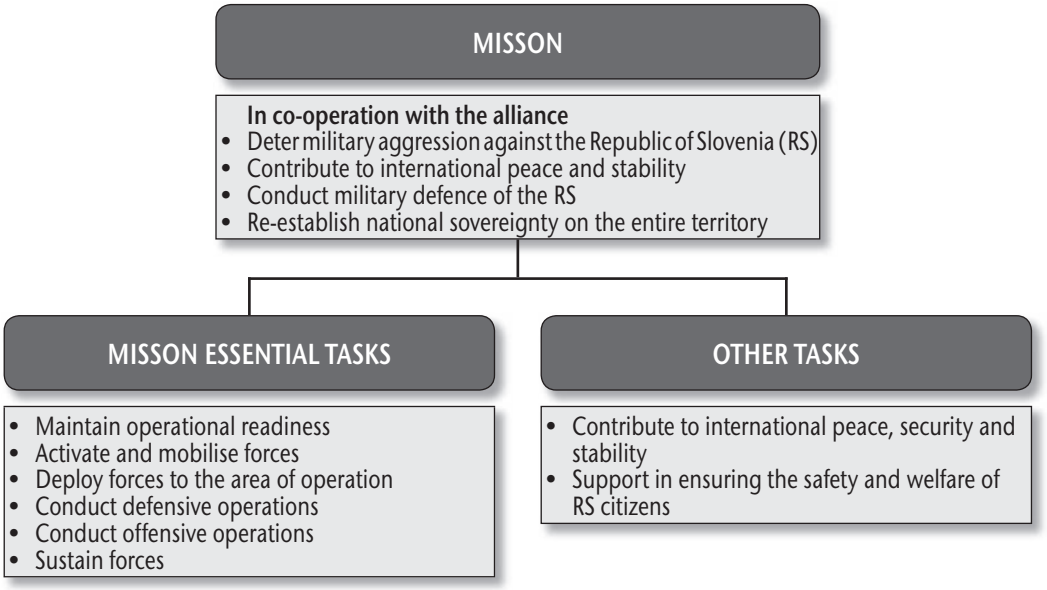
In the operational planning phase, a commander has to assess the possibility of preserving the capabilities of forces or the provision of their sustainability as this has a direct impact on the freedom of operations. He estimates whether his unit is adequately manned, equipped with appropriate weapons, equipment and supplies, and whether the required level of supply and reinforcement is provided for. The sustainability of a unit is directly linked to the efficiency of the logistic system and the interoperability and compatibility of equipment, weapons and ammunition.

3.3.5 Collective Performance

Collective performance is achieved through understanding and considering the military doctrine, collective training and military exercises where forces are trained.

Commanders of units employ various methods by which they assure that their units are ready to operate at the highest level possible in the most arduous conditions of warfighting. Collective training is, along with combat morale, the basis for collective operations and an important component of fighting power. Through collective training, conditions for a concerted and directed collective performance are implemented that allow for achieving a unity of efforts and the highest effects in a certain area and within a certain period of time.

4. Mission and Tasks of the Slovenian Armed Forces



The mission and tasks of the Slovenian Armed Forces are regulated by the Defence Act. The mission of the SAF is to deter military aggression against the Republic of Slovenia in cooperation with the Alliance and to contribute to international peace and stability within and outside the borders of the Alliance. In the event of military aggression, the SAF carries out, independently or in cooperation with its allies, the military defence of the Republic of Slovenia with the objective to resist and deter the enemy and to re-establish the national sovereignty on the entire territory of Slovenia.

The mission essential tasks of the SAF that derive from its mission are the maintenance of readiness, activation and mobilisation of forces, deployment of forces to the area of operation, conduct of defensive and offensive operations and the sustainment of the forces. Pursuant to the mission and main tasks of the SAF and operational plans, commanders at all levels of command determine the missions of subordinate units and approve mission essential tasks deriving thereof.

Through other tasks, the SAF contributes to international peace, security and stability and supports the government and public institutions in ensuring the safety and welfare of Slovenian citizens. The SAF's contribution to international peace, security and stability comprises support to diplomacy, participation in promoting security and trust, conduct of particular assignments concerning arms control and non-proliferation of weapons of mass destruction, participation in crisis response operations and in operations against terrorism and other threats to peace.

Support for the government and other institutions and the enhancement of security and welfare of Slovenian citizens involve the participation in protection, rescue and disaster relief in the event of natural and other disasters, in carrying out certain law enforcement tasks, in operations against terrorism, search and rescue operations, support to diplomatic activities and cooperation with civilian organisations.

5. Types of Forces and Organsiation of the SAF

5.1 Types of Forces

5.1.1 Division in Terms of Combat Role

In terms of their combat role, the SAF are divided in combat forces, combat support forces, combat service support forces and command support forces.

The basic purpose of combat forces is to defeat the enemy in direct combat with firepower and manoeuvres. Combat forces are composed of armoured units, infantry units and special forces.

Combat support forces are designed to provide firepower and operational support to combat forces. Combat support forces are comprised of an engineer units, artillery units, intelligence and reconnaissance units, nuclear, biological and chemical defence units, air defence units, electronic warfare units, naval units, military police units and aviation units.

Combat service support forces are designed to provide operational capabilities and to sustain the forces. Combat service support forces consist of logistic units, air transport units, the air base and naval base and medical units.

The purpose of command support forces is to ensure uninterrupted operation of command-and-control functions. These forces consist of HQ units, signal units and air space surveillance units.

5.1.2 Division in Terms of Deployment Capability

In terms of capability of deployment, the SAF are divided in deployable forces, and non-deployable forces. Deployable forces are organised, equipped and trained to carry out their mission independently or as part of allied forces in the Slovenian theatre of operation and in crisis areas within and outside the borders of the Alliance. Non-deployable forces are organised, equipped and trained to carry out their mission on national territory and its direct vicinity.

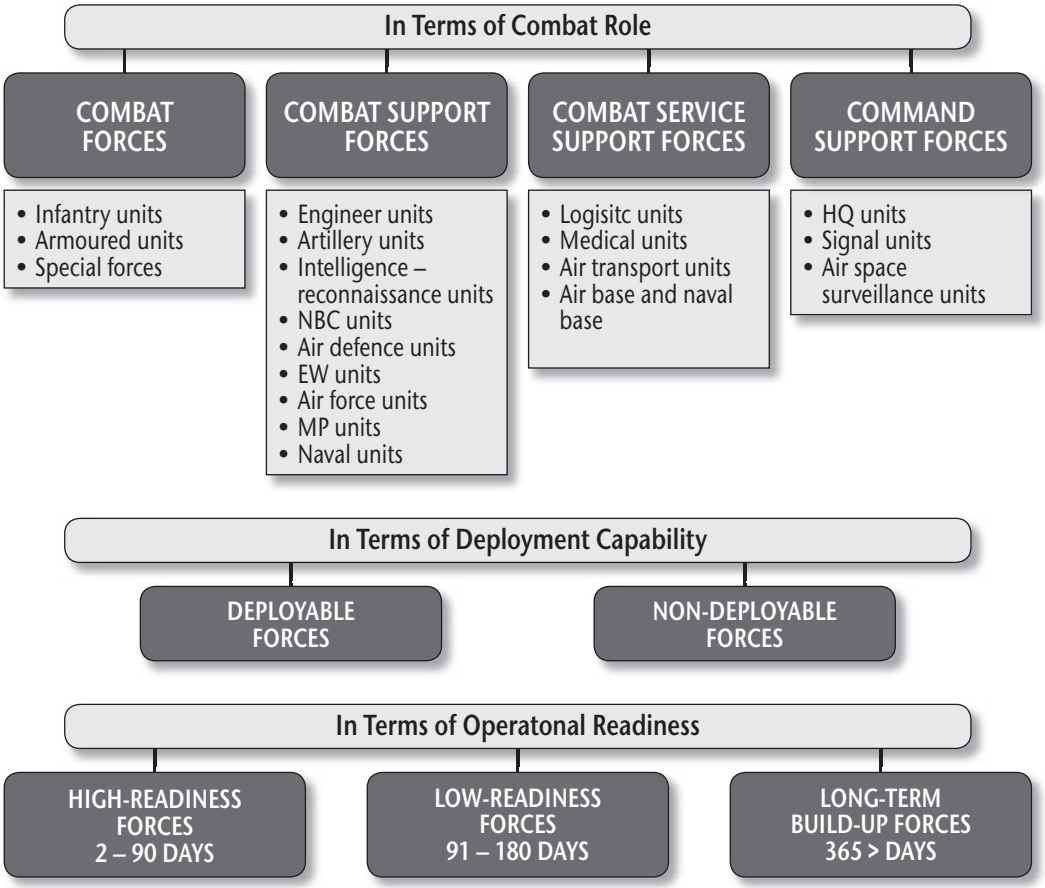
5.1.3 Division in Terms of Levels of Operational Readiness

In terms of levels of readiness the SAF are divided in three groups: high-readiness forces, low-readiness forces and long-term build-up forces.

High-readiness forces, which achieve full operational readiness within the period of 2 to 90 days, are designed to be employed in the event of military and non-military threats to the security of the Republic of Slovenia, to support the security system and the system of protection against natural and other disasters and participate in crisis response operations. They are equipped and trained for operations throughout the national territory and beyond. They consist of all deployable forces and air space surveillance forces.

Low-readiness forces, which have 91 to 180 days to achieve full operational readiness, are designed to support and supplement high-readiness forces in performing military defence of the Republic of Slovenia.

Types of forces of the SAF



Long-term build-up forces, which need more than a year to reach full operational readiness, are designed for national defence and for supplementing other forces. Long-term build-up forces are the core of the military strategic reserve of the Republic of Slovenia.

5.2 Task Organisation

Task organisation is the fundamental principle of organising forces for all forms and types of SAF operations. Forces are organised in terms of their mission, territory and the Combined Joint Task Forces concept.

5.2.1 Battle Groups

Organising combined-arms for specific purposes into company, battalion and brigade battle groups is a fundamental approach to organising for combat operations. This grouping results in effects that complement and enhance each other. The essence of implementing this method of organising forces is an efficient harmonisation of combat functions. Each element serves a different purpose, yet the intent is to form an orchestrated effect against the enemy.

To allow for efficient command and coordinated combat operations, battle groups are set up, taking into account prevailing forms and types of operations in the area of operations. For this purpose, battle groups of SAF air force and land components are organised at the operational level.

5.2.2 Territorial Forces

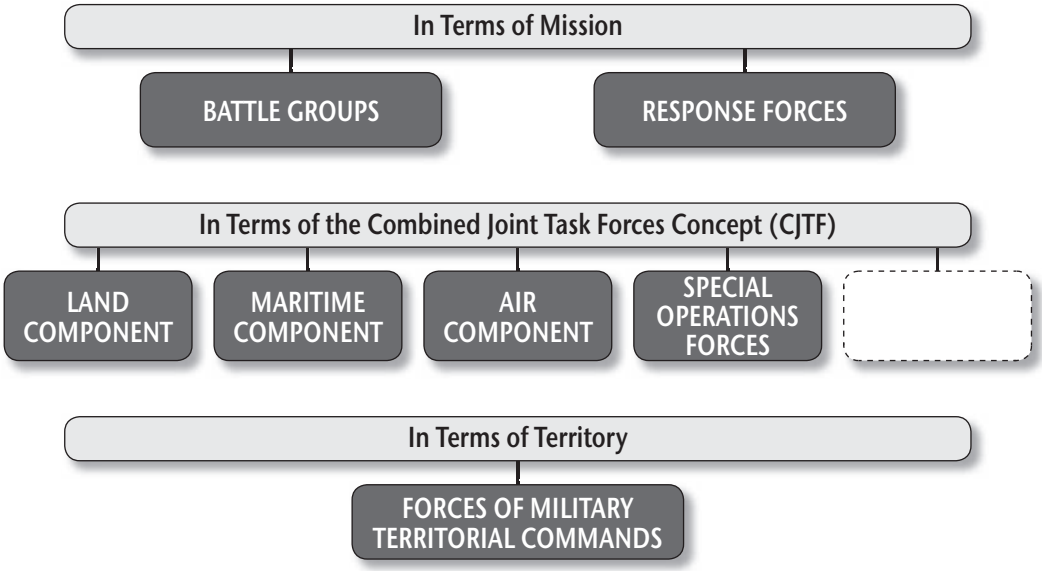
Based on the territorial approach to organising forces, part of the SAF is, at the tactical level, made up of structures that are commanded by military territorial commands. They are designed for operations in the rear area and on occupied territory. Territorial forces carry out control and secure the rear and critical infrastructures, manage military infrastructure, perform assignments of territorial logistics, provide limited engineer support, conduct defensive operations and provide partial logistic support to allied forces in the context of Host Nation Support. Territorial Forces are responsible for the development of the military strategic reserve of the Republic of Slovenia.

5.2.3 Response Forces

Task-organised combining of high-readiness forces into response forces is designed to provide conditions for an efficient command and timely and efficient response to various forms of threats to the security of the Republic of Slovenia or the Alliance. Response Forces are formed with regard to their missions and are designed for the defence of key areas and critical infrastructure, provision of conditions for mobilisation and deployment of forces, combat against terrorism and other forms of non-military threats and participation in protection, search and rescue tasks. Response Forces consist also of units that are part of allied response forces.

Response Forces are under direct command of the SAF operational command or under a task-organised command at the brigade level. Units that are part of allied response forces are under operational control of the commander of these forces.

Organisation of the SAF



5.2.4 Combined Joint Task Forces (CJTFs)

The CJTF concept is the basic form of SAF operations within the structure of allied forces in carrying out military defence of the Republic of Slovenia or in crisis response operations. The concept allows for flexible and efficient means to achieve greater response, rapid formation and deployment as well as efficient command of multinational forces consisting of various types, branches and services of the allied armed forces.

CJTFs are task-organised and tailored to their mission, the Joint Area of Operation (JAO) and the prevailing form of operation. An operational-level commander of a Combined Joint Task Force is generically termed as a Joint Forces Commander. At lower levels, CJTFs are commanded by air, maritime and land component commands and a special operations forces' command. In compliance with principles of organising CJTFs, SAF units are integrated into the structure of individual force components and are under operational control of the commander of these forces. To implement national command responsibilities, these units are commanded by the SAF operational force commander in the Slovenian theatre of operation and in crisis areas by the commander of the Slovenian contingent.

[3] Component Command - CC

6. Provision of Operational Conditions

Provision of operational conditions involves activities that are required for the timely, planned and organised preparation of the SAF to implement its mission. It includes the provision of human, materiel and financial recourses, military intelligence, development and equipping, operational planning, mobilisation preparations and deployment for operations, military education and training, preparedness of the SAF, consolidation, Host Nation Support, real estate management and sustainability.

6.1 Human Resource Management

Managing personnel as a resource for SAF operations is based on four fundamental starting points. Human resources represent the most valuable assets of the Slovenian Armed Forces and efficient human resource management is the key to SAF success. Armed forces are ensured success if the goals of individuals and common objectives of the armed forces are brought into line, or if changes and activities are carried out in such a fashion as to allow for the accomplishment of both goals. Outstanding achievements depend mainly on organisational culture and values, atmosphere in the armed forces and the position, role and practices of the leadership.

The human resources of the Slovenian Armed Forces consist of active component members, and members of the compulsory and contract reserve. In the event of unfavourable circumstances for providing security and defending the Republic of Slovenia, the Ministry of Defence (MoD) is in progress of developing a concept of a RS strategic reserve. The concept of a military strategic reserve allows for augmenting and supplementing SAF capabilities and for takeovers of certain tasks in the conduct of military defence.

Manning the SAF encompasses the system of planning, measures, activities and conditions that provide human resources for the active component supplemented with the reserve component. This system also includes advertising the military profession and recruitment, the personnel selection and various employment procedures.

The fundamental principles for human resource development in the armed forces are career development and promotion. Along with fulfilling certain basic conditions, particularly attitude towards work and achieved results, an individual can influence his own career development and promotion. Career development is enhanced through performance evaluation, work experience and inclusion into the military education and training system.

Effective human resource management requires the centralisation of personnel policy, legislation governing personnel affairs and human resource development planning as well as the decentralisation of human resource management at the operational and tactical levels. The social and financial security of SAF servicemembers is to be provided through implementing personnel policy at the strategic level. At the same time, manning the SAF requires the development and implementation of various incentive initiatives that promote employment in the armed forces and retention in the active and reserve components of the SAF.

The care for the welfare of SAF servicemembers and their dependants is implemented through the welfare concept and provides the basis for developing performance efficiency, professionalisation and leadership. Measures of the welfare concept are provided for through adequate living conditions, good, secure and healthy working conditions, quality training, motivation, health care and psychological and spiritual care.

6.2 Materiel and Financial Resources

Materiel resources of the SAF encompass weapons, equipment, military infrastructure and other materiel and technical assets that ensure the readiness of units and maintain their sustainability in carrying out operations in peacetime and war. They are based on national materiel and financial capabilities and are provided through the SAF logistic support system, the individual components of which, when involved in operations on the territory of the Republic of Slovenia, are complemented by

civilian capabilities, and during crisis response operations outside the state by Host Nation Support, multinational logistics or a state which Slovenia concluded a contract with.

Basic tasks of the logistic support system in peacetime aim at optimizing conditions for the work and training of SAF units, enhancing operational capability of units in crisis response operations, supporting response forces, providing mobilisation readiness, assisting forces in compliance with employment plans and supporting allied forces in the context of HNS tasks. In peacetime, bodies that provide logistic support to the SAF plan, organise and carry out logistic and other preparations of the SAF, independently or in cooperation with competent MoD organisational units.

The combat efficiency of units is a direct result of the ratio between logistic self-sufficiency and dependence on Alliance capabilities and civil resources. Logistic self-sufficiency is planned up to battalion-level battle groups, taking into account national and the Alliance's criteria.

Providing and echeloning of materiel resources and reserves are carried out according to common principles and criteria. Strategic materiel reserves of the Republic of Slovenia comprise national materiel reserves and reserves of the MoD. The strategic reserves for SAF operations are determined and distributed by the SAF General Staff. Strategic materiel reserves reflect also the increase of strength in special circumstances or the development of the military strategic reserve of the Republic of Slovenia. The scope and structure of operational and tactical reserves of the SAF and their distribution are determined by the SAF operational command.

Military infrastructure comprises training and firing ranges, military posts, storage facilities, airports, sea ports, telecommunication facilities, radar systems, locations for combat systems, command posts, accommodation facilities, workshops and other facilities and surroundings that are managed by the MoD or are, in compliance with legislation, defined as key facilities for defence purposes. Maintenance and development of the military infrastructure are, as a priority, directed towards meeting the requirements of the SAF professionalisation, adapting to changes in the structure and scope of the SAF and fulfilling the requirements of military defence, which also considers the Alliance's requirement.

The defence budget provides funds for the operation and development of the Slovenian Armed Forces. A balanced ratio between salaries, operational expenses and purchases ensures an efficient and motivated performance of SAF servicemembers and the possibilities for implementing the mission of the SAF in peacetime and war and the achievement of developmental goals.

6.3 Military Intelligence

SAF military intelligence, along with the MoD Intelligence and Security Service meet the national defence requirements and operation of the SAF and of the Alliance. Intelligence tasks are carried out by employing all available assets, in particular through the National Intelligence and Security Agency, the MoD Intelligence and Security Service, military intelligence activities and through exchanging information with other competent national ministerial bodies and foreign partner intelligence and security services. In cooperation with Alliance member states, it prevents strategic surprise and enables timely increase of preparedness and planning of the employment of the SAF. In cooperation with the Alliance, it also prevents operational and tactical surprises and enhances preparedness and provides an efficient response of the SAF.

Military intelligence at the strategic level is carried out by the MoD Intelligence and Security Service and other intelligence bodies of the SAF General Staff. At the operational level military intel-

ligence is conducted by intelligence bodies and units of the operational command and by intelligence bodies of brigade and battalion HQs and reconnaissance units at the tactical level. Levels of intelligence operations are interconnected and supplement each other.

The SAF military intelligence operations are a collection of functions, processes, procedures and measures through which individuals, units and commands uninterruptedly and comprehensively survey, collect, process, analyse and turn data into intelligence in order to anticipate the evolution of the military, military-political and security situations and operations of actual and potential enemies as well as other military and security threats, with the aim to enable commanders and other decision-makers, who decide on the employment of the SAF, to take adequate and timely decisions at all levels of command. A component of military intelligence operations is the electronic warfare, which is carried out in a centralised manner in Slovenia.

The SAF military intelligence operations comprise the following fundamental functions: provision of indicators and warnings, intelligence preparation of the battlefield, support to situational understanding, support to planning and operation according to goals, evaluation of combat operations, support to force protection and preparation of forces for operations.

Individual bodies conducting intelligence operations for the SAF can carry these out for several or all levels. They abide by the principle of cooperation and supplementation. The flow of intelligence information and products between all levels has to be transparent and simple and has to allow for direct links between intelligence provider and user with simultaneous possibility of control. All commands and units of the SAF monitor the situation, cooperate in mutual exchange of information, carry out self-protection measures and enhance security culture.

6.4 Development and Equipping

Planning the development and equipping of the Slovenian Armed Forces is carried out to identify goals, tasks and activities that are necessary to achieve the required force capabilities for military defence and other tasks. It is implemented through long-term, medium-term and annual plans. The Slovenian Armed Forces are integrated into NATO's defence planning system, and as such they plan their capabilities and operations in compliance with their national interests and the requirements of the Alliance.

The development of the Slovenian Armed Forces complies with the priorities set for the establishment of forces designed for carrying out obligations that derive from the membership in the Alliance. The selection of these forces is based on the priorities of national defence. In line with force goals, organisation, weapons, equipment and resources are provided that allow for the accomplishment of the SAF's mission in the Republic of Slovenia and in crisis areas abroad.

Equipping is directed towards capabilities that allow for the mobility and deployability of units, enhancement of the survivability on the battlefield and operations in various circumstances, provision of sustainability of forces and the build-up of combat effectiveness. Weapons and equipment are, as a rule, easy to use and maintain, reliable and interoperable with the weapon systems and equipment of the Alliance. They comply with the form of operation of SAF units deriving from doctrine and tactics. To reduce costs of development and research, modern military technology is used that has already been developed and tested during combat and is available on the market.

6.5 Operational Planning

Operational planning is carried out for the envisaged employment of the SAF for military defence purposes and other tasks that implement the defence strategy of the Republic of Slovenia. The Republic of Slovenia is involved in the planning process of allied forces in drawing up operations plans for future security threats and crisis response plans.

SAF operational plans are documents within the national defence plan. The defence plan comprises organisational, personnel, materiel and other solutions that allow for a gradual and organised transition to wartime operations. The plan also determines the organisation and working methods to ensure an uninterrupted performance of activities. Operational plans regulate the implementation of readiness measures, preparations and conduct of mobilisation and operations of the SAF in various forms of military and other threats. SAF employment plans for carrying out military defence of the Republic of Slovenia are brought into line with Alliance defence plans.

Plans for SAF operations in crisis response operations are developed in compliance with the peacetime mission of the SAF. Planning is based on the principles and methods of operational planning in the SAF and the Alliance. Basic documents that are used are operations plans for Combined Joint Task Forces.

For a concerted and planned employment of the SAF to support the system of protection against natural and other disasters, the SAF are drawing up operational plans for various situations, and hence, defining the method of cooperation of SAF units in protection, rescue and disaster relief. Basic documents used for planning are guidelines and plans of the Civil Protection.

6.6 Mobilisation Preparations and Deployment for Operations

Mobilisation preparations are carried out for the planned and efficient mobilisation of the SAF to conduct military defence and perform other tasks. They are based on the projected deployment for operations as well as on the SAF organisation and formation structure. Mobilisation plans determine the bodies responsible for planning, locations, peacetime induction stations, readiness categories as well as measures and activities for mobilising SAF commands and units. Based on mobilisation development, all forces or individual commands and units carry out activities and use procedures of assembling and organising personnel, preparing materiel resources and providing supplies as well as other procedures for the transition to full readiness for conducting military defence and other tasks.

Mobilisation plans ensure a uniform preparation and conduct of the mobilisation of the SAF. The distribution of SAF induction stations complies with the deployment for operation of the SAF and manning resources.

Units which are fully manned with active component members, are not mobilised but become fully operational based on employment or operations plans in accordance with orders for preparing operations or activation orders in the context of readiness measures. Activation of the units that are part of Alliance response forces is carried out based on orders for activating such forces, issued by competent commanders of allied forces.

Deployment for operation is carried out for a planned deployment and staging of the SAF or their components to areas of operation for the conduct of military defence and other tasks on the territory of the Republic of Slovenia and abroad. This is done based on plans for the deployment and staging of allied forces that derive from operations plans of combined joint task forces for the conduct of collective defence and crisis response operations.

6.7 Military Education and Training

Military education and training are processes of acquiring and developing special and functional military knowledge, abilities, skills and procedures required to perform tasks of military defence and other tasks of the SAF. The SAF are developing a modern, comprehensive and unitary military education and training system that is able, through quality management, to carry out military education and training tasks and is comparable to systems of the Alliance and interoperable with the public education system. SAF education and training is not self-sufficient, but supplemented by programmes of the public education system and foreign educational institutions. If it is not rational to provide certain types of education and training or if they are not provided for in Slovenia, individuals are sent to foreign military education institutions.

Research and development in the sphere of education and training in the SAF include the following areas: military sciences, military education and training programmes, efficient methods, development of specialised military literature, selection of weapons and equipment, technical and other resources that support the implementation of programmes and allow for and foster an efficient development of skills of the individual and the unit.

6.7.1 Military Education and Training of Individuals

Individual education and training is provided in military education and training institutions in Slovenia and abroad as well as in foreign public and other education institutions. It allows for the acquisition of military education, military and other professional knowledge and training, acquisition of professional military qualifications, continuous upgrading of knowledge and shaping of individuals in terms of developing their skills, initiatives, independence and professional relations towards carrying out the military profession.

The programmes of the public education system and the military education system are linked so as to allow for the possibility to attend public and military education programmes simultaneously and, thus, to acquire a publicly recognised degree of education. Thus, the military education and training system is an upgrade of the public education system.

Military education and training allows for the transformation of civilians into tactically and technically competent military personnel who will implement military values, understand the significance of collective operation and be prepared to take over their position in the military structure. It also provides them with the knowledge, skills, procedures and capabilities to aid implementing the mission of the SAF and to survive and operate in a stressed and non-secure environment. It develops the desire of officers and NCOs to achieve the highest standards, to foster a focused respect for military duties, to show professional pride, dignity, and patriotism, and to enhance the tradition of the SAF.

The education and training processes generate general social and military values, foster an awareness for the environment, and develop and enforce respect for the code of conduct of SAF servicemembers.

Military education and training allows for the development of competent commanders who will be capable of leading their units. They provide for the knowledge and enforcement of the doctrines of the SAF and the Alliance and standards of international law on armed conflicts, SAF standards and standards of the Alliance on the practical conduct of soldiers, officers, commands and units.

6.7.2 Unit and Command Training

Military training is the process of acquiring and developing particular capabilities for applying military professional knowledge to accomplish the missions of commands or units. Military training of individuals in commands and units and collective training of commands and units ensure direct support for the development of operational capabilities of SAF commands and units. Unit and command training is planned according to principles of responsibility, standardisation, direction, gradual improvement and learning from experience.

Training in commands and units is mainly carried out according to the drill method and unitarily improves the practical skills of individuals, groups, commands and units in order to perform mission essential tasks. The scope and content of tasks are closely linked to phases of the operational cycle of commands and units. Support for training is provided by various institutions for combat training, simulations etc.

All training forms aim at achieving standards of the armed forces, and are thus providing, developing, and maintaining operational readiness. A condition for such circumstances is that the training is carried out in compliance with such standards and in lifelike situations, hence challenging, stimulating and motivating soldiers and commanders. Hands-on training builds up the capability of and trust in developing genuine skills and enhances excellence in fostering initiative, readiness and enthusiasm for learning.

Training is battle-focused. The principle of combat orientation assures that all forms of peacetime training are directed towards training for the conduct of assigned and expected combat tasks. A decisive factor in considering this principle is also understanding the interdependence between essential collective tasks, deriving from missions, and tasks assigned to individuals in support of collective tasks.

Training is gradual and, at the same time, continuous. Gradual training requires the transition from easier to more complex contents and from lower to higher levels of intensity. Training standards are consistent and abiding. Only the circumstances surrounding task performance change, and in the final phase, these circumstances approach those of actual combat tasks. Irrespective of the fact that certain skills are positively assessed, certain key military skills of individuals, teams, groups and small units have to be permanently maintained and developed.

Learning from experience is the process of overcoming deficiencies in performing procedures, improvements in military education and training, improvement of operational capabilities and other improvements of the SAF operations based on information that derives from analysing and evaluating the conduct of individual activities in training or operations. The process of learning from experience summarises, evaluates and attaches a practical value to lessons learned. The implementation and importance of learning from experience is the duty of each commander at every level. All activities that are carried out by the SAF are possible sources of lessons learned that have to be studied in terms of continuously focusing on optimisation and efficiency.

Through the training system, the SAF provides for the possibilities of a volunteer military service and other forms of military training of RS citizens, - who, in this way, familiarise themselves and acquire knowledge of the military and defence spheres.

6.8 Preparedness of the Slovenain Armed Forces

The most significant activity of the SAF in peacetime, deriving from their mission, is the preparation for wartime operations. Hence, all peacetime activities are directed towards achieving and maintaining the envisaged level of preparedness. This includes a high level of education and training, the organisation and equipping of forces, quality commanding and the implementation of the military doctrine.

The preparedness of the SAF in the broader sense is the situation that reflects their capability for implementing their mission in wartime. Preparedness is the capability of engaging in warfighting and gaining victory in war or implementing the defence strategy of the Republic of Slovenia in other ways. The preparedness of the SAF is defined through their activation and mobilisation capabilities, performance of readiness measures, operational readiness and military infrastructure. The Slovenian Armed Forces carry out organisational, personnel, logistic and other preparations that allow for a planned, timely and organised conduct of operations in compliance with employment plans.

Operational readiness is the level of capability of a unit to perform mission essential tasks. Operational readiness is determined through capability, ability, deployability, mobility, sustainability of a unit, and a command and control system. By maintaining operational readiness, the SAF ensure capabilities for combat operations meant to provide military defence, support operations within the Republic of Slovenia or for the stability operations in crisis response operations.

The capability of a unit involves the personnel structure, weapons and equipment, training and the quality of operations plans. The ability of a unit implies its capability of carrying out mission essential tasks and the possibilities of protection and survivability. The sustainability of a unit is determined by the organisational structure and the capability of personnel and logistic support.

Mobility is the capability of a unit which permits them to move into the planned area of operation and to conduct tasks in all weather and terrain conditions. Deployability is the capability of a unit to be deployed within or outside the Alliance's area in a certain period of time by own forces, allied forces or other land, sea, and air means.

The performance of the command process and the efficiency of the command support allow the SAF for network centric operations, interoperability with allied forces, the establishment of cooperation with civilian capabilities and the establishment of links between the system of protection against natural and other disasters and the security system of the Republic of Slovenia.

Operational readiness can be standing, heightened or full. Standing operational readiness is represented by the daily preparedness of the SAF that implies their capability for carrying out measures of readiness and peacetime assignments. Heightened readiness is the situation that allows for a greater availability and capability of a part or of the entire SAF for implementing employment plans. Full readiness ensures their immediate employment for military defence or for other assignments.

Units provide for operational readiness with regard to their operational cycle. An operational cycle is the process of a unit's transition to different stages and consists of three phases: consolidation, training and employment. Consolidation is designed for providing the possibility of collective training and includes manning and equipping, training of individuals, maintenance of equipment and weap-

ons and rest or vacation. Training is designed for achieving the qualification for carrying out the unit's mission essential tasks and includes various forms of collective training and exercises. The employment phase is designed for maintaining operational readiness and performance of operations in Slovenia or within an area of crisis response operations.

In peacetime, certain units and systems are, on a daily basis, in an increased state of operational readiness compared to others. These are units that are part of the SAF response forces or part of allied response forces as well as components of the intelligence system, command and control system and the air defence system. Through these forces, the SAF ensures the preparedness for facing military and non-military threats posed to the Republic of Slovenia or the Alliance. Possible requirements of operational readiness can be determined for units that are designed to support the protection, rescue and relief in the event of natural and other disasters.

Part of the air defence system uninterruptedly monitors and protects the sovereignty of the air space and the integrity of the Alliance's air space in peacetime against military and terrorist threats. Allied aircraft can also operate in the Slovenian air space.

From 22 to 24 March 1991 a Territorial Defence (TD) exercise was held, referred to as the Premik '91 exercise. Units of the 2nd Dolenjsko Regional TD HQ, the 6th Severnoprimorska Regional TD HQ and the MORiS Brigade participated in the exercise. The exercise began with the mobilisation in Vogrsko near Nova Gorica. Movement was then carried out in the direction of Postojna – Sodražica – Kočevje – Trebnje. It was concluded in Šmarjeta in Dolenjska. The purpose of the exercise was to test a part of Slovenia's defence capabilities with focus on the mobility of forces. Several combat activities were carried out that included anti-aircraft combat, attack and ambush. The Premik '91 exercise showed that the RS TD was ready to take over the defence of the Republic of Slovenia in the event of an attack. The exercise was carried out at a key moment, three months before the War for Slovenia and had a major impact on the confidence and motivation of TD members.

6.9 Real Estate and Air Space Management

The real estate management of the national territory for the requirements of military defence is planned and conducted in peacetime and continues in war. It allows for better conditions for SAF operations and an effective accomplishment of its mission. Its purpose is to provide for proper stationing, work and training conditions for units, the conduct of mobilisation, the deployment of forces, combat operations and maintenance of sustainability.

Real estate management is based on the utilisation of military and non-military infrastructure and natural terrain features. It comprises the indication of the geographical area of responsibility, the indication of infrastructure for the work of commands and units and the adaptation of natural and man-made facilities and the construction of special facilities for the support of operations. Real estate is mainly managed for command, communication, air force operations, air defence, air space surveillance, in support of survivability and movement, as well as to provide counter-mobility and logistic support for the SAF and Alliance forces.

Air space management is the military part of managing the air space and allows for its concerted employment as well as prevention and reduction of the possibility of combat operations affecting own or allied aircraft. Planning and implementing measures of air space management is, in the collective defence system, under the responsibility of an authorised body allocated to a certain area. Whereas, on the territory of the Republic of Slovenia, it is within the responsibility of the highest operational commander. The air space preparation plan is brought into line with activities of the civilian air traffic.

Real estate management is based on employment plans of the Slovenian Armed Forces and of the Alliance in carrying out collective defence and military education and training programmes. At individual command levels and within their competences, headquarters are responsible for planning terrain preparation to meet SAF requirements. They bring their tasks of area of operation preparation into line with competent MoD organisational units and the latter with other bodies and organisations.

6.10 Host Nation Support (HNS)

During Alliance operations on the territory of the Republic of Slovenia, the Slovenian Armed Forces will ensure part of the HNS tasks. The SAF will prepare conditions for the deployment and staging of forces and participate in logistic support of Alliance forces and organisations that are stationed on, operate within or pass through the territory of the Republic of Slovenia. The SAF will provide support within their capabilities and, if the requirements increase, the MoD will prepare and harmonise plans on activating civilian capabilities.

The SAF General Staff is responsible for bringing Host Nation Support into line with the requirements of the Combined Joint Task Forces Command and the commands of troop contributing nations. It receives all requirements expressed by countries and, in accordance with available military capabilities, determines bodies responsible for support within the SAF. In the event of increased or complex requirements, it provides for the possibility to form coordination groups that, in compliance with the requirements and in addition to SAF representatives, include representatives of the MoD, other ministries, government services and other state bodies, and also, if necessary, representatives of certain enterprises, institutes and other organisations that, based on a decision of the RS government, are significant for the defence of Slovenia.

The military territorial command provides the reception, staging and limited logistic support

to allied forces within its area of responsibility. It cooperates with regional defence administrations in providing civilian capabilities. It provides materiel capabilities for the formation of regional coordination groups for support. Along with SAF representatives, the groups consist of members of state administrative bodies, local self-governments and enterprises, institutes and other organisations. The military contingent within the group is led by a representative of the military territorial command. The civilian part is coordinated with representatives of competent regional defence administrations. The military territorial command provides for possibilities for stationing liaison officers and national support elements of contributing nations.

6.11 Consolidation

Consolidation is an activity of the SAF that is carried out in the area of operation and within SAF units after completing operations and accomplishing their missions. The consolidation of the area of operation comprises activities that are designed to protect the accomplished goals; to mitigate effects of combat operations and to establish order and the proper conditions for normal life after completing combat operations; to support the establishment of public services and infrastructure; transfer military control to civilian control; and to ensure the safety of the population and the government. The consolidation of units comprises psychological, medical, spiritual, and security assistance and measures that provide the conditions for the inclusion of SAF servicemembers into regular everyday work and their return to their families.

Consolidation is an integral part of SAF planning operations. Activities after the completion of operations are planned before beginning any mission. The planning phase must anticipate the final situation and results of the military operations in the area of responsibility and the effects of a stressful environment on a unit's members. In the majority of cases, consolidation in the area of operation signifies the transition from the defensive or offensive forms of operations to stability or support operations.

High quality planning prevents collateral damage that can impede the establishment of normal life conditions of the population in the area of operation. Additionally, it enables a timely replacement of forces that have been engaged in combat. Operations after the conflict are taken over by fresh forces. An integral part of consolidation is to envisage the scope of humanitarian and other activities that units will carry out in support of local authorities and government and non-governmental organisations.

6.12 Sustainability

Sustainability planning is an integral part of operations planning and depends on four factors: designation, distance, demand and duration of operations. Designation defines the requirements that derive from the characteristics of the environment and refers to equipment and physiological demands on SAF servicemembers. Distance to the designation determines lines of communication and the organization of supply and evacuation systems required for casualty management and equipment repair. Demand is influenced by losses in terms of personnel and materiel in a certain period of time, and is directly linked to the forms and types of operations. The duration of operations determines the personnel and equipment supplements and replacements required to maintain sustainability during

operations. Effective sustainability planning is based on considering logistic principles and the commander's sustainability statement.

The sustainability of the SAF can be considered at the strategic, operational, tactical and individual level. At the strategic level, the RS Government ensures an economic base for providing resources necessary for the development and operation of the SAF. Operational sustainability is planned by the Force Command and delivered through the SAF General Staff and other bodies and organizational units of the Ministry of Defence. Operational sustainability is provided through the system of personnel and logistic support of the Slovenian Armed Forces.

At the tactical level, requirements of individual sustainability are implemented that support the physiological needs, morale, health and welfare of SAF servicemembers. It provides also sufficiently trained manpower for manning, supplementing and replacing SAF personnel.

The maintenance of combat effectiveness of forces is of particular interest to tactical commanders, who try to achieve this effectiveness with minimal losses. Long-term combat in complex terrain and weather conditions rapidly reduce the combat effectiveness of forces. Forces that are in contact or in the reserve can be isolated or temporarily isolated, and the combat service support can also be cut temporarily. The replacement of weakened forces, manpower and equipment and logistic support are significant for the re-establishment of the forces' combat capability.

The combat operations plan cannot be successfully implemented without dedicating much attention to sustainability. It has to be flexible and formed so as to enable the commander to take free decisions in combat operations. Successful combat service support is the capability of timely and efficiently utilising available assets. It is an indispensable factor of combat operations and is often decisive when taking into account their feasibility. A commander must have full control of the combat service support to be able to operate in compliance with his responsibilities.

7. Command Organisation

7.1 Strategic Level

The Government of the Republic of Slovenia harmonises the organisation and preparations for military and civilian defence and runs its implementation. The National Crisis Management Centre provides technical support, information and communication support, and the required work space for the operation of the Government. The Ministry of Defence provides conditions for the centre's operation.

The President of the Republic of Slovenia is the Commander-in-Chief of the Slovenian Armed Forces. The command of SAF commands and units is under the competence of the Chief of the SAF General Staff and subordinated commanders. The SAF Command Centre provides the command support at the strategic and operational level.

The RS Government coordinates the employment of the allied forces in the military defence of the Republic of Slovenia with the North Atlantic Council. Based on a proposal of the Military Committee (MC), these organisations decide on the employment of the Combined Joint Tasks Forces. The Joint Force Commander and the immediate higher command are appointed by the Supreme Allied Commander in Europe (SACEUR). The Combined Joint Task Force carries out operations in the Joint Area of Operation (JAO) that comprises a part of, or the entire territory of the Republic of Slovenia.

Operations are carried out in compliance with the operations plan that is confirmed by the Supreme Allied Commander in Europe and rules of engagement adopted by the North Atlantic Council. Based on an authorisation given by the RS Government, the Joint Force Commander has certain limited competences to command the SAF and competences for leading the military defence of the Republic of Slovenia. A part of the air defence system of the Republic of Slovenia has already been integrated into the NATO Integrated Air Defence System (NATINADS) and is under the operational command of the Allied Supreme Commander in Europe.

The coordination of the arrival and deployment of allied forces, the integration of the SAF forces into the structure of the Combined Joined Task Forces, and Host Nation Support is harmonised by the SAF General Staff. For this purpose it links-up with the Military Committee and the Allied Command for Operations through permanent military representatives.

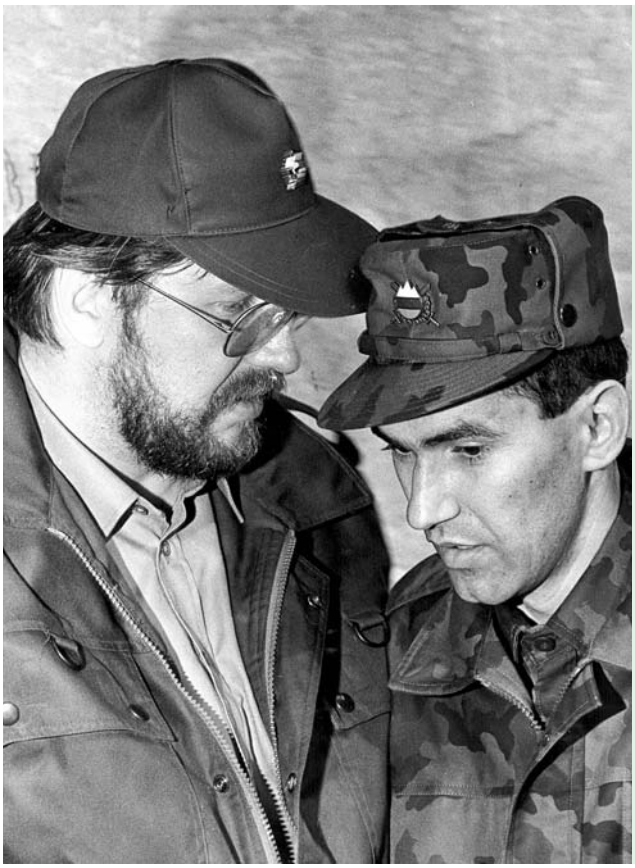
To bring military and civilian activities into line at the strategic level, the SAF General Staff serves as the liaison between bodies responsible of planning and organisation of civil defence, the General Police Administration and the RS Civil Protection Headquarters.

7.2 Operational Level

At the operational level and up to the employment of allied forces, the SAF operational command is in charge with the command of the Slovenian Armed Forces in carrying out the defence of the Republic of Slovenia. It operates in compliance with the SAF employment plans.

Based on a decision of the RS Government, wartime operational control of the maritime aquatorium and navigational air traffic services of the Republic of Slovenia is assumed by a competent SAF operational command, which in cooperation with the Civil Protection, the air traffic management, forces of the security system and the system of protection against natural and other disasters, plans and runs activities of military and non-military forces in the spheres of control and defence of the aquatorium and the coast, control of aviation information and air traffic control.

The Combined Joint Force Commander commands operations on the territory of the Republic of Slovenia in accordance with Alliance defence plans and through the transfer of certain competences from the RS Government. The Combined Joint Force Commander has the competence to organise forces and to command operations on land, sea and in the air in compliance with the mission of the forces.



On 18 March 1991, the RS Presidency established an operational coordination body for emergency situations, called the Republic Coordination. Thus, a body was established that coordinated all defence preparations for Slovenia's process of gaining independence and, during the War for Slovenia, ran the operation of the TD, the Police and the Civil Defence. It was led by the RS Secretary of National Defence, Janez Janša, and the RS Secretary of Internal Affairs, Igor Bavčar. During the most critical moments, they communicated their decisions directly to the commanders of the TD and the police. Janez Janša emphasised in his assessment of the operation: "If all activities had not been coordinated to the highest degree possible, our advantages could not have been expressed and our adversary would have sooner or later achieved better results due to his superiority in strength and technology/equipment, and the war would have inflicted more casualties."

The SAF operational command coordinates military activities with the Combined Joint Task Force Command that derive from obligations arising from Host Nation Support and the integration of SAF units into the joint forces structure. Therefore, it fosters its communication with the combined Joint Task Force Command and assigns officers and NCOs to duties carried out at the Joint Force Command and at the Component Commands.

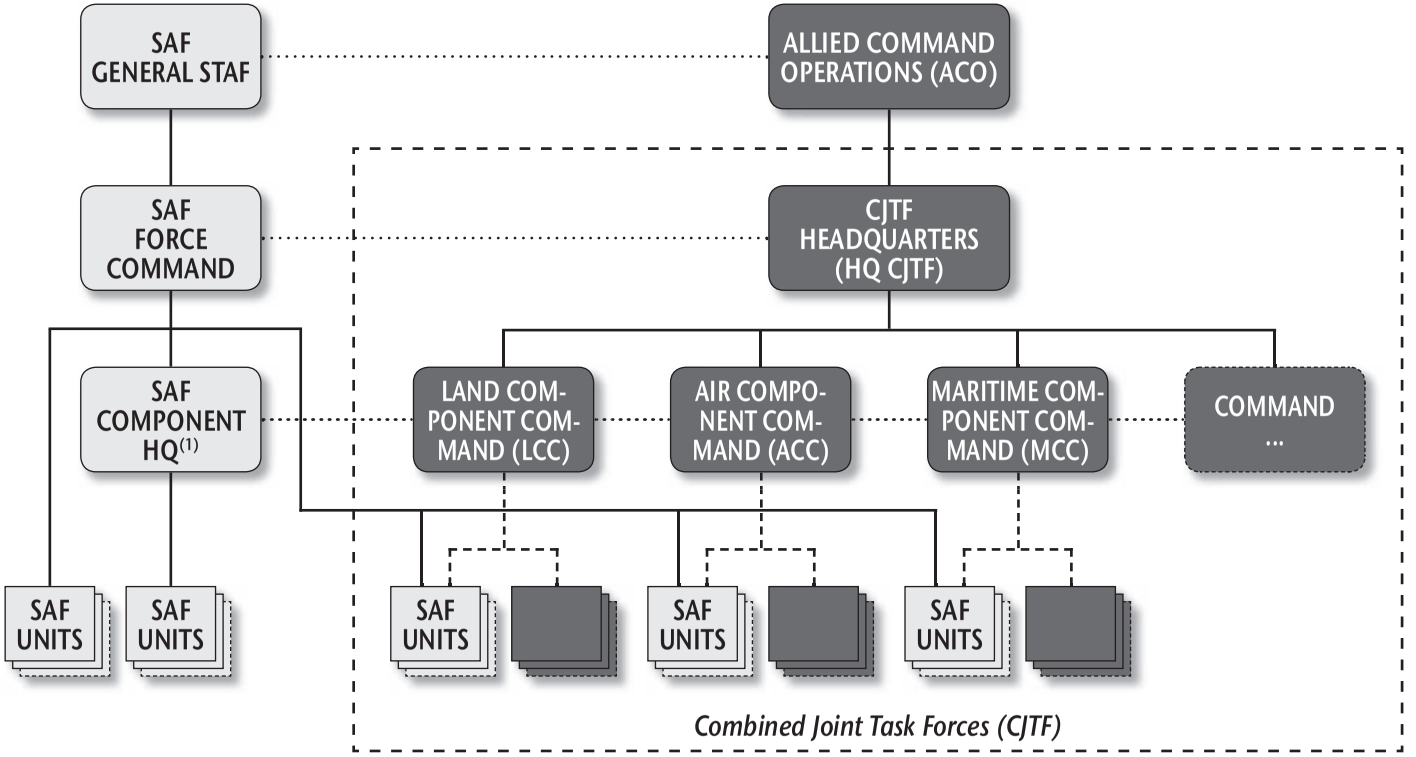
The Operational Commander of the SAF plays the role of an advisor in the Joint Force Command and, at the same time, the role of the national force commander in the joint forces' structure. He is competent to carry out functions that are of national competence, of maintaining sustainability, establishing communications at the operational level, harmonising planning and targeting, coordinating Host Nation Support and reporting to the Chief of the SAF General Staff.

7.3 Tactical Level

At the tactical level, operations in the context of battles and combat are led by brigade and battalion combat groups and commanders of territorial commands. In compliance with employment plans, they have the competences for the control of all military and civilian activities in an assigned area of responsibility. For this purpose civilian-military cooperation centres are formed at the commands.

Upon deployment of combined joint tasks forces, the command at the tactical level in assigned areas of operation is assumed by commanders of land, air and maritime joint force components as well as the commander of special forces and commanders of brigade and battalion battle groups. For some events units are under direct command of the Joint Force Commander.

In accordance with the organisational structure of joint forces, brigade and battalion battle groups and individual units of the SAF are integrated into the structure of the joint forces. Forces of military territorial commands, combat service support and command support units are not integrated into the structure of joint forces and remain under the operational command of the SAF. These are forces designed for the implementation of national competences with regard to sustainability of forces, performance of Host Nation Support and certain tasks related to combat service support of the SAF General Staff and the SAF operational command.



Liasion (co-ordination) .....
National competence ——————
Restricted command - - - - - -

[1] SAF component HQ is set up if required and if necessary

8. SAF Operations

8.1 Rules of Engagement and Caveats on Operations

The rules of engagement control the employment of military force and provide unit commanders and members with guidance to act within the limits of political and military goals. They define the level and the method for the use of military force.

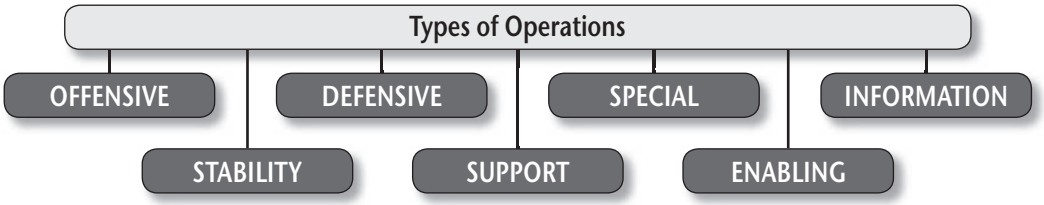
General rules of engagement are derived from the provisions contained in the international law of war, the humanitarian law and from national legislation. Mission-specific rules of engagement may be defined by the Government of the Republic of Slovenia, as required. Special rules of engagements in NATO-led operations are defined by the North Atlantic Council.

SAF general rules of engagement demand that SAF units treat non-combatant civilians humanely and indiscriminately. Humane treatment also applies to POWs. The wounded and sick will be provided medical treatment indiscriminately. Demilitarised zones and locations will enjoy full protection. Attacks on installations or buildings which contain hazardous material are forbidden. Military targets should not be placed in the vicinity of such objects. Cultural goods and monuments should not be designated military targets nor used for military purposes. Military activities must be conducted so that they take into account environmental issues.

Caveats on operations instruct commanders about any restrictions on the employment of units or conduct of certain operations. They are defined on a case-by-case basis by the SAF Chief of General Staff for each military operation. The restrictions are derived from national legislation restrictions on the employment of the SAF, restrictions because of equipment and weapons capacities, the level of unit training and security, ecological and political causes. In the absence of a detailed definition of restrictions, unit commanders will be guided by a general rule to employ a unit or conduct a task if the unit has adequate equipment or weapons, if it is appropriately trained, and if the task is within the scope of force mandate and rules of engagement. When in doubt, the commanders will act in accordance with applicable national legislation.

8.2 Forms and Types of Operations

The SAF carry out offensive, defensive, special, stability, support, information and enabling operations. The form of operation is determined by the type which is predominant in terms of its scope, intensity and duration. Offensive, defensive and special operations are usually predominant in war; stability, support and information operations are predominant in peace.



8.2.1 Offensive Operations

An offensive operation is the principle form of combat operations. Its aim is to defeat an enemy by enforcing the commander's will and using focused force. The SAF carry out the following types of offensive operations: attack, reconnaissance in force, raid, demonstration of force, ambush, penetration, exploitation and pursuit. In order to achieve the aims of offensive operations, the commander may combine also different forms of defensive operations. Offensive operations are characterised through surprise, concentration of forces, operational tempo and boldness.

An attack is the principle type of offensive operations, the main objective of which is usually to defeat an enemy. During the attack the forces use movement supported by fire on the enemy's forward elements and on the enemy's rear area. Other aims of an attack include: seizing terrain and information, cutting off the enemy from supplies, redirecting the enemy from the main effort, deception, fixing the enemy in specific area, and preventing the redeployment or regrouping of enemy forces, taking initiative and disrupting enemy's attack.

The attack types are hasty attack, deliberate attack, counter-attack, faint and spoiling attack. The types of attack manoeuvre include envelopment, turning movement, infiltration, penetration and frontal attack. The choice of the manoeuvre is determined by the objective, mission, time and forces available, information on the enemy, weather and terrain.

8.2.2 Defensive Operations

A defensive operation is a temporary form of combat operations applied when the initiative has been taken by the enemy. The basic objective of defensive operations is to disrupt the enemy's attack and to destroy his defensive capabilities, to deter a threat and to provide favourable conditions for offensive operations. In addition, defensive operations are aimed at preventing the occupation of the terrain or penetration into a defended area, gaining time, facilitating the concentration of forces elsewhere, breaking down the enemy's forces and preventing his intent. During defence operations the commander focuses especially on the activity in the enemy's battle formation, prevention of enemy infiltration, encirclement and raid, security of forces, threats related to weapons of mass destruction and on exploiting every possibility for counter-attack.

The SAF conduct three types of defensive operations: mobile defence, area defence and delay. Mobile defence is a form of defensive operations with an aim to destroy the attacking force by permitting them to advance to a position where it is exposed to counter-attack. The emphasis is on defeating the enemy rather than retaining or retaking terrain.

Area defence is a form of defensive operations to retain terrain. It involves engagement with the enemy in a series of mutually related positions from which the enemy can be destroyed mainly with the use of firepower. The emphasis is on retaining of terrain or denying it to the enemy.

Delaying action is a form of defensive operations where flexibility and freedom of action is maintained by yielding the terrain with an aim to inflict the enemy the maximum damage possible. Delaying actions are carried out in order to slow down the enemy's advance, gain time, direct the enemy's manoeuvre in the desired direction and avoid combat in unfavourable conditions.

On June 27, 1991 Territorial Defence units from the Dolenjska region managed to block the column of YPA tanks on the slope of Medvedjek, between Trebnje and Ivančna Gorica. The following day, the units engaged in an armed conflict with fierce firing on both sides. The YPA units fired with anti-aircraft guns, and the TD used anti-tank grenade launchers. In the afternoon, the YPA units conducted an air raid with cluster bombs, killing several civilian truck drivers who were stuck in a column behind the road block. Despite fierce fighting and numerous casualties, TD troops managed to halt the YPA column and stop its advance.

8.2.3 Stability Operations

A stability operation is a form of non-combat operations. SAF presence and activities ensure or contribute to the creation of a secure environment. Diplomatic, economic, educational, development and other programmes in this environment effectively eliminate the causes of crisis. Stability operations deter conflicts or prevent their escalation. In the event of hostilities, they help prevent the escalation of armed conflicts and encourage and help the warring factions to stop the conflict.

Stability operations also complement or reinforce offensive and defensive operations, before, during and after these operations. Stability operations may be developmental, where the host nation authorities are encouraged and assisted in elimination of the internal crisis or coercive, where a carefully selected force or threat is aimed at changing the situation in the area of operations.

In terms of stability operations, the SAF participate in crisis response operations or under the provisions of international treaties. The predominant type of crisis response operations is peace support operations, in which SAF carry out the following types of stability operations: conflict prevention, peace making, peace building, peace keeping, peace enforcement and humanitarian assistance.

8.2.4 Support Operations

Support operations represent a form of non-combat operations, mainly conducted in the Republic of Slovenia's territory to help civil authorities or organisations and to support security and protection and rescue forces. SAF units provide assets and services to help civil authorities or organisations in managing the situation in peace and wartime.

SAF conduct the following types of support operations: protection, rescue and relief in the event of natural and other disasters, the provision of safety, assistance in combating terrorism, search and rescue, non-combatant evacuation, cooperation with civilian organisations as well as protection of critical infrastructure and supplies.

8.2.5 Special Operations

Special operations is a form of combat operations carried out by specially selected, equipped, organised and trained SAF units in support of military, political or psychological objectives of operational or strategic importance. They comprise non-conventional forms of combat operations, direct actions, special reconnaissance, intelligence, counter-terrorist actions, psychological operations and combat search and rescue. They are oriented towards military targets.

Typically, SAF Special Forces will operate in small groups, independently, deep in the enemy's rear area, over prolonged periods and under cover. They carry out their tasks in support of SAF offensive, defensive, information and stability operations.

Should the enemy occupy and control part of the Republic of Slovenia's territory, SAF special and other forces will carry out non-conventional forms of combat operations with an emphasis on principles of guerrilla tactics. The units will regroup into smaller groups the aim of which is continuous disruption, destruction, neutralisation and minimising the enemy's morale. Combat operations will be conducted independently, in a covert and resourceful manner, continuously, thus forcing the enemy to refrain to static battle formation and expanding the terrain for the manoeuvre of SAF units. The units avoid frontal engagement. Combat operations in an occupied terrain are based on aggressiveness and surprise.

8.2.6 Information Operations

An information operation is a form of combat and non-combat operations conducted in peace and wartime to influence decision-makers. Such operations are directed towards their information, information processing, command and control systems and communication and information systems, thus protecting own information and communication and information systems. Information operations incorporate the entire range of offensive and defensive activities carried out through the planning

and implementation of operations security, deception, psychological operations, electronic warfare, public information, physical destruction of command and control components and other measures as well as simultaneous defence of own command and control systems.

8.2.7 Enabling Operations

Enabling operations link and facilitate the transition from one type of operations to another. They comprise the activities the aim of which is to establish or break the contact with the enemy or the activities out of contact, such as reconnaissance, security, advance to contact, meeting engagement, link-up, relief of encircled forces, relief of troops in combat, withdrawal, march and crossing of obstacles.

8.3 Levels of Operations

The SAF carry out combat and non-combat operations independently or as part of allied and coalition forces at the strategic, operational and tactical levels. The boundaries between these three levels are blurred and related to the level of command, unit type and size and assets used. Operations are defined as strategic, operational or tactical based on their effect or contribution to the achievement of strategic, operational or tactical goals. Understanding that levels of operations are mutually dependent is essential for predicting the courses of action and assigning the tasks and resources.

The strategic level is defined by clearly stated national goals and the allied and coalition goals and objectives, reinforced by military capabilities that nations are ready to make available for the achievement of these goals. The use of force at the strategic level is coordinated with other segments of national power, such as economic, psychological and diplomatic.

At the operational level, tactical operations are coordinated to ensure the achievement of strategic goals. The SAF achieve strategic goals at this level by preparing, organising, and carrying out military operations in cooperation with Alliance forces. The tactical level is focused on warfighting and winning the battles. Success and failure at the tactical level define the conditions for the operational level.

Types Of Combat Operations

OFFENSIVE	SPECIAL	DEFENSIVE	ENABLING
• Attack • Reconnaissance in force • Assault • Demonstration of force • Ambush • Break-through • Exploitation • Pursuit	• Direct actions • Special reconnaissance • Intelligence • Counter-terrorism • Psychological operations • Combat search and rescue	• Mobile defence • Area defence • Delay	• Reconnaissance • Security ops • Advance to contact • Meeting engagement • Link-up • Breakout of encircled forces • Relief of troops in combat • Withdrawal • March • Crossing and breaching obstacles

9. Combat Operations

TERRAIN	ENEMY		OWN/FRIENDLY FORCES	
recconoiter	block	locate	evacuate	cover
control	isolate	interdict	exfiltrate	advance to contact
retain	conduct envelopment	exploit	conduct faint attack	relief of encircled forces
clear	canalise	demonstrate force	conduct spoiling attack	provide fire support
survey	deny	contain	conduct attack	link up
occupy	neutralise	limit	conduct raid	disengage
secure	by-pass	defeat	attack by fire	screen
seize	turn	pursue	conduct march	follow and support
	arrest	disrupt	breach	follow and assume
	fix	destroy	forward and backward passage of lines	escort
	capture	suppress	retire	guard
	deceive	delay	conduct counter-attack	infilitrate
			withdraw	releif of troops in combat
			recover	ambush
			penetrate	

Combat missions

Combat operations is a common term covering all types of offensive, defensive or special operations conducted by the SAF in order to attain desired military or political goals. In addition, they incorporate certain types of information operations. Combat operations comprise procedures and activities, the effects of which cause the changes of combat power and tactical position of the enemy. Their aim is to seize terrain or installations, neutralise or incapacitate the enemy, halt enemy advance, and conduct defence of an area or installation.

9.1 War Principles

When planning and conducting combat operations, the commanders of SAF units take into account the following principles: maintaining combat morale, target selection, concentration, aggressiveness, freedom of action, economy of effort, surprise, security and simplicity and flexibility.

The engagements in the Koroška area started on 27 June 1991, after the YPA units stationed in the Holmec sentry house demanded that a border crossing surrender. When the request was refused, the YPA started firing. TD units from the Zahodna Štajerska region and the Slovenj Gradec police delivered counter-fire and prevented the occupation of the border crossing. In the early morning hours of 28 June, TD units regrouped into groups, depending on knowledge of the terrain. Shortly after, an attack on the YPA sentry house Holmec began and developed into one of the major engagements in the War for Slovenia. TD and police force members demonstrated a high level of determination, courage and morale, while keeping in mind the enemy and the cause. By 1330, all of the enemy's soldiers had surrendered, and by 1900 a Slovenian flag hung from the roof of the sentry. The neighbouring sentries of Sonjak and Strojna were also seized.

9.1.1 Maintaining Combat Morale

Success in combat often largely depends on the moral rather than physical characteristics of a unit. The number, types and effects of weapon systems cannot replace courage, energy, determination and motivation. Therefore, the development and maintenance of combat morale are essential for winning. In broader sense, combat morale encompasses the awareness of the need and necessity to conduct combat. In narrower sense, it stands for the ability and moral and psychological readiness of units and each individual to perform their tasks in a motivated manner, even if faced with the threat of death.

A high level of morale helps maintain combat spirit. The desire to win must be present in each individual, from commander to soldier. High morale is a quality which helps troops to stand even the most difficult circumstances and to show extraordinary courage even when fatigued or in danger. This can be achieved through demanding and thoughtful training and intelligent and firm leadership.

9.1.2 Objective Selection

The selection, definition and maintenance of an objective are essential for combat operations. The selection of an objective enables forces to direct their activities to the centre of gravity or to the enemy's weakest point, which ensures deliberate and economic warfighting. Goals at the strategic level are compliant with political goals, at the operational level with strategic goals, and at the tactical level with operational goals. Hierarchical coordination of goals ensures a coordinated operation on the part of all participants involved in combat.

The selection of objectives demands logical thinking, consideration of operational factors and the enemy and the superior commander's intent. The objective must be clearly defined, understandable, unambiguous, and attainable with forces available to the commander. Once defined, it is maintained throughout the operation until the commander's intent is implemented. The subordinates must know the objective and bear it in mind when planning and carrying out operations. It can be defined precisely or generally; however, there should be no doubt as to what a unit must achieve and by when.

9.1.3 Concentration

The achievement of operational objectives is ensured through the selection of the centre of gravity and the main effort. The concentration is defined based on the force ratio, the possibility of massing the forces, and the intensity of their employment given time, terrain and force capabilities. The main effort is demonstrated by focusing the mental processes, forces and assets, firepower, manoeuvre and other military activities towards the centre of gravity. The success is a result of concentrating the predominant combat power at the right time and at the right place.

Mobility is of key importance for the concentration of combat power, directly affecting the ability for the achievement of goals. The units must be capable of movement in the changing weather and terrain conditions. Having better mobility of own forces may help make up for the enemy's manpower superiority.

9.1.4 Aggressiveness

Aggressiveness is a principle applicable to all types and forms of combat operations, even when the initial initiative is in the hands of the enemy. It applies to the strategic, operational and tactical levels.

Commanders at all levels seek every opportunity to gain or take over the initiative and strike the enemy. It is only through the aggressiveness that we can enforce our will on the enemy.

Success in combat is directly dependent on individual and collective determination to engage the enemy and the tendency to destroy his will to combat. Very often, combat success will be a result of the opportunities, recognised and used by the commander. Aggressiveness is sustained through continuous fast movements, strikes and exploitation of success. Attacks are carried out in all circumstances. Even when the enemy is at the advantage, weaknesses can still be found and exploited.

9.1.5 Freedom of Action

By asserting his will, a commander creates the situation in the theatre so that he has the possibility for his success. In doing so he enforces his conditions on the enemy, expresses initiative and preserves his freedom of action. Therefore, the commander needs to have the authority and possibility of using any opportunity or favourable conditions in the theatre. He needs to have all the authorities for the operations of his unit within the scope of its mission and the intent of the superior commander. This includes appropriate measures to prevent surprise by the enemy and incapacitate his freedom of action and maintaining of initiative.

Freedom of action is of paramount importance if communications are downgraded or if they break down due to difficult conditions or an enemy's action. Even though any operation will be subject to political and military constraints, the commander needs to have the ability to state his intent and the concept for the accomplishment of his unit's mission clearly and the authority to coordinate all the activities in his area of responsibility.

9.1.6 Economy of Effort

Economy denotes the deliberate assignment and use of resources for the achievement of a desired objective. The principle of economy means that to achieve his objectives, a commander will use the minimum force necessary at specific routes without jeopardising the combat power and safety of own forces at other routes. The commander needs to assign his forces based on the mission's essential tasks and priority goals; however; he should not employ the forces excessively. Since it is not always possible to provide the required concentration of combat power, the principle of economy involves accepting the risk for forces out of the centre of gravity.

The economy is the proportion between the achieved objective and losses. It is not only a supremacy of a smaller force over a larger force in terms of quality but also the ability and skill to have a thoughtful battle formation, to use the combat systems efficiently, and to use the stocks and reserves. Implementing the principles of economy is related to the seeking the balance between the principles of security and concentration of forces.

9.1.7 Surprise

Surprise is an extremely effective and powerful factor that negatively affects the enemy's morale and reduces own losses. It relies on a thorough knowledge of an enemy's weaknesses, his way of thinking and his expectations. In unfavourable conditions, success in combat may depend on the surprise.

Surprise can be used at the strategic, operational and tactical levels and can be achieved by using new equipment or weapon systems and an unexpected selection of form of combat operations, time, weather conditions, terrain and objectives. It comprises the following elements: confidentiality, concealment, deception, inventiveness, courage and speed.

9.1.8 Security

A commander must take all precautions to secure and protect own forces so that he can accomplish his mission. Precautions must deny the enemy to know our plans, deployment, capability and intent. These precautions include the protection of forces and areas against the enemy's surprise

and other events, the provision of the reserve, counter-mobility operations and command and control robustness. The precautions taken to safeguard the troops, key assets and information are important and they reduce the freedom of action in the achievement of objectives. However, they should not lead to excessive avoidance of all risks, thus preventing decisive actions.

9.1.9 Simplicity and Flexibility

The tempo of events and the complexity of modern warfighting can lead to great confusion. For this reason, plans must be simple and clear. Complex and unclear plans may harm the tempo of events and reduce the possibility of a successful outcome. Simple and clear plans ensure that all actors involved have the same understanding of plans and that in the event of unpredictable circumstances everybody is oriented and acts towards the right direction in the spirit of the commander's intent and the unit mission.

Operations plans must be flexible, in that they permit combat operations in unpredictable circumstances and the exploitation of advantage whenever the events in the theatre change. Commanders and units must be able to react to the changed plans and to shift from one course of action to another. Flexibility is derived from the level of training, organisation, communications, efficient staff procedures and maintaining the reserve. At the strategic level, flexibility is achieved by predicting new security risks and planning of forces necessary for coping with such risks. At the operational and tactical levels, flexibility is achieved through analysing potential enemy response and planning counter-measures.

9.2 Combat Functions

Combat functions serve as an analytical tool, which helps understand fundamental battle systems in the theatre of operations. By processing combat functions, the commanders keep in mind all combat factors pertinent to the planning and conducting of operations. Although the relative importance of individual functions depends on the form and type of operations, as a whole, they form an integrated entirety and serve as a basis for balancing force capabilities.

SAF combat functions include manoeuvre, fire support, intelligence, mobility, counter-mobility and survivability, air defence, combat service support and command. The SAF try to achieve combat supremacy to win battles and operations by integrating these functions.

9.2.1 Manoeuvre

The manoeuvre stands for the use of forces through movement and in combination with speed and firepower. The SAF use the manoeuvre to obtain advantage over the enemy. It is the most important factor for focusing all forces at the decisive point and for the economy of forces as well as for obtaining surprise. It is used for operations in depth, close combat and operations in the rear area.

The manoeuvre facilitates a favourable position in the theatre and the transfer of the centre of gravity. It also helps change the form and type of combat operations and helps maintain or take the initiative, it provides freedom of action and reduces vulnerability. The manoeuvre is assured by exploiting the fire and the mobility of units and individual combat systems.

On 1 July, 1991, a column of the YPA armoured vehicles, blocked at Medvedjek, was withdrawing in the direction of Novo mesto. The Dolenjska pokrajina TD units redirected the armoured vehicles to the forest of Krakovski gozd, where they were blocked and encircled by units commanded by Captain Mitja Teropšič. On 2 July, the column tried to break through the barricade. Throughout the action, the commander of the enemy force, Major Boško Prodanović, asked for reinforcement to remove the block. TD units attacked and disrupted the column and withdrew immediately. The enemy air force fired on the vacated positions. Facing a hopeless situation, the enemy left the armoured and other vehicles and tried to cross the border into Croatia, crossing the Gorjanci hill range in three columns. One of them was caught by the Krško special police force unit. The success of the TD was based on rapid manoeuvre, efficient block, and co-ordinated attack and deployment of units.

9.2.2 Fire Support

Fire support is a joint and coordinated engagement of land, naval and air combat systems and the engagement of offensive electronic warfare and non-lethal assets on land or sea targets. Its purpose is to delay, neutralise, break or destroy enemy forces and combat functions and assets to achieve operational and tactical objectives.

Fire support is coordinated with the manoeuvre. It provides combat support of forces at the operational and tactical levels. SAF forces provide the following types of fire support: artillery and mortar support, air suppression and close air support.

9.2.3 Intelligence

Intelligence is are critical for the success of SAF operations, since it provides key information necessary for planning, decision-making and operations. Intelligence operations comprise measures, procedures and activities aimed at knowing and understanding an enemy's activity, capabilities and intentions as well as terrain and weather. Intelligence operations incorporate reconnaissance, intelligence, systematic surveillance and target acquisition. They are conducted in war and in peacetime.

Among the sources of the intelligence activity are human resources, imagery and text materials, technical assets, signals, radars, open sources, and seized technical assets and equipment. The backbone of an efficient intelligence activity is the intelligence cycle that includes the statement of intelligence requirements and planning, collection, processing and dissemination of intelligence information or distributing of this information to users.

9.2.4 Mobility, Counter-mobility and Survivability

Mobility, counter-mobility and survivability are the elements of SAF force protection with the goal to sustain combat power. Force protection stands for the activities aimed at reducing the vulnerability of troops, equipment, installations and operations against all threats and in all situations. It incorporates air defence, nuclear, biological and chemical defence, counter-terrorism measures, protection of communication and information systems and tactical measures such as manoeuvre, camouflage, terrain reinforcement and security.

Engineer support comprises activities with an aim to provide the best conditions possible for the operation and protection of own forces and for the obstruction of enemy operations. They include counter-mobility operations, facilitating movement and survivability. Counter-mobility operations prevent the enemy manoeuvre capability and indirectly enhance the efficiency of own fire operations. The support of movement ensures the freedom of movement of own forces and includes breaching of natural and man-made obstacles, mine clearance, the removal of obstacles and the construction or reconstruction of lines of communication. The support of survivability enhances the protection of forces against enemy's combat assets and natural factors. It comprises engineer support in the preparation and fortification of positions, concealment and clearance of fire zones and deception measures.

Nuclear, radiological, chemical and biological defence reduces the effects of weapons of mass destruction as well as dangerous substances. SAF units carry out general and special measures related to nuclear, radiological, chemical and biological defence to ensure survivability and limited operations in case of the use of nuclear, biological and chemical weapons as well as measures applied in an environment contaminated with toxic substances. General measures include personal and collective protection, detection and monitoring, alarming and reporting, risk and hazard analysis as well as personal and collective decontamination. Special measures incorporate nuclear, radiological, chemical and biological reconnaissance and alarming and clean-up after incidents with NBC weapons and dangerous substances.

Operations security serves the protection of own forces, installations, devices and areas against the enemy to include the control of areas thus ensuring the freedom of action. Safeguarding facilitates protection against enemy intelligence operations, sabotage or terrorist groups or large combat units.

9.2.5 Air Defence

Air defence represents a set of measures, procedures and activities for the prevention and reduction of enemy combat operation effects from the air. The air defence system in Slovenia consists of the following elements: airspace control, air command and control system, active air defence and passive air defence.

Active air defence is carried out through combat operations against enemy attack assets from the air to deter or neutralise his power or destroy his forces before they accomplish their mission. Active air defence comprises the employment of airplanes, ground based air defence weapon systems and other weapons and electronic warfare assets. Passive air defence is composed of procedures, measures and activities to downgrade the enemy's operations from the airspace, and at the same time, provide favourable conditions for mission accomplishment.

Airspace control is defined as a continuous and systematic surveillance of the airspace with electronic, optical and other resources for timely detection, identification and determination of flyovers by all elements in the RS airspace and avenues of approach. Its main purpose is to provide comprehensive and detailed information for better situational awareness, to support commanders in the decision making process, and to transmit real time air threat warnings to all users, including the system of informing and alerting the civilian population and coordination of weapon systems.

9.2.6 Combat Service Support (CSS)

The main purpose of combat service support is to ensure capabilities for the functioning and maintaining of SAF sustainability throughout the period necessary for the achievement of their objectives and missions. The basic components of CSS are human resources and logistics support.

Human resources support is an activity to ensure the adequate quality of human resources and sustain the forces. It incorporates manning, replacement of losses, augmenting and replacing troops, disciplinary affairs, preparing the troops for combat, POWs procedures and welfare issues for SAF servicemembers.

Welfare in the SAF stands for activities to ensure the well-being of SAF servicemembers and their families. It comprises mechanisms to promote mental health and personal growth and development of servicemembers, spiritual care, health care, accommodation, family support, occupational safety, recreation and cultural events, various special-interest activities and an institutional framework for the military personnel.

Logistic support is the process of providing operational capability and maintaining the sustainability of forces for all forms and types of operations. It comprises activities related to the acquisition, storage, distribution, maintenance and evacuation of materiel, movement of troops and assets, the acquisition, maintenance and management of the military infrastructure, and the provision of services and medical support. Logistic support is conducted by six mutually related and interdependent functional areas of military logistics: supplies, movement and transport, maintenance, medical support, military infrastructure and finances.

CSS focuses a great deal on medical support, since this not only impacts an individual's ability to conduct operations but also his morale. Therefore, it is one of the most important factors of unit combat efficiency. The SAF provide their own first aid, general and urgent medical help, triage and evacuation capabilities at the ROLE 1 level, and emergency surgical help and evacuation at the ROLE

2 level. ROLE 3 and 4 medical support is provided through the public health system or foreign health systems and armed forces. Within the scope of primary medical care, the SAF Medical Service carries out procedures and measures to protect health of SAF servicemembers, control injuries and prevent the occurrence and spreading of diseases.

9.2.7 Command

Command is implemented through a commander's activities and through the command and control system. It is an authority, prescribed by law, that the commander needs in order to plan, organise, coordinate and control his assigned forces. It is a process in which the commander impresses his will and intent on his subordinates. Command is based on SAF values, a commander's competence and leadership abilities, as well as legal acts that give him professional, formal authority and responsibility, and on an efficient command and control system.

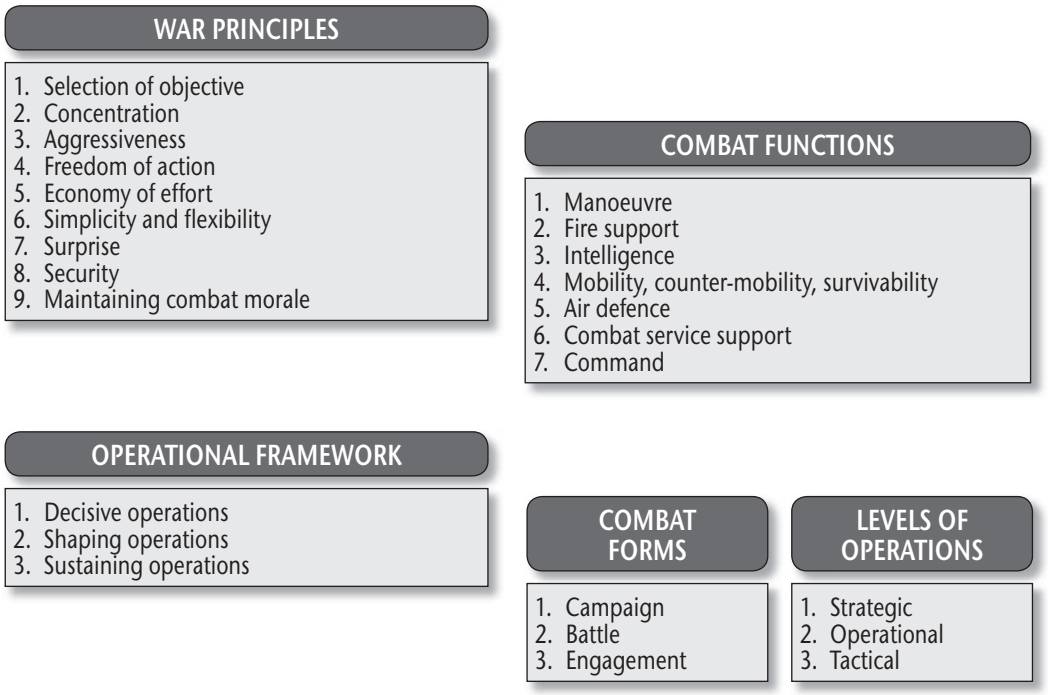
The command and control system incorporates procedures, organisation, human resources, assets, facilities and communication in support of the command function. The backbone of the command and control system is the intelligence, communication and information systems. The command and control system helps the commander to make timely and sound decisions, to assign assets and tasks, to coordinate combat functions and to coordinate and control operations from any point in the theatre.

The command also comprises management. Unlike in the civil sector, where the management process has a key role for the assignment and control of human, material and financial resources, the basic function of conducting a military organisation is command based on legislative authority and responsibilities for the employment of a unit.

The fundamental principle of command is the unity of command. The unity of command means that there is only one responsible commander who commands subordinated forces within the defined area of responsibility in the achievement of a common objective at the strategic, operational or tactical levels.

Command in the SAF is based on timely decision-making, a clear understanding of the superior's intent, the ability of subordinates to implement the intent, and the commander's ability to communicate the implementation of the plan from beginning to end. The mission command approach encourages decentralised command, freedom and speed of operations and initiative as well as consistent compliance with directions and instructions of the superior commander. With this approach it is important that a commander makes sure that subordinates have understood his intent and their mission and role in strategic, operational and tactical terms. Subordinates must have an understanding of the effects that need to be achieved and why. They need to have a clearly defined mission, time, space and sufficient forces and assets to achieve their mission. The commander minimises the use of control to avoid unnecessary disruptions of subordinate commanders' freedom of action. Subordinate commanders themselves decide how to best accomplish the mission of units under their command.

Given the assigned authorities, a commander exercises full or limited command. Limited command comprises the following types of limited responsibility: operational command, operational control, tactical command, tactical control, administrative control and coordination authority. A commander of the allied or coalition forces, under which SAF can operate, exercises only limited command authority, i.e. is operational or tactical control.



Combat operations

9.3 Forms of Combat Operations

The SAF conduct the following forms of combat operations: campaigns, battles and engagements. A campaign is a sequence of battles and/or engagements based on a unified concept on specific terrain and in a specific time period. It joins and directs battles, engagements and other activities of units to achieve operational and strategic goals. In war, campaigns bring decisive results.

The type and the area of a military operation necessary for the achievement of a strategic goal are defined by the strategic level of command. This level of command defines the criteria for success and the end state. It also establishes any potential political, financial, legal or other caveats on SAF accomplishment of tasks on operations. The SAF conduct campaigns within the Alliance in the framework of joint tasks forces.

Battles and engagements are forms of tactical operations that include direct contact with the enemy. Battles are conducted independently or within the Alliance. They are conducted independently or within an operation as part of land, sea and air activities in order to achieve a tactical goal. Tactical goals and the sequence of their achievement are defined by the commands at the operational level, which also assign the necessary assets. Battles are conducted by brigade combat groups.

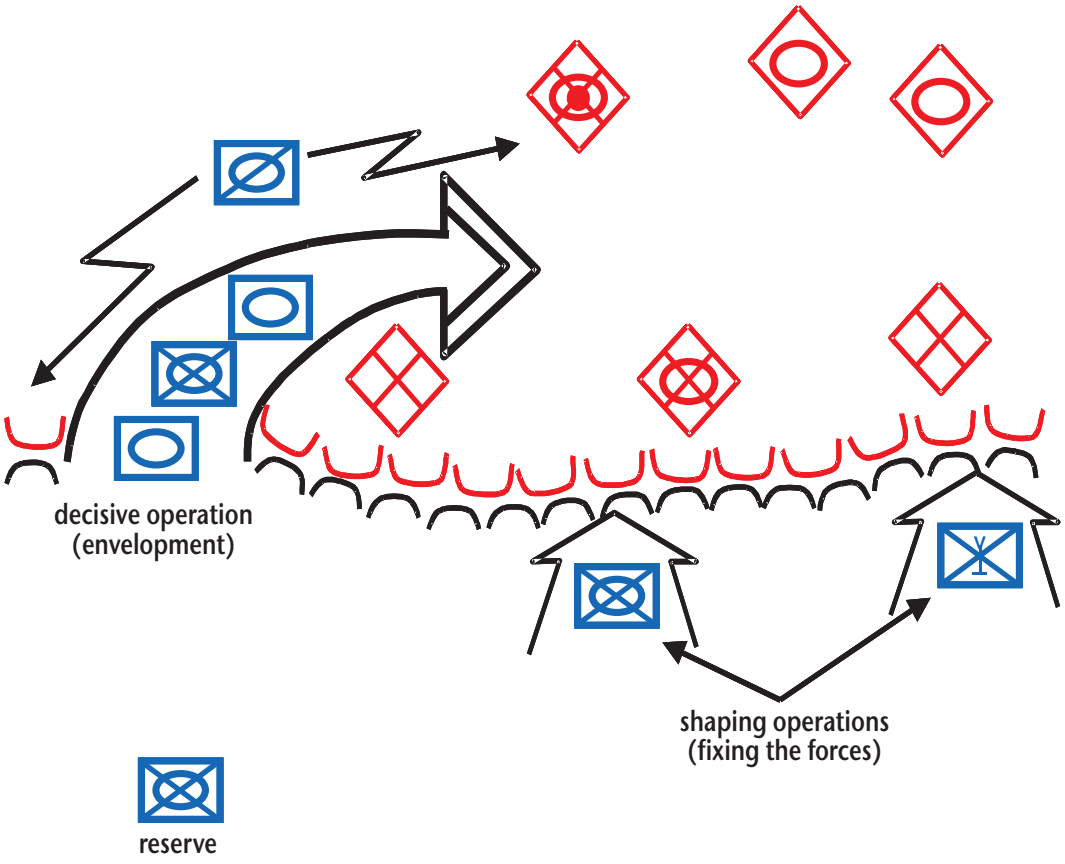
An engagement is the fundamental, as well as the most massive, direct and intensive form of combat operations and other activities conducted by individuals, groups, temporary tactical units and company and battalion combat groups. An engagement is a direct coordinated confrontation between troops, aircraft, ships and other combat systems. It is an element of battle or land, sea and air operations.

9.4 Operational Framework

The operational framework is a tool that provides a mental picture of the theatre and helps coordinate operations. Usually, it is applied in the process of developing and describing the course of action and the concept of operations derived from it. It shows how the tasks of subordinate units are mutually interrelated in space and time in terms of the purpose and function.

The basic purpose of the operational framework is to help understand how the tasks are interrelated in terms of their purpose. A commander identifies the task which is decisive for mission accomplishment, and then he identifies the supporting tasks. In terms of their purpose, the operations are divided into three types: decisive operations, shaping operations, and sustaining operations.

Decisive operations include the activities oriented towards the implementation of a unit's mission. The purpose of shaping operations is to establish or preserve the conditions necessary for the conduct of decisive operations. Sustainability operations maintain the conditions necessary for the force to survive, move and conduct combat operations in the implementation of decisive operations or shaping operations.



9.5 Synchronisation

Synchronisation is the ability to direct resources and activities in time and place to achieve the dominant relative combat power at a decisive point and in a decisive moment. Synchronisation requires vertical and horizontal coordination of different units and activities in relation to all methods, types and forms of operations. Synchronisation by itself is not a guarantee of a synchronised battlefield unless a commander first has a clear picture of the sequence of the activities and their results. Therefore, the synchronisation starts with a commander who communicates his vision for the conduct of operations to his subordinate commanders.

Synchronisation takes place across the commander's geographical area of operation and comprises synchronisation of combat functions, units and combat systems. The commander synchronises and conducts deep, close and rear combat operations to give the enemy an impression of one, continuous operation. The forces try to simultaneously attack the enemy across the battlefield and concentrate effects where necessary to accomplish the mission. Synchronisation is of key importance for the achievement of the objective; however, the desire to have a coordinated effort in the area of responsibility should not negatively influence the initiative and the exploitation of favourable conditions.

Successful synchronisation is based on good planning before and during the conduct of operations, effective operational procedures, timely communication of orders, rigorous respect of control measures and implementation plans and efficient conduct and control of operations. In order for synchronisation to be more effective than the enemy, an efficient command and control system is needed.

In order to achieve the aim of combat operations in conducting military defence of the Republic of Slovenia, the SAF have affected efficient cooperation with adjacent units, the principle of combined arms and services, as well as the cooperation with Alliance's units and civil authorities. Such cooperation should be in place during planning and preparations and during the conduct of operations at all levels of command and control. Efficient orchestration can be achieved through coordination and joint training.

10. Information Operations

Information operations can be carried out at all levels of command as an integral part of operational planning. The aims of information operations are being implemented through military and non-military measures and activities. Non-military measures and activities comprise political and diplomatic actions, public information and civil-military cooperation. Military measures and activities include an attack to physically destroy command and control elements, psychological operations, electronic warfare, network centralised operations, security operations and deception and intelligence operations.

Information operations can be offensive or defensive. Defensive information operations maintain access to information and help preserve the efficient use of information, the command and control and communication and information systems and protect key information for the achievement of the desired objective. The purpose of offensive information operations is to influence enemy information, his command and control and communication and information systems in the effort to achieve a certain objective or in the face of a military threat.

10.1 Psychological Operations

Psychological operations are planned peacetime and wartime psychological activities oriented towards hostile, friendly or neutral audiences to influence their positions and behaviour affecting the achievement of political and military objectives. The purpose of psychological operations is to weaken enemy combat will, to strengthen the support and loyalty of own and friendly target populations and to gain support of undecided or neutral populations. They comprise strategic psychological activities, psychological consolidation and in-theatre psychological activities.

Target populations include SAF servicemembers, Alliance servicemembers, hostile or opposing forces servicemembers and citizens of the Republic of Slovenia and other countries within the SAF area of operation. Offensive psychological operations are directed towards an enemy. Defensive psychological operations are primarily directed towards strengthening the morale of SAF servicemembers and friendly population and towards obtaining and maintaining the support of neutral and friendly populations.

10.2 Electronic Warfare

Electronic warfare describes SAF activities which use electromagnetic energy, to include the directed energy with an aim of exploitation and dominance in the electromagnetic spectrum or with an aim to attack an enemy. It comprises the interception and identification of electromagnetic energy, the use of electromagnetic energy to reduce and prevent hostile use of electromagnetic spectrum and the activities to ensure the effective use of the electromagnetic spectrum by friendly forces. Electronic warfare is directly linked with intelligence and is one of the pillars of information operations.

SAF conduct three types of electronic warfare measures: electronic warfare support measures, electronic countermeasures and electronic protective measures. Support measures comprise activities the aim of which is to detect, intercept, identify and define the location of transmissions in the electromagnetic spectrum in order to detect threats. Electronic countermeasures use electromagnetic energy to prevent or reduce the hostile use of the electromagnetic spectrum. Electronic protective measures protect own electronic systems against the hostile electronic warfare assets or against electronic interference by other friendly forces. They help ensure an efficient use of the electromagnetic spectrum regardless of the hostile use of electromagnetic energy.

10.3 Network Centric Operations

Network centric operations is a form of operations that uses information technology for the achievement of military objectives. This form of operations means translating the information supremacy into combat power through an efficient network connection of sensors, decision-makers and actors dispersed in the theatre in terms of geography and hierarchy.

Networking facilitates a common and comprehensive situation awareness, faster and better command in terms of the quality, decentralised command, higher operational tempo, more lethal effects, better survivability and automatic coordination of activities. Network centric operations help commanders make decisions in a dynamic network based on the link-exchange and the principle of cooperation.

10.4 Operations Security

Operations security describes the SAF activities which use active and passive measures to provide force security by denying an enemy knowledge of the dispositions, capabilities and intentions of the friendly forces. These measures are focused on the material that reveals key activities or weaknesses or protect essential elements of friendly information.

Active security measures include the disruption or destruction of the enemy's intelligence, surveillance, target acquisition and reconnaissance capability, attack on command posts and other command and control elements, deception and psychological operations. Passive measures incorporate the protection of persons, physical and technical protection of areas and installations, safeguarding of documents, camouflage and concealment, information security and communication and information system security.

10.5 Deception

Deception comprises manipulation, distortion or falsification of data intended to mislead the enemy and induce him to react in our interest. The SAF conduct deception in order to gain surprise, force security, enhance a commander's freedom of action, reduce casualties and minimise the use of time and resources. Deception is carried out at the strategic, operational and tactical levels.

Offensive deception measures are used to actively disseminate false or misleading information to the enemy to mislead him about future intentions or to achieve advantage. The basic aim is to gain surprise and maintain the initiative. Defensive deception measures give false or misleading information to the enemy who has the initiative. The purpose of these measures is to divert his attention and effort away from real order of battle and targets. The principle intention is to improve security of own forces and provide the conditions for future actions.

10.6 Public Information

Public information incorporates SAF activities to inform the internal and external public about their missions and gain understanding and support in the accomplishment of these missions. Public information activities help create an environment that promotes trust in the SAF and the Alliance. These activities are oriented towards all types of media, SAF servicemembers, Alliance forces servicemembers and the citizens of the Republic of Slovenia as well as the citizens of countries where SAF troops may be deployed, whereby the main focus is on SAF servicemembers and their families.

SAF conduct an active public information policy and try to ensure media coverage of events and activities. Passive public information policy is applied if this is necessary to ensure operations security for SAF or Alliance's troops and units.

SAF treat all representatives of the public equally and do not produce exclusive stories. Everybody has free access to unclassified information or the information which can be released without posing a threat to SAF servicemember security. Honesty is the main principle behind the relationship between the commanders and the public.

10.7 Civil-Military Cooperation

Civil-military cooperation comprises resources and activities that support relations between the commanders and civil and military authorities and the civil population in the area of current and future operations of the SAF. It also comprises cooperation with non-governmental and international operations. Successful civil-military cooperation enhances combat morale and brings tactical advantage.

The primary objective of civil-military cooperation is to establish and maintain full cooperation of the civil population and institutions in the area of operation in order to have civil-military relations that support SAF mission accomplishment as much as possible. The long-term goal of civil-military cooperation is to create an environment favourable for a long-term solution of the crisis.

Civil-military cooperation is conducted in accordance with the rules of engagement that apply to SAF stability operations. In conducting civil-military activities the main priority must always be the unit's mission. Therefore, the conduct of civil-military cooperation is a commander's priority. The use of military resources must take into account the principles of economy and focus and should not jeopardise a unit's mission accomplishment. Therefore, resources must be focused in a way that is most beneficial for the civil population or most supportive of the unit operations.

11. Stability Operations

Decisions about SAF employment for stability operations are made by the Government of the Republic of Slovenia in compliance with legislative provisions and international treaties. The political and security interests of the Republic of Slovenia are to have a safe and stable security situation which, in turn, guarantees a high level of national security. Based on these starting points, the SAF have to play an active role in promoting international peace, security and stability. The SAF conduct stability operations within the frame of crisis response operations and international treaties.

11.1 Crisis Response Operations

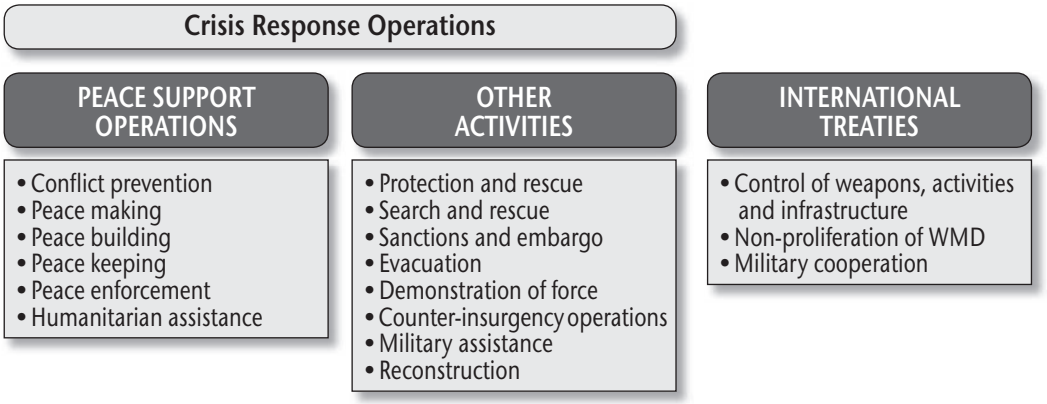
Crisis response operations include political, military and civil actions conducted in compliance with international law, with an aim to prevent crises and ensure crisis management in the achievement of Alliance goals. Crisis response operations incorporate different forms and types of operations, ranging from support to civil organisations to combat operations. In contrast to Article V operations, which put the Alliance's collective defence principle in practice, the Alliance member states are not obliged to participate and non-NATO states can participate. The SAF participate in NATO or EU-led crisis response operations under the auspices of international security organisations and based on international treaties.

Crisis response operations are usually conducted by common joint task forces in cooperation with governmental and non-governmental organisations and under international political leadership and control. Normally, they are of prolonged duration and conducted in several mandates. The achievement of the target end-state is more difficult than in war. Because of the unpredictable environment in which they are conducted, the guidelines, the end-state and the criteria for success may not be defined clearly enough or might need to be adjusted to the changed situation in the area of operation.

Crisis response operations typically involve a large number of participants. In addition to national and international military and diplomatic representatives, there are also numerous governmental and non-governmental organisations present in the area of operations. Therefore, special focus must be on civil-military cooperation. In order for a crisis response operation to be successful, it is necessary to gain and maintain the support of the public, both in the area of operations and at home. Given the nature of such operations, the political influence extends not only to the strategic but also to the tactical and operational levels.

In place of the enemy, forces face the opposing or former warring factions. In some operations, an adversary cannot be clearly defined, and there are several centres of gravity. Sometimes, members of the opposing side need to be protected and not neutralised or destroyed as planned by the combat principles.

Crisis response operations are very complex, which demands discipline and a high level of flexibility to respond to the changed situation, which might include shifts from peacetime to wartime circumstances. In most cases, crisis response operations are carried out in built-up areas and present a special command challenge in a situation where operations by relatively small-size units can have an impact on the achievement of the operational or even strategic goal. There are more restraints in the rules of engagement than in those that apply to combat operations.



Stability operations

11.2 Peace Support Operations

Peace support operations are impartial, multifunctional operations, usually conducted in support of international organisations. They include activities by military forces, diplomatic, humanitarian and other organisations. The SAF conduct the following types of peace support operations: conflict prevention, peace keeping, peace making, peace building, peace enforcement and humanitarian assistance.

11.2.1 Conflict Prevention

Conflict prevention is carried out with an aim of timely identification and elimination of possible causes of conflicts by using diplomatic, military and other means in an early phase of a conflict. It comprises a number of activities from diplomatic initiative to the preventive deployment of forces. Conflict prevention is a vital element in maintaining of international stability and security. However, it is not a primary military task. The SAF support diplomatic and other efforts by participating in military inspections, providing military observers and through the preventive deployment of forces.

11.2.2 Peace Keeping

Peace keeping operations are conducted under Chapter VI of the UN Charter and based on the agreement of all parties involved in the conflict with an aim to monitor and ensure possibilities for implementation of a peace treaty. Peace keeping is directed towards managing residual conflicts between warring factions while other diplomatic, economic and other measures are taken to achieve a long-term solution to the conflict. In an environment where numerous actors are present, military force is used to ensure stabile conditions in which they can perform their functions.

With their presence, the SAF deter the warring factions from violence, control the storage and destruction of weapons and ammunition, have mediation tasks during negotiations, investigate peace treaty violations, control withdrawal, disarmament and demobilisation of forces, collect information, provide support to elections and the functioning of governmental and non-governmental organisations, and use force in the event of peace treaty violations or in the event of threat to peacekeeping forces in accordance with the applicable rules of engagement.

11.2.3 Peace Making

Peace making describes diplomatic efforts after the occurrence of a conflict to achieve a cease fire or fast signing of a peace treaty. It comprises mediation between warring factions, reconciliation and forms of diplomatic pressure, such as isolation and sanctions. Military force is used to control a cease fire and support diplomatic efforts aimed at mediation, negotiations and other forms of finding a peaceful solution to a conflict.

The SAF support diplomatic and other efforts by maintaining contacts between the forces of warring factions, participating in joint exercises and trainings, deploying their forces, supporting the work of security forces, deploying military observers and participating in the enforcement of sanctions.

11.2.4 Peace Building

Peace building comprises political, economic, social, military and other measures to promote political solution of the conflict and eliminate the causes of conflict. It incorporates different mechanisms for the identification and support of the structures, the aims of which are to consolidate peace, promote trust and prosperity and economic reconstruction. The aim of peace building is to promote political solutions to a conflict and prevent new outbreaks of conflict.

The SAF's roles in peace building includes help with the creation of civil authorities, reestablishment of public infrastructure, provision of conditions for the work of schools and hospitals and performance of other tasks related to the restoring to normal living conditions.

11.2.5 Peace Enforcement

Peace enforcement activities are conducted in accordance with Chapter VII of the UN Charter. By nature, peace enforcement includes aggressive actions when no peace agreement has been achieved by warring factions or if such an agreement is uncertain. The aim of peace enforcement is to maintain or create peace or implement conditions defined by the force mandate.

Peace enforcement is a military activity, the nature of which is close to war. Usually, peace enforcement missions are mandated by the UN and allow the employment of combat operations for the achievement of desired objectives. The main task of peace enforcement is normally to coerce the various parties to start peace negotiations and to deter them from further conflicts in the future. SAF tasks incorporate the disengagement of warring factions, the establishment and control of a safe zone, the enforcement of sanctions, the restoring of law and order, the protection of humanitarian activities and support of the return of refugees.

11.2.6 Humanitarian Assistance

The purpose of humanitarian assistance is to alleviate human suffering, especially in circumstances where local authorities are unable or will not provide for appropriate support of the population. They are conducted based on a request and assist civil organisations if they are not able to provide sufficient support for inhabitants. Humanitarian assistance is directed towards the provision of food, water, housing and other activities for restoring normality to a population.

SAF units may be engaged in the establishment of traffic communication, provision of medical care, humanitarian demining, and delivery of supplies. In a hostile environment they protect humanitarian aid convoys and distribute humanitarian aid. They may also help with the reconstruction following the initial relief operations.

11.2.7 Other Stability Activities

SAF stability activities within the framework of crisis response operations include efforts primarily aimed at helping civil authorities and military and non-military organisations. These activities incorporate participation in disaster relief efforts, search and rescue, evacuation, military assistance, sanction and embargo implementation, show of force, post-conflict reconstruction and counter-insurgency operations.

Participation in disaster relief operations is closely related to humanitarian operations. It takes the engagement of forces at very short notice and operation in extremely demanding circumstances as a consequence of a natural or other disaster when the authorities are not able to provide adequate relief by themselves.

Search and rescue operations involve the use of air, maritime and special rescue forces for search and rescue of people on land and on the sea. Planning these operations must take into account weather, terrain, capabilities of rescue forces, the level of threat as well as national constraints and specifics. Within crisis management operations, the SAF do not conduct search and rescue operations independently.

Evacuation defines operations when SAF units participate in the extraction of international military or security missions or own or allied forces from crisis areas abroad. A special form of evacuation includes evacuation of the threatened non-combatants by SAF units in cooperation with allied forces from foreign countries to Slovenia or to some other safe area.

Military assistance describes military activities that support civil communities or authorities where civil authorities, due to circumstances or distress, are unable to cope. SAF units may be deployed to help ensure public safety, safety during the elections, provide assistance to the local police, help with the mine clearance and disposal of unexploded ordnance, as well as other forms of aid to civil authorities so that they can successfully carry out their functions.

Sanctions and embargo implementation prevent the supplies, diplomatic, economic and other privileges and freedom of movement of people in the area where sanctions are imposed. SAF units may be engaged in the implementation and control of a selective barrier that allows transit only to allowed goods, persons and services.

Demonstration of force is an activity by the armed forces of any country or group of countries to coerce another country or group of countries into respecting international law or accepting political, economic or other conditions. Together with allied forces, the SAF is involved in this activity by increasing its combat readiness, conducting a partial mobilisation, deploying or moving forces to or in the vicinity of the crisis area or through conducting military exercises.

Post-conflict reconstruction comprises military, diplomatic, economic and humanitarian activities in order to ensure safety, order and public functions and create conditions favourable for the transition from the military to civil control. SAF units may be engaged in the provision of safety, or support the functioning of public services and legitimate government organisations in taking over of their functions.

Counter-insurgency operations comprise activities against insurgent forces. These forces try to coerce political changes by using sabotage, propaganda and military pressure to convince or force the broader public to support or accept such changes. The purpose of SAF participation in counter-insurgency activities is not a total destruction of insurgents, but to protect the population, minimise the support of insurgents and incapacitate their operations.

11.3 Operational Principles in Peace Support Operations

The basic operational principles of military forces in peace support operations include impartiality, consent and proportional use of force.

In 2005, a group of 10 Slovenian soldiers from the Special Operations Unit, deployed to the ISAF peace support operation in Afghanistan, participated in a search and rescue operation trying to save the crew and passengers of the crashed airplane B737 of the Kam air carrier. The plane crashed into a 3071m mountain 30 km southeast of Kabul. The group, which was led by lieutenant Anton Žbogar, was tasked to find any survivors and secure the site of the accident. They arrived at the site on 7 February in the Alliance's Cougar helicopters. No survivors were found. The unit members demonstrated a high level of training, morale and courage locating the plane's wreckage, lying at an altitude of approximately 3000m, in deep snow and precipitous terrain.

11.3.1 Impartiality

Impartiality dictates equal treatment of all parties involved in a conflict. All activities must be conducted in accordance with the mandate of peace forces without giving advantage to any parties involved. If force is used, it has to be directed towards what has been done and not towards who has done it. Impartiality should not be mistaken for neutrality.

Impartiality is of key importance for the maintenance of trust in peace forces and consent between involved parties. In this way, impartiality directly promotes the attainment of the end result of an operation. It is ensured through effective civil-military cooperation, preservation of contacts with warring factions, information, rigorous compliance with the rules of engagement and transparent functioning.

11.3.2 Consent

The principle of consent requires the attainment of consent from all parties involved in a conflict before the peace forces arrive and start implementing their mandate, except in the case of peace enforcement operations. Consent is essential for gaining the support of local authorities and public approval in the area of operation. In certain situations, consent may given at the strategic level but not approved by specific groups at the tactical level. Therefore, peace forces need to have the necessary capabilities to enforce their mandate and coerce the compliance with the peace agreement, and, in turn, to ensure their credibility.

Consent is essential in achieving the end state of operations. Long-lasting peace will not be achieved without the active participation of all parties involved and the local population. Therefore, efforts must be focused on bringing into line the different interests of all parties and the national interests of countries which participate in the operation.

11.3.3 Proportional Use of Force

The principle of the restraint in the use of force requires the selection of appropriate and proportional force for the achievement of a desired objective. The situations and methods related to the use of force are derived from the mandate of the peace forces, international law of war and humanitarian law and from the national legislation. They are defined in the rules of engagements.

If force is used, the consequences may go beyond the tactical level and have negative impact on the consent, thus jeopardising military and civil efforts in achieving operational objectives. Therefore, force must be used in a precise manner, proportionally in respect to the threat and in a way that it prevents further expansion of the conflict. The restraints put on the use of force can never prevent the use of force in self-defence.

11.3.4 Other Principles of Operation

In addition to fundamental principles of peace support operations, there are also other principles that need to be taken into account during the planning and execution phase, such as: identification of the objective, steadiness and persistence, the unity of effort, credibility, transparency, security and protection of forces, flexibility, mutual respect, freedom of movement, legitimacy and civil-military cooperation.

The objective needs to be clear, feasible, determined in advance and focused on the achievement of the desired political end state. The identification of strategic military objectives is essential for successful cooperation of all combined joint forces which closely cooperate with civil government and non-governmental organisations.

Steadiness and persistence in the achievement of the desired political end state dictates patient, determined, gradual and consistent orientation of efforts towards the objectives set. Short-term military success should not jeopardise long-term political, social, economic and other goals.

The unity of effort is manifested in the joint approach towards the set objectives, both among the national military contingents and government, international and non-governmental organisations. In order to achieve this unity, a liaison and coordination systems need to be established.

The credibility of forces conducting the operation must be ensured in the area of operation and also by the political and military structures in charge of operations. The forces carrying out the operation need to be adequately trained and equipped and have all necessary capabilities, will, determination and authorities for the accomplishment of their mission.

Transparency is necessary for the understanding of the peace support forces' mission and concept of operation, as well as objectives set for the achievement of the targeted political and military state. The parties involved need to be informed of the mandate of forces and of the consequences, should peace agreements provisions not be respected.

Security and protection of forces in the area of operations is the commander's responsibility. The orders need to clearly identify the responsibility for the own forces and the civilian forces involved in the operation. It needs to be taken into account that the right of self-defence is inviolable and cannot be restricted by any rules of engagement.

Flexibility is one of the preconditions for effective crisis management. The commanders need to be vested sufficient authority to decide on adaptability in executing the planned activities within the mission mandate. Flexibility dictates the ability of forces to quickly change from one type of operations to another and from stability to offensive or defensive operations, if necessary.

Mutual respect promotes a high level of professionalism and respect of national, ethnic and cultural specifics of all participants in the area of operation. The UN mandate, the Status of Forces Agreement, and other arrangements give peacekeepers a certain level of immunity in the performance of their tasks. Nevertheless, they must abide by local laws and regulations.

Freedom of movement for military forces is essential for mission accomplishment. The provisions contained in the mandate and in the rules of engagement must ensure free movement of military forces across the area of operation without locals interfering with their tasks. Any problems should be resolved with negotiations. If this fails, pressure will be escalated and, if necessary, force will be used.

In order to have support by the international community, the participating nations and the warring factions, the operation must be **legitimate**. It is vital that the operation be conducted in compliance with the international law of war and humanitarian law and the provisions of the UN Charter.

Civil-military cooperation incorporates coordination and cooperation between the peace keeping forces and national and local authorities and international and national governmental and non-governmental organisations in the achievement of operational objectives. In order to have coordinated civil and military efforts mutual coordination and counselling is essential, because the mandates and areas of work often overlap. Cooperation is promoted through joint commissions, working groups, communication and liaison channels at all levels of cooperation and agreed coordination and information exchange procedures.

11.4 Crisis Response Operations Pre-deployment Activities

In order for the SAF to participate in crisis response operations, they have to plan the forces available and their combat readiness. The forces must be capable of operating as part of common joint task forces in and out of the NATO territory. Each operation has its own characteristics that define mission-specific methods of preparations and conduct of military tasks.

Preparations related to the personnel include the issuing of legal mission deployment orders for SAF servicemembers, medical check-ups and security clearances, psychological and intelligence and security briefings and other status related activities as required by the national legislation, the obligations derived from the status of forces agreements and special requirements set by the Alliance. These preparations also involve family care and psychological and spiritual care for SAF servicemembers when deployed in operations.

Prior to each mission, a special pre-deployment training has to be planned and carried out, based on the unit's mission, the mission essential task list and mission-specific rules of engagement. The training programme provides the candidates with general, and specialised military topics, and introduces them to the geographical, national, ethnic, religious, cultural and other aspects, typical of the given area of operation.

Pre-deployment preparations also include procedures for the planning and carrying out of communication and information support necessary to support the unit, to establish a connection with the superior command in the area of operation as well as with the responsible SAF command back in Slovenia.

Logistic planning ensures the weapons and the equipment for the accomplishment of mission-specific tasks in the area of operation and the sustainability of forces during an operation. Logistic support during deployment includes movement, transport, supplies, assets maintenance and medical support. It is provided by the national support elements, which are an integral part of SAF contingents within the multinational forces and by other countries based on bilateral or multilateral agreements. The SAF pre-deployment preparations also help create the possibilities for civil-military cooperation in the area of operation.

Individual SAF servicemembers and units are deployed as part of common joint forces based on the relevant national command acts as well as acts issued by a joint force commander who has been vested temporary authority to exercise limited command functions over SAF troops. The national command acts define the relations within the Slovenian contingent and the chain of command between the contingent and the responsible SAF command in the Republic of Slovenia.

During this phase, post-deployment consolidation procedures are determined, which focus on the return of SAF servicemembers to a normal working environment and the lessons learned to be included in the planning, preparation and implementation of future SAF involvement in crisis response operations.

Pre-deployment preparations also include the harmonisation of measures to be taken by the SAF commands, Ministry of Defence bodies and services as well as other government bodies and institutions in the event of incidents or contingencies in the SAF area of operation.

11.5 Operations Based on International Treaties

In compliance with the National Security Strategy, the Republic of Slovenia promotes friendly relations with other countries. It is actively involved in the efforts made by the international community oriented towards achieving global peace, security and stability. The SAF carry out part of the commitments made by the Republic of Slovenia in international treaties related to the confidence and security building both regionally and globally. The tasks derived from these commitments pertain to control of weapons, military infrastructure and military activities and to the non-proliferation of weapons of mass destruction.

Based on the principles of equality and reciprocity, the SAF cooperate and further contacts with other armed forces in the Euro-Atlantic area, which contributes to national and collective security. Bilateral or multilateral agreements set the cooperation framework for SAF and other armed forces in the areas of education and training of troops, the exchange of experiences, familiarisation with training and operational characteristics of forces and the formation of common units which may be used for crisis response operations or other tasks based on international treaties.

The SAF comply with the international commitments made in relation to weapons control and other confidence and security building measures. Verification training programmes are in place which prepare the relevant personnel for hosting foreign inspection and evaluation teams if the Republic of Slovenia is a subject of weapons control verification. These activities are conducted by the Verification Centre as an expert authority for weapons control.

11.6 Characteristics of NATO-led Operations

11.6.1 Planning

The SAF is involved in joint planning for crisis response operations. The SAF participate in these operations based on decisions made by the Government of the Republic of Slovenia, guidelines provided by the minister of defence and NATO defence plans which serve as a basis for SAF plans. Crisis response operational planning primarily depends on Alliance plans. However, at the same time the SAF and the MoD develop their own plans.

Elementary planning comprises permanent defence plans and contingency plans for potential crisis areas. Based on contingency plans, area specific and crisis specific plans are developed. If an appropriate decision is made by the North Atlantic Council, operational plans are drafted and implemented. The planning process follows the Alliance's operational planning principles.

11.6.2 Conduct of Operations

SAF units conduct allied operations in the spirit of common doctrines and standards. As early as in the process of the adoption of doctrines, the Republic of Slovenia is obliged to inform other Alliance members on any national caveats due to the specifics contained in the national doctrine or other

constitutional and legislative provisions related to the mission accomplishment. The caveats also need to be communicated to the joint force commander in the phase of operational planning and in the event of the transfer of commanding authority.

NATO-led operations are characterised by the unity of command manifested by the implementation of decisions made by the Alliance as well as by exercising delegated authorities to command national forces in the form of operational control. The command is characterised by a clear hierarchical delineation of authorities and the integration of command at the joint level, and decentralisation at lower levels manifested by the transfer of authority to subordinate commanders who pursue common goals, defined by operation orders and the commander's intent, and consider doctrinal solutions for specific operational methods.

Cooperation and mutual understanding are essential elements of efficient joint force operations. Therefore, all forces involved need to share a common approach to the training and implementation of common procedures and standards.

11.6.3 Logistic Support

Logistic support relies on national and multinational support. National logistic support is provided by the national support element. Multinational logistic support includes specialised roles, a lead nation or a multinational joint logistic support unit. The logistic support within multinational logistics is provided through cooperation agreements and technical arrangements. The Alliance plans and coordinates specific logistical activities such as strategic lift, either directly or through outsourcing.

The national support element will be mission-tailored for the needs of individual operations and its size should be sufficient to provide logistic support to all SAF units deployed in a mission. The SAF national support element will organise and coordinate the reception and accommodation of units arriving to or departing from the area of operation. During an operation it provides sustained logistic support from the Republic of Slovenia and coordinates logistic host nation or civil support.

As appropriate, planning and operation characteristics of NATO-led operations will also apply to the EU-led operations.

12. Support Operations

The aim of SAF support operations is to use SAF capabilities for various purposes both in peace and in war, when the existing civil capabilities are overwhelmed or need to be complemented.

SAF support operations focus on supporting the system of protection against natural and other disasters and on supporting other government bodies and organisations in providing security and prosperity for the citizens of the Republic of Slovenia. The SAF carry out the following types of support operations: protection, rescue and relief in the event of natural and other disasters, the provision of security, counter-terrorism activities, search and rescue, non-combatant evacuation operations, cooperation with civil organisations, and the protection of key infrastructure and supply sources.

Based on bilateral or multilateral agreements, the SAF may conduct support operations outside the national territory guided by the same principles of support to civil bodies and organisation that are valid in the Republic of Slovenia.

The conduct of support operations should not interfere with the maintenance of SAF readiness for the accomplishment of military defence tasks and crisis response operations.

12.1 Protection, Rescue and Relief

The basic aim of protection, rescue and relief is to protect people, animals, property and the environment against disasters and destruction, damage and other consequences caused by disasters and to mitigate these consequences. This aim is pursued through preventative actions; establishing and maintaining response readiness; monitoring, notifying, and alarming; offering protection, rescue, and relief; and cleaning areas after disasters.

Disaster-related protection, rescue and relief efforts comprise extinguishing fires and rescue in the event of fires and explosions, debris and avalanche rescue operations, mountain, cave, coal mine and water rescue, rescue operations in storms, and other adverse weather situations, intervention in traffic accidents, first aid and urgent medical and veterinary assistance, protection against unexploded explosive ordnance, NBC-protection, victim and missing persons inquiries, assistance to the population in danger, general humanitarian assistance, and the provision of basic living conditions.

Recovery operations after disasters include urgent measures and activities to provide basic living conditions and to ensure the long-term reconstruction of the affected area. The provision of basic

living conditions includes the supplies of potable water, food, medicines, electrical energy, reconstruction of main lines of communication, utility services, animal care and protection of cultural heritage.

Unpredictability and the scope of natural and other disasters require activation of all resources available to protect human lives and property and to remove disaster consequences within the shortest time possible. Fires, floods, earthquakes and other disasters may require large scale engagements of forces and assets to prevent and remove the consequences. Therefore, it may be urgent that the SAF participate in these efforts. The expansion of international terrorism has also increased the nuclear, radiological, chemical and biological level of threat of the population so that SAF assets will successfully complement the capabilities available within the system of protection against natural and other disasters.

The SAF participate in protection, rescue and relief efforts in accordance with their organisation and equipment. There are certain SAF units which are specifically equipped and trained to assist protection and rescue forces. The SAF involvement in protection, rescue and relief tasks includes participation in the protection of property and population in the event of natural and other disasters, recovery operations after natural and other disasters, extinguishing of wild fires, air and road transport of rescue personnel and assets, clean-up operations after NBC incidents, and the evacuation and rescue of civilian population in the event of natural and other disasters.

12.2 Counter-terrorism

In combating terrorism, the SAF will comply with the goals, principles, policy and operational strategy of the Republic of Slovenia related to this area. The SAF are involved in this combat as prescribed by the legislation and guidelines provided by the Government of the Republic of Slovenia. Counter-terrorism responsibilities of the SAF include the conduct of counter-terrorism measures and operations and cooperation in clean-up operations after terrorist attacks. By carrying out certain measures, the SAF help reduce the level of national vulnerability. Counter-terrorism operations prevent, deter or respond to terrorist threats.

Counter-terrorism measures describe the employment of protective measures to reduce the vulnerability of forces, individuals and property to terrorism, to include the abovementioned response and suppression of terrorists by the armed forces. These measures incorporate the intelligence collection and sharing, troops and unit security and safety, the protection of infrastructure, active participation in crisis management planning, tactical measures for the management of terrorist incidents and other security measures.

Counter-terrorism operations are offensive activities which include attacks on terrorist organisations, installations, vessels and aircraft, and isolation and capturing of terrorists. Clean-up operations after terrorist attacks include tasks normally performed by the SAF in support of protection, rescue and relief effort after natural and other disasters.

To promote the implementation of the Republic of Slovenia's counter-terrorism strategy, SAF employment plans may designate key energy, transport, traffic, production, telecommunication and other similar facilities as well as headquarters of national authorities at the national level installations of special importance for the defence of the country. These installations and the airspace above them, the coast, and the waters in front of these installations are protected also by the SAF in accordance with plans and subject to preliminary consent by the Government of the Republic of Slovenia.

12.3 Security Operations

The need to use military capabilities in support of security systems has occurred due to asymmetric threats, such as international terrorism and massive illegal migrations. In accordance with relevant guidelines provided by the Government of the Republic of Slovenia, the SAF help perform certain law enforcement tasks of the police, such as the protection of national borders, management of major and illegal migrations, anti-terrorist activities, personal security, traffic regulations and other peace enforcement tasks as stipulated by the pertinent legislation. In addition, they offer their logistic capabilities to the police forces.

12.4 Search and Rescue

Search and rescue operations are conducted by specially designated, equipped and trained rescue forces with an aim to help persons in distress because of natural and other disasters or due to their own actions. SAF units cooperate with the Civil Protection and local authorities in land and sea search and rescue operations. SAF tasks include transport of rescue units and assets, surveillance and search of the area, and provision of medical support.

12.5 Non-combatant Evacution Operations

Unpredictable occurrence of crisis areas within the regional and wider international context concurrent with the presence of international terrorism may pose a serious threat to security and life of the Slovenian citizens who may find themselves in such situations. The SAF will cooperate and provide assistance to other government authorities in rescue and evacuation operations for Slovenian citizens abroad. They will help by offering military lift capabilities and by collecting and safeguarding of assembly areas.

12.6 Protection of Critical Infrastructure and Supplies

Based on the statement of requirements of the civil defence planning authorities and decisions by the Government of the Republic of Slovenia, the SAF contribute to the protection of critical infrastructure and sources of supply of national importance. In order to perform these tasks, coordination is required with civil defence planning authorities to harmonise the employment and operational plans for the critical infrastructure and sources of supplies which are posed at risk. Such tasks include preventive deployment of forces, intelligence and reconnaissance activities and physical safeguarding.

12.7 Cooperation with Civil Organisations

SAF units and commands cooperate with civil organisations which support SAF activities, humanitarian actions, organisation of events of a wider social importance and the accomplishment of goals of civil organisations and societies, the activity of which is closely linked with SAF. The basic forms of cooperation with civil structures focus primarily on the coordination of defence and emergency response planning, information exchange and mutual informing of the goals and tasks, support of the officer and other military personnel associations, participation in activities that help preserve the tradition of the national liberation war and the war for independence of Slovenia, participation in sports and cultural events, community and ecological events as well as participation in SAF promotion campaigns.

12.8 Command Organisation

The participation of the SAF in protection and rescue activities requires a decision by the Government of the Republic of Slovenia, and in the emergency by the Minister of Defence on a proposal of the Civil Protection Commander or Chief of Defence Staff authorised by the minister. The Government also makes decisions on the cooperation between the SAF and the police.

Through their Command Centre, the SAF participate in the National Crisis Management Centre. SAF units that participate in support operations are activated through the SAF Command Centre. The units perform their tasks as ordered by the operational force commander who not only defines the tasks, the method of their execution and service support, but also the relations between the commanders and persons in charge in the Civil Protection and police structures.

When SAF units are involved in overall protection and rescue efforts, they are commanded by SAF commanders, whereas the activities are conducted by heads of interventions or Civil Protection commanders who have been vested the authority to give instructions to SAF units. The same principle applies when SAF are involved in peace enforcement tasks. In this case, the activities are led by police directorate chiefs or heads of police operational staffs.

At the strategic level, the General Staff of the Slovenian Armed Forces establishes contacts with the General Police Directorate and the RS Civil Protection Headquarters. The operational level links the SAF Command Centre, the Operations and Communication Centre of the General Police Directorate, the Regional Air Traffic Control Centre and the Republic of Slovenia's Emergency Response Centre. At the tactical level, connections are established between the unit commands, military territorial commands, municipal Civil Protection staffs, and operational and communication centres of police directorates.

By participating in the system of protection against natural and other disasters and the security system, the SAF will not take the responsibility for these areas unless the tasks are conducted in military areas or if SAF servicemembers are exposed to security and medical threats.

13. The Future of Warfighting

The key factor of future warfighting lies in communication and information technology that has been redefining the relations between man and technology. Communication and information technology will not replace man or military technology, but will rather serve as a basis of future warfighting. The first characteristic will be the change of the weapons concept, which will no longer be defined by contents but by information. The development of weapons will not necessarily be oriented towards the manufacturing of lethal weapons. The main objective of operations will not be to kill or to destroy. Instead, the main targets of attacks will be the enemy's point of concentration to paralyse or destroy his capabilities.

The change of weapons will inevitably bring about changes of the theatre. The theatre of operations, which has so far been defined as a geographical area with clearly defined borders and identifiable terrain features and factors is becoming out of date. Future theatres will have no identifiable borders and will comprise the following five dimensions: land, sea, air, space and the electromagnetic spectrum. It will be present everywhere. The current borders between the military and non-military areas of operation will be blurred. Space will no longer be divided in the close, deep and rear area, or to war and non-war areas or other applicable categories. The theatre of operations will be more than just a terrain. It will be a social meeting point to include elements such as the politics, economy and culture. All will be linked through technology.

New forms of warfighting, with information as a dominant element and with undefined battlefield, will change the understanding of the main actors of war. The armed force will no longer be the basic factor in the provision of security. Future attackers will mainly rely on non-military forms of operation in the achievement of their objectives. The most dangerous among them will be independent, non-state actors whose attacks on individual countries or political systems will be driven by different motives and personal goals.

Conventional warfighting will be characterised through high intensity combat operations and other types of operation at any time of day, in all weather conditions and with the state-of-the art technology, armaments and military equipment by both or only one side involved in the conflict. Enhanced manoeuvre capabilities of land and air forces will increase the tempo of operations and the number of events per time unit. Information technology will provide commanders with accurate information when they need it and with a picture of the entire theatre, thus giving an unachievable advantage over the enemy. Improved capabilities of weapons and target identification assets will permit combat operations over longer distances and with greater accuracy than ever before. The units will be smaller and dispersed over expansive areas. The reduced battlefield density will permit fast manoeuvres.

The changed theatre of war will present major challenges to individual combatants. They will be facing high-intensity operations and a very dynamic operational tempo. Threats will sometimes be unknown or unexpected. Weapon systems and equipment will permit better precision, and operations in low visibility and in NBC environments, as well as permit protection against light infantry weapons. With new weapons, equipment and information technology individual warriors will be better prepared for independent action; however, accompanied by a higher level of stress and moral and other dilemmas. A greater level of independence also means taking individual decisions in situations where civilians assume the role of an attacker or even enemy.

The warriors will find it difficult to recognise who the enemy is. The effects of their operations will sometimes be unclear, intangible or without public approval. Also in the future, the globalisation of information will put individuals in situations where his activities will be followed by the masses, potentially causing strategic consequences. Therefore, more than ever before, warriors will need to possess qualities such as personal initiative, resourcefulness, solid judgement and adaptability.

14. Conclusion

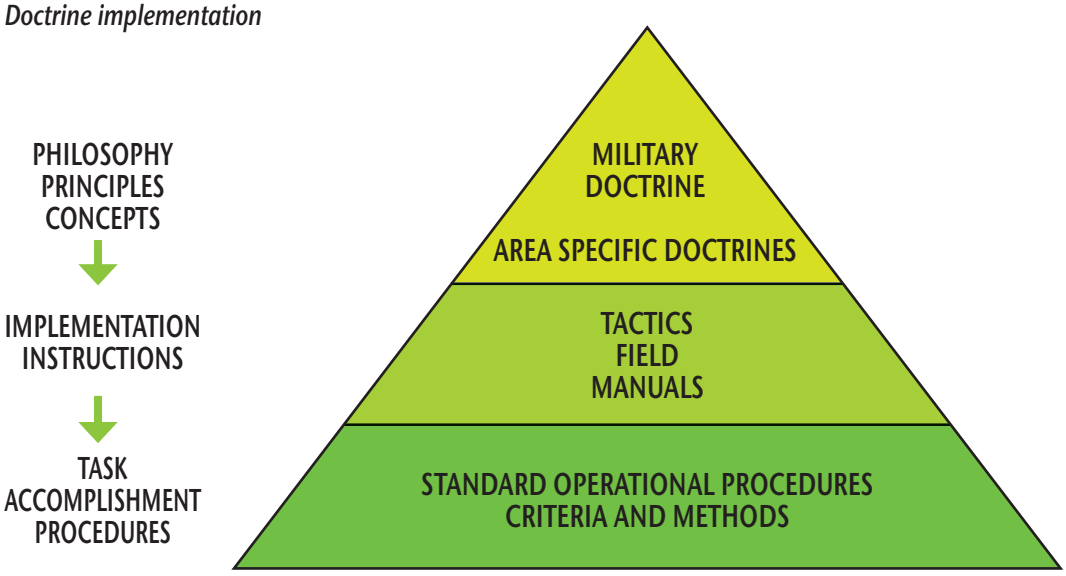
This military doctrine provides guidelines and principles for the implementation of the Republic of Slovenia's defence strategy. As a guiding document, it serves as a basis for planning the development, employment, organisation, education and training and operations of the Slovenian Armed Forces for the next five years.

To promote its implementation, the Minister of Defence can prescribe area-specific doctrines which detail forms and types of operations as well as the activities of the Slovenian Armed Forces.

The General Staff of the Slovenian Armed Forces will be monitoring the implementation of the doctrine and propose, as appropriate, any amendments based on the changes of the defence strategy, the SAF mission, Alliance doctrines, changes in the provision of resources and new lessons learned by SAF units on operations.

Once published, this doctrine supersedes the military doctrine adopted by the RS Government no 801/95-25, dated 27 July, 1995.

Doctrine implementation



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