



## Armenian Defense Reforms I

### Seminar on the Civilianization of the Ministry of Defense and Amending the Law on Defense 5 - 7 February 2007, Yerevan, Armenia

#### Co-organized with the Ministry of Defense, Republic of Armenia

The NATO-Armenia relationship was significantly enhanced by the agreement of an Individual Partnership Action Plan (IPAP) in December 2005. In its IPAP presentation document, Armenia committed itself to transform the personnel management system of its armed forces and civilianize its Ministry of Defense staffs. Parallel to these reforms, Armenia has set itself the goal of amending its 1997 Law on Defense so that it best supports the civilianization and transformation processes. The purpose of this seminar is to assist Armenia in conducting these defense reforms. The two main objectives of the seminar are:

- Present the defense transformation process of several “new” NATO countries and share their experiences with the seminar participants. The aim is not to introduce achievements and difficulties encountered, but rather to elaborate on the chosen personnel management system and Ministry of Defense civilian organizational structure, the motivation behind the choices made, and the justification for the armed forces chain of command structure and command and control system.
- Introduce Armenia’s 1997 Law on Defense and receive the opinion of international and Armenian experts on suggested amendments to the law, bringing it into conformity with the planned transformation and civilianization processes.

Time	Event	Location
<b>Monday, 5 February 2007</b>		
0800-0900	Speaker, Moderator, Facilitator & Staff Only Meeting	Armenia Marriott Hotel, Yerevan Tigran Ballroom Plenary
0900-0910	Registration on Arrival ( <i>First Event for all Participants</i> )	
0910-0930	<b>Seminar Opening</b> Speaker: MajGen (Ret) Dr. Horst Schmalfeld, German Deputy Director, George C. Marshall European Center for Security Studies Speaker: Ambassador Dr. Heike Renate Peitsch, Ambassador of the Federal Republic of Germany in Armenia Speaker: Mr. Anthony F. Godfrey, Deputy Chief of Mission and U.S. Chargé d’Affaires in Armenia	
0930-0950	<b>Keynote Presentation</b> Speaker: General-Lieutenant Artur Aghabekyan, Deputy Minister of Defense, Republic of Armenia	
0950-1030	Coffee Break	
1030-1045	Group Photograph	
1045-1050	<b>Introduction of Seminar Objectives, Agenda and Methodology</b> Moderator: MajGen (Ret) Dr. Horst Schmalfeld	

Time	Event	Location
<b>Monday, 5 February 2007 (continued)</b>		
1050-1145	<p><b>Plenary Session 1 (NATO)</b>  Moderator: MajGen (Ret) Dr. Horst Schmalfeld  <i>The first plenary session will focus on NATO's Individual Partnership Action Plan (IPAP) as it applies to defense personnel reforms and civilianization efforts for the Ministry of Defense. The session will highlight current timelines and identified tasks.</i>  <b>- IPAP and Personnel Reform</b>  Speaker: Mr. Lorenz Meyer-Minnemann, Country Officer for Armenia, Political Affairs and Security Policy Division, NATO</p>	Marriott Hotel Tigran Ballroom Plenary
1145-1305	Lunch	
1305-1430	<p><b>Plenary Session 2 (Defense Transformation Experiences)</b>  Moderator: Colonel James R. Howcroft, U.S. Marine Corps Chair and Professor, College of International and Security Studies, George C. Marshall European Center for Security Studies  <i>In this session each of the speakers from the respective Ministries of Defense presents his/her country's experience of the defense transformation process. Specifically, the speakers will address structural, organizational and personnel policy reforms within their armed forces and Ministries of Defense, with a focus on the transformation of the personnel management system of the armed forces and civilianization of the MoD. Further, information will be provided on the criteria used to convert military to civilian positions within the reformed Ministry of Defense and General Staff. Each 20 minute presentation will be followed by a Question &amp; Answer session.</i>  <b>- Estonia</b>  Speaker: Mr. Indrek Kannik, Advisor on Security Policy for the President, Office of the President of the Republic of Estonia  <b>- Latvia</b>  Speaker: Mr. Janis Karlsbergs, Deputy State Secretary, Latvian Ministry of Defence  <b>- Romania</b>  Speaker: Major Aurel M. Cobianu, Planning Expert, Defence Policy and Planning Department, Romanian Ministry of Defence</p>	
1430-1500	Coffee Break	
1500-1615	<p><b>Plenary Session 3 (Detailed Overview of the Armenian MoD)</b>  Moderator: MajGen (Ret) Dr. Horst Schmalfeld  <i>In this session, an expert from the Armenian Ministry of Defense will present the current Armenian armed forces chain of command structure and command and control system. The speaker will also present the organizational structure of the Ministry of Defense, discuss detailed responsibilities, and will review the current personnel management system of the armed forces. This plenary session provides key background information for the working group discussions ahead and is extended to allow for Q&amp;A by the participants and subject matter experts.</i>  Speaker: General-Lieutenant Artur Aghabekyan, Deputy Minister of Defense, Republic of Armenia</p>	
1615-1620	<p><b>Introduction of Working Groups &amp; Facilitators</b>  Moderator: Colonel James R. Howcroft</p>	

Time	Event	Location
<b>Monday, 5 February 2007 (continued)</b>		
1620-1745	<p><b>Working Group Session 1 (MoD Civilianization &amp; Personnel Management)</b>  <i>In this first working group session each of the two working groups will have an additional chance to discuss in detail the defense transformation process of the “new” NATO nations that presented their experiences during plenary session 2.</i>  <i>Working Group1: Estonia and Latvia</i>  <i>Working Group2: Romania</i>            Working Group Facilitators: Dr. Hari Bucur-Marcu and AMB Valeri R. Ratchev, Geneva Centre for the Democratic Control of Armed Forces (DCAF)</p>	Marriott Hotel Trdat & Tigran Working Group Rooms
1930-2030	<b>Dinner (Hosted by the Armenian MoD)</b>	Marriott Hotel Erdato Room

<b>Tuesday, 6 February 2007</b>		
0915-1030	<p><b>Working Group Session 2 (MoD Civilianization &amp; Personnel Management)</b>  <i>In this working group session, the two working groups will each discuss the Armenian MoD organizational structure, chain of command, responsibilities, and personnel management system. The working groups will make initial recommendations that support the civilianization process and transformation of the personnel management system of the Armenian MoD. Foreign Manpower &amp; Personnel subject matter experts and the NATO MoD representatives from Plenary Session 2 will provide their expertise and insights as needed to assist the discussions.</i>            Working Group Facilitators: Dr. Hari Bucur-Marcu and AMB Valeri R. Ratchev, DCAF            Subject Matter Experts:            Colonel Kevin B. Driscoll, Chief, Personnel Services Division, U.S. J-1            Mr. T.J. Anderson, Vice President, Workforce Planning, Whitney, Bradley &amp; Brown, Inc.            Ms. Sharon Seymour, Associate Director of Plans &amp; National Security Personnel System (NSPS) Integration, Headquarters, U.S. Air Force</p>	Marriott Hotel Trdat & Tigran Working Group Rooms
1030-1100	Coffee Break	
1100-1200	<p><b>Working Group Session 3 (MoD Civilianization &amp; Personnel Management)</b>  <i>Working Group Session 2 continued.</i>            Working Group Facilitators: Dr. Hari Bucur-Marcu and AMB Valeri R. Ratchev, DCAF            Subject Matter Experts: Colonel Kevin B. Driscoll, Mr. T.J. Anderson and Ms. Sharon Seymour</p>	
1200-1300	Lunch	

Time	Event	Location
<b>Tuesday, 6 February 2007 (continued)</b>		
1300-1430	<p><b>Working Group Session 4 (MoD Civilianization &amp; Personnel Management)</b>  <i>This working group session will serve to finalize initial recommendations and provide taskings/homework for a likely follow-up seminar (within 3-6 months) that would conduct a more detailed review on identifying civilian positions, responsibilities, duty/position descriptions, classification, career groups/paths, performance management, salary/compensation, etc.</i>            Working Group Facilitators: Dr. Hari Bucur-Marcu and AMB Valeri R. Ratchev, DCAF            Subject Matter Experts: Colonel Kevin B. Driscoll, Mr. T.J. Anderson and Ms. Sharon Seymour</p>	
1430-1530	<p><b>Working Group Session 5 (MoD Civilianization &amp; Personnel Management)</b>  <i>The final working group session on this topic will allow each working group to finalize its plenary report to be presented during plenary session 5 (7 February) and conduct a rehearsal with the selected working group spokesperson.</i>            Working Group Facilitators: Dr. Hari Bucur-Marcu and AMB Valeri R. Ratchev, DCAF</p>	
1530-1600	Coffee Break	
1600-1700	<p><b>Plenary Session 4 (Armenian Law on Defense)</b>            Moderator: MajGen (Ret) Dr. Horst Schmalfeld  <i>In this session, the 1997 Armenian Law on Defense will be presented to the plenary audience by an expert from the Armenian Ministry of Defense. This plenary session provides key background information for the working group discussions on the next day and is extended to allow for Q&amp;A by the participants and subject matter experts.</i>            Speaker: General-Lieutenant Artur Aghabekyan, Deputy Minister of Defense, Republic of Armenia</p>	Marriott Hotel Tigran Ballroom Plenary

**Wednesday, 7 February 2007**

0900-1030	<p><b>Working Group Session 6 (Armenian Law on Defense)</b>  <i>In this first working group session on this topic, two working groups will each discuss the 1997 Armenian Law on Defense and recommend changes/amendments to the law that best support the civilianization process and transformation of the personnel management system of the Armenian MoD. Foreign Defense and Legal subject matter experts will provide their expertise and insights as needed to assist the discussions.</i>            Working Group Facilitators: Dr. Hari Bucur-Marcu and AMB Valeri R. Ratchev, Geneva Centre for the Democratic Control of Armed Forces (DCAF)            Subject Matter Experts:            LTC Eric T. Jensen, Chief, International Branch, Office of the Judge Advocate General, U.S. Army            MP Hans Raidel, Security Committee, Member of German Parliament (Bundestag)</p>	Marriott Hotel Trdat & Tigran Working Group Rooms
1030-1100	Coffee Break	

Time	Event	Location
<b>Wednesday, 7 February 2007 (continued)</b>		
1100-1200	<p><b>Working Group Session 7 (Armenian Law on Defense)</b>  <i>Continuation of Working Group Session 6 with a focus on finalizing recommendations for amendments to the law and discussing the way ahead.</i>            Working Group Facilitators: Dr. Hari Bucur-Marcu and AMB Valeri R. Ratchev, DCAF            Subject Matter Experts: LTC Eric T. Jensen &amp; MP Hans Raidel</p>	Marriott Hotel Trdat & Tigran Working Group Rooms
1200-1300	<p><b>Working Group Session 8 (Armenian Law on Defense)</b>  <i>The working groups will finalize their recommendations and prepare the plenary reports which will be presented during plenary session 5. Each group will select a spokesperson and conduct a rehearsal of the plenary presentation.</i>            Working Group Facilitators: Dr. Hari Bucur-Marcu and AMB Valeri R. Ratchev, DCAF            Subject Matter Experts: LTC Eric T. Jensen &amp; MP Hans Raidel</p>	
1300-1400	Lunch	
1400-1430	<p><b>Marshall Center Briefing</b>            Speaker: MajGen (Ret) Dr. Horst Schmalfeld, German Deputy Director, George C. Marshall European Center for Security Studies</p>	Marriott Hotel Tigran Ballroom Plenary
1430-1530	<p><b>Plenary Session 5 (Reports to the Plenary)</b>            Moderator: Colonel James R. Howcroft  <i>Spokesperson(s) from each of the two working groups will present their reports to the plenary covering Working Group Sessions 1-5 (MoD Civilianization &amp; Personnel Management) and Working Group Sessions 6-8 (Armenian Law on Defense).</i>            Speaker: Spokesperson from each Working Group</p>	
1530-1545	<p><b>Seminar Closing</b>            Speaker: MajGen (Ret) Dr. Horst Schmalfeld, German Deputy Director, George C. Marshall European Center for Security Studies            Speaker: LTG Artur Aghabekyan, Deputy Minister of Defense, Republic of Armenia</p>	