

# **TRAINING AND EDUCATION**



# **COMPARATIVE STUDY REGARDING THE LAST 25 YEARS OF THE CROATIAN DEFENCE ACADEMY “DR. FRANJO TUĐMAN”**

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## **Officers’ education and training (1990–2015) and becoming a part of the Bologna Process**

Dr. Franjo Tuđman Croatian Defence Academy is a military-educational institution of the Croatian Armed Forces (CAF). Its mission is to prepare and qualify, through education and training, officers, NCOs and civil servants for implementation of the Armed forces’ missions as set out in strategic documents, missions and tasks.

In 1991, at the beginning of the Homeland War, Croatian Armed Forces provided the much needed commanding personnel with military education, first through tailored and functional models followed by regular educational models.

An Officer School was established on 29 July 1991 for the members of infantry, artillery, engineers, air defence and signals branch arriving from battlefields and, after completing their education, they were redeployed to their units.

Petar Zrinski Croatian Defence Academy was established in the first half of 1993. At that time, officer education was organised at two levels: platoon-company and battalion level. From 1992 to 1993, NCOs received education together with officers.

In 1993, the CAF NCO School was established as a separate institution within the CDA. At the very beginning of its activities, the NCO School began to provide education in the form of short courses that afterwards, depending on the level, were developed into month-long courses. The Sergeants Major Course achieves education in a ten month cycle.

Naval and Air Force teaching centres were established in 1993 within the Croatian Navy in Split and Croatian Air Force and Air Defence in Zadar. Within those centres, education of officers and NCOs was carried out for the requirements of the branches and specialties of the services.

The Command and Staff School was established in late 1992. Three-month and six-month education began in 1993 and, as of 1993/1994, the education has been organised as one-year education. Officers who carried out duties in brigade commands as well as command and operational-planning duties in Area Commands and in the CAF GS received education there.

Due to the requirements of the officers and NCOs to master foreign languages, Katarina Zrinska Foreign Language School was established in 1995. The Foreign Language School ran courses of up to six months in duration.

In 1995, when the Homeland War ended, the peacetime period was initiated in developing a system of military education in the CAF.

In 1998, Ban Josip Jelačić War College was established within the CDA as the highest level of CAF military education. It was organised as a one-year education. High-ranking officers who carried out the duties of brigade commanders and staff duties in Area Commands and in the CAF GS completed their education there.

In 2002, the Croatian Defence Academy was reorganised into Petar Zrinski Joint Education and Training Command comprising War College, Command and Staff School, Sergeant Major Course, Foreign Language School and Operational Strategic Simulation Centre. At the time, Officer and NCO Schools of the Air Force and Navy formed part of the services.

Dr. Franjo Tuđman Croatian Defence Academy (CDA) has developed a system of education, in cooperation with the University of Zagreb and the University of Split, by launching the Cadet programme. This programme was initiated in 2003, and its basic determinant was represented by the civilian-military model of

cadet education according to the Bologna Process. Such model comprised a great number of faculties and colleges, whereas other aspects of military education were implemented during the studies. After completion of the studies, cadets were directed to attend the Basic Officer Course.

In 2007, following the new reform, Petar Zrinski Croatian Defence Academy was re-established. NCO and officer schools of all services entered the CDA composition.

Training of the CAF military pilots has been run since 1992. Classes were conducted at the Faculty of Transport and Traffic Sciences of the University of Zagreb and in the Air force Training Centre at Zemunik, some teachers were assigned from the Croatian Defence Academy.

In 2011, the decision was taken at the Conference on Transformation of the Petar Zrinski CDA to launch military interdisciplinary university study programmes for the requirements of the CAF. Military university study programmes, Military Engineering and Military Leadership and Management have been accredited at the University of Zagreb in conformity with the Bologna Process for the requirements of the CAF.

The quality and value of the education at the Croatian Defence Academy has also been recognised by the armed forces of neighbouring countries and their members attend ME and ML&M university study programmes.

In 2015, the CDA changed its name into Dr. Franjo Tuđman Croatian Defence Academy. The Centre of Military Schools was formed, which integrates the War College, the Command and Staff School, and the NCO School that incorporates the Cadet Battalion. In addition to the Centre of Military Schools and the Centre for Defence Strategic Studies, the Foreign Language Centre and Deanery of the CDA have been established.

Dr. Franjo Tuđman Croatian Defence Academy is subordinated to the CAF GS. For the purpose of implementing education, it cooperates closely with services of the CAF and the Support Command. The CDA cooperates with the academic community of the Republic of Croatia as well as with military educational institutions of the neighbouring countries, member countries of the EU and the NATO alliance.

## Operating within the Bologna Process

In the academic year 2014/2015, the Croatian Defence Academy, in cooperation with the University of Zagreb, initiated the second model for training future officers. Two new university undergraduate military study programmes, Military Engineering and Military Leadership and Management, have been accredited at the University of Zagreb. These new study programmes have been developed in cooperation with the University of Zagreb, and they are run by 11 faculties that are components of the University of Zagreb and by the CDA. The purpose of launching these programmes is to improve the quality of education of the CAF officers. The Basic Officer Course is an integral part of the curriculum.

The curricula of the study programmes have been harmonised with the Bologna Process.

Undergraduate and graduate study programmes have been in the process of accreditation for requirements of the Croatian Navy and Croatian Air Force and Air Defence.

The end goal of transformation of the military system of education is accreditation of the CDA into an independent institution of higher education and scientific-research institution, with cooperation and mentoring provided by the academic community.

The Military Engineering study programme primarily comprises the technical field and it is designed for training officers of the following branches: Armour, Artillery, Engineers, Signals, CBRN Defence, Air Defence, Monitoring and Guidance and Technical Services. The Military Leadership and Management study programme comprises the social area and it is designed to educate officers of the following branches: Infantry, Military Police and Military Intelligence Branch. Regardless of what is stated above, it can be said that for both studies they are polytechnics, in the nature of things.

These undergraduate studies are implemented as four-year university studies and, after completion, cadets earn 240 ECTS credits, they gain a bachelor's degree of the chosen study programme and are awarded the first officer's rank. They will be offered a steady job on the first officer's duties in the CAF units. Future cadets have

to meet general enrolment requirements prescribed by the University of Zagreb and special requirements of the employer, the Ministry of Defence of the Republic of Croatia, insists on. General conditions of enrolment comprise completed four-year secondary school and passed school-leaving examination, whereas special conditions relate to psychophysical, health and security requirements.

Military training of cadets is run in cycles and it is organised in the form of military boot camps. The Military boot camp cycle consists of the summer and winter boot camp and training during a year. It means that, in the course of their studies, cadets attend 4 cycles of boot camp and military training.

Aiming to provide the best possible conditions of studies, all study-related expenses are covered for students/cadets, they are given a monthly scholarship, reference material, computer, military uniform and sports equipment are provided, free public transport, quality food, accommodation in single and double rooms, transportation expenses to the place of residence twice a year, laundry and hairdresser's services and use of sports facilities.

<b>1) Model – The Cadet Programme</b>	<b>2) Model – Military Study Programmes</b>
Civil-military model	Entirely military living and working conditions
A great number of faculties and study programmes – 26 faculties and polytechnics	11 faculties of the University of Zagreb
Drawbacks in development of military leadership skills	Military-professional and training aspects that are an integral part of the curricula
Basic Officer Course – after completion of the studies	Basic Officer Course – integral part of the curriculum

**Table 1. Comparison of the model for educating cadets in the CAF**

## **The fields and levels of military education and training**

Military education in the CAF is an integral part of the professional development of military personnel, and it is implemented at Dr. Franjo Tuđman Croatian Defence Academy.

For the requirements of this overview, the education of officers and NCOs, foreign language learning and military diplomacy education will be taken into consideration.

### Officer education

Education of officers aims at performing command or rather staff duties, and it is provided through 4 levels that comprise Basic Officer Course, Advanced Officer Course, Command and Staff School and the War College.

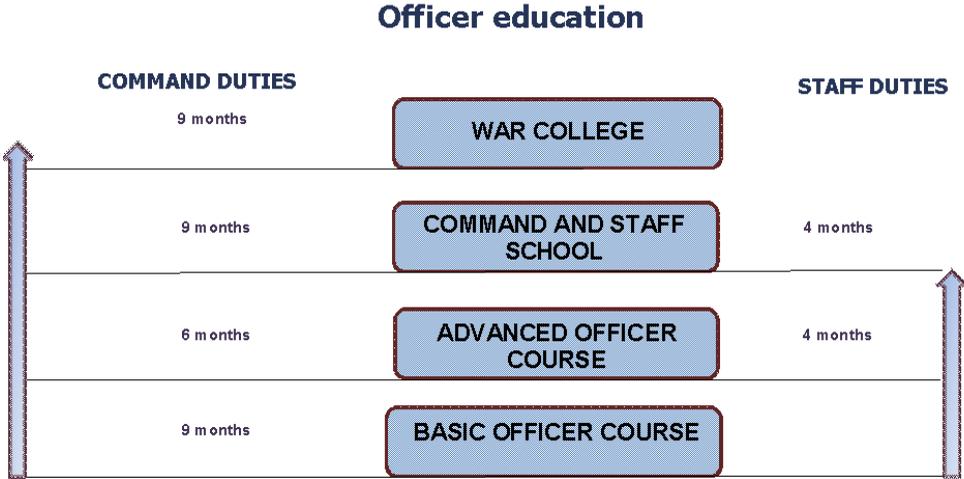


Image 1. Levels of officer education in the CAF

The process of training officers for command and, later on, staff duties begins with the first level or rather Basic Officer Course. The goal of this education is to teach students basic military and professional knowledge, capabilities and skills necessary for carrying out the first officer's/command duty. The curriculum consists of the: Leadership Development Camp, general and specialist part, joint final exercise and mentoring in units of the Armed forces. The programme of the Basic Officer Course lasts one year. The Curricula also consists of the built in experiences from past education of officers, cognitions gained during visits

to foreign military schools as well as experiences from Homeland War and international military missions.

The Advanced Officer Course represents the second level of the officer education. The goal of this education is to prepare students through schooling to carry out duties of the company commander within the branch/service/specialty and to carry out lower staff duties in commands and headquarters for planning and implementation of the operations at the tactical level. The Curriculum consists of: the general module, the module of tactics and doctrine and the module which encompasses staff work. The programme of the Advanced Officer Course is run over 6 months.

The Command and Staff School represents the third level of officer education. It places emphasis on the development of excellence in the field of operational art in the national and international environment. Inter-service Command and Staff School trains a student as future military leader, (strategic and operational leader) who is able to think critically and creatively in an uncertain global environment. The focus of education is directed towards planning, preparation, organisation and conduct of operations in our country, NATO/EU and UN led operations.

The goal of this school is to render officers capable of carrying out command and staff duties in joint, national and multinational commands, staffs and forces at operational and strategic level of planning and conduct of joint operations. The educational programme is comparable to other Command and Staff Schools of the NATO and EU member countries. The curriculum consists of two modules: general and operational art module. The programme of the Command and Staff School lasts nine months and students are MoD and CAF personnel and foreign nationals (the USA, French Republic, Ukraine, Bosnia and Herzegovina, Montenegro, Kosovo and Republic of Macedonia).

The War College is the highest military educational institution in the Republic of Croatia that educates high-ranking officers of the armed forces and other governmental officials to serve as strategic national-security leaders. In order to be able to carry out this mission today and in the future, the War College students demonstrate dual mastership: challenging academic advancement and professional development. In order to enable students to respond to those challenges, the War College develops their knowledge, skills and viewpoints,

above all those that are important for the military profession, with emphasis on strategic excellence in national and international environment. The War College insists on the development of students as leaders of strong character who can think critically and creatively in an uncertain global environment. This development represents a measure of value for all War College students.

The goal of this level of education is to educate, through development of excellence and recognisability in teaching and scientific and research activities, top-grade strategists who are experts in coordination and use of all elements of national power for the purpose of achieving national (allied) interests. The programme of the War College lasts nine months, and it comprises 4 fields of learning: security, defence management and the strategy and art of warfare. The students of the War College are members of the Croatian MoD, the CAF, security agencies, Croatian Ministry of the Interior and Croatian Ministry of Foreign Affairs. Foreign nationals also participate in the teaching process (FR Germany, Ukraine, Bosnia and Herzegovina, Kosovo, Republic of Macedonia and Serbia).

Professional development of officers also comprises staff duties they carry out during their career. For requirements of educating officers for staff duties, the CDA implements two types of educations: Advanced Officer Course for staff duties and Military and Vocational Course of officers in the functional field. The aim of the Advanced Officer Course for staff duties is to train and qualify students to carry out staff duties within services, units, commands and headquarters of the CAF. For a successful completion of this education, it is necessary to complete three obligatory modules: a general, specialist and staff work module. The educational programme lasts 4 months, and it can be organised as regular or part time.

Military-vocational education of officers in the functional field has been oriented towards education of students for future senior staff officers. This education prepares officers to carry out staff and other functional duties at joint level in national and multinational Commands, operations on battlefields, PSO and for requirements of the defence system bodies at operational and strategic level. The focus of the education is oriented towards planning, preparation, organisation and execution of operations in our country, NATO/EU and in UN led operations. The educational programme lasts 4 months, and it consists of 3 modules: a general, military occupational module and the module of operational art.

In addition to the above stated levels of military education, the CDA also carries out other forms of officer's education as the Strategic Planning Course and the Course of Joint Military Operations. Strategic Planning Course is designed for employees of the organisational entities from the Croatian MoD and the CAF who graduated from Command and Staff School or its equivalent abroad and/or other Ministries and bodies of governmental administration of the Republic of Croatia.

The goal of the course is systematisation of existing knowledge and notions from the field of strategic planning, gaining new knowledge, insight and comprehension from the field of planning at strategic level, connection of strategic documents with the levels of planning, programming and drawing up of the budget and pointing to challenges of applying a scientific approach to questions of strategic planning and decision making.

The Joint Military Operations Course is designed for officers who completed the second level of military education (Advanced Office Course) in the CAF or the same type of education abroad. By attending this course, they expand and supplement their knowledge and know-how from the field of tactics and staff work. Members of the armed forces from partner countries can attend this course.

## **NCO Education**

The NCO education is provided at the CDA through four levels that comprise the Leadership Development Course, Basic NCO Course, Advanced NCO Course and Sergeant Major Course.

The programme of the Leadership Development Course is designed for active military personnel who carry out military duties (candidates for NCOs). Candidates are trained to qualify for basic knowledge and skills necessary to lead a team/group. Teaching contents provide successful transition from the status of being led to the status of leaders. Upon successful completion of the Leadership Development Course, a student becomes a member of the NCO Corps and meets a pre-requirement for assignment to appropriate NCO duty and award of the first NCO rank.

## NCO Education



*Image 2. Levels of NCO education in the Armed Forces*

The goal of the education is to expand soldiers' skills and knowledge necessary for carrying out the first NCO duties in which he/she will gain the following competencies: TO BE a leader of soldiers, to KNOW how to respond to assigned mission, demand and challenge as a leader, and to DO everything that is expected from a leader. The educational programme lasts 1 month.

The Basic NCO Course represents the second level of the NCO education. The curriculum of the Basic NCO Course is intended to educate NCOs for duty of squad/crew Commander and other duties at the same level of the organisational rank.

The goal of this education is to expand students' military and specialty knowledge and skills for successful carrying out of squad/crew Commander's duties and other similar duties of the same organisational rank. The educational programme lasts 4 months.

Advanced NCO education represents the third level of education, and it consists of three modules: general, staff NCO module and platoon's First Sergeant module that are interlinked into one entirety.

The goal of this education is to expand students' military and specialty knowledge and skills for successful carrying out of the NCO duty at platoon level, staff NCOs and other duties of the same organisational rank. The educational programme lasts two months. The Sergeant Major Course is the fourth and the highest level of the NCO education. The Sergeant Major Course is inter-service education of the NCOs resulting in their transformation, since they expand their knowledge and capabilities from tactical level to operational and strategic level. Upon successful completion of education, it is expected of the students of the Sergeant Major Course to be advisors to commanders regarding far more complex issues concerning defence and security policy, civil and military cooperation, the goals and structure of national and international bodies, essential questions concerning global events. They will also develop the capability of analysing and communicating questions at operational and strategic level. The Curriculum of the Sergeant Major Course supports learning outcomes for gaining competencies required from the NCOs who are selected for promotion to the rank of Sergeant Major, and a proposal was put forward for them to carry out higher NCO duties. It bases its foothold on goals of the forces, HRVN, standards in force and NATO publications. The educational programme lasts nine months, and it consists of 3 modules: general, tactical operations and staff work, strategy and operational art.

In addition to the above stated levels of military education, the CDA also implements other forms of NCO education such as the Instructor Course and Company First Sergeant Course.

The Instructor Course deepens and expands NCOs' competencies (the first instructors) necessary for professional implementation of the teaching and training process in units. The course can be joined by NCOs employed at organisational posts of instructors or candidates for the same posts. The Curriculum's contents also expand and upgrade the first instructors' competencies, in the fields of the methodology of education and training, communication and psychology, they acquired during training at the second level of NCO education.

The Curriculum takes into consideration that the target audience of students mostly consists of junior NCOs and its contents were developed to build basic soldier's values (pedagogical component). The aim of the course is to render students capable of teaching and training junior NCOs and soldiers in the process of efficacious refreshment of existing knowledge or adoption of new knowledge

and skills of the individuals and small groups for the purpose of executing all missions and tasks. The intention is to render students capable, through practical work, for direct instructor's work in their military unit. The course programme runs over 35 days.

The Company First Sergeant Course is designed for students who are assigned to organisational posts of the First Sergeant Company and take part in planning and preparation of individual training as support for joint tasks and mission of the unit. They are also responsible for personnel jobs in the company, management and maintenance of technical material assets in a company, physical readiness of an individual and unit as well as development of the SOPs. With its contents, the Curriculum not only provides course takers with the opportunity to acquire new and upgrade already acquired knowledge, but it also directs and stimulates them to combine knowledge, skills and gained experience in order to develop themselves into the most expert NCOs in the company.

The goal of the course is to systematise existing knowledge and skills, to adopt new knowledge and skills, for the purpose of training students for duty in the First Sergeant Company. The course programme lasts one month.

## **Foreign language learning**

Foreign language learning is provided in the Foreign Language Centre (FLC), organisational unit of the CDA. The goal is the systematic education of the CAF members, employees of the Croatian Ministry of Defence and members of the wider defence-security community (Ministry of the Interior, Military-Security Agency and foreign armed forces) in obtaining knowledge in intensive courses of English, German, French and Italian and specialist courses of English for the purpose of:

- 1) improving the students' language capabilities for successful operation in the modern security-defence environment,
- 2) achieving interoperability for missions within NATO, the UN and EU,
- 3) more efficient carrying out of duties for which knowledge of a foreign language is required,
- 4) contribution to development of the students' careers,
- 5) preparation of the candidates for schooling abroad.

In addition to intensive courses of foreign languages (English, French, German and Italian), the Croatian Defence Academy also runs an Advanced English Language Course, a Methodology Course for English Language Instructors, and development and implementation of English language testing according to HRVN STANAG 6001 and translations for requirements of the Croatian MoD and the CAF. The contents of the curricula of all courses is based on the criteria of STANAG 6001 (NATO) and CEFR (European Union). Regular course takers are also members of the foreign armed forces.

## **Military Diplomacy Course**

The Croatian Defence Academy carries out diplomatic education as one of the projects of education of particular interest for implementation of the international defence cooperation of the Croatian Ministry of Defence. The education is organised in the form of a Military Diplomacy Course that trains officers, NCOs and civil servants to carry out jobs in the international environment: Defence Attachés or Defence Envoys, members of military missions, members of the international Headquarters and missions and employees who carry out jobs of international defence and military cooperation and protocol. The course programme lasts 5 weeks and participants are students from foreign countries.

## **Other partners and fields of education**

The CDA, in cooperation with the University of Zagreb and the University of Split, organises and implements the educational model provided to future officers under the name “Cadet” programme.

The CDA also cooperates with the Faculty of Maritime Studies of the University of Split in developing the curriculum and educating future military navy officers for the requirements of the Croatian MoD, but also of the Ministry of the Interior, Ministry of Maritime Affairs, Traffic and Infrastructure and foreign students.

Through the programme of bilateral military cooperation with the Republic of Poland and Slovak Republic, experiences were exchanged on the education of cadets who attended undergraduate and graduate studies. Pilot testing and moderation of the STANAG 6001 test in English is implemented with countries in the region, the Republic of Slovenia and Bosnia and Herzegovina.

In the organisation of the CDA, within the CULP programme, Croatian, American and Polish cadets participated in the Combat Swimmer Course. The invitation for this course is also open for other member countries of the CEFME. At the invitation of the Ministry of Defence of the Republic of Macedonia, cadets from the CDA took part in the exercise on Krivolak Training Area.

For three years, representatives of the cadets of the military study programmes have taken part in the CEFME conference of young scientists, and they will also make a contribution at this year's conference in the Czech Republic.

In the organisation of RACVIAC, representatives of the CDA participate in the annual cycle of activities entitled the Transition of Military Educational Systems in SE Europe.

## **Target audience of our institution**

Educational programmes run by Dr. Franjo Tuđman Croatian Defence Academy are primarily suited to meet the requirements of the CAF, its services and commands. Apart from that, users of the services rendered by the CDA are also the Ministry of the Interior, Ministry of Foreign Affairs and the EU, the Military Security Agency and the National Security Council. Some students receiving education at the CDA come from foreign countries, particularly the countries of the region and NATO, EU member countries. For example, regular students of the Ban Josip Jelačić War College are members of the Armed Forces of Bosnia and Herzegovina, Montenegro, Kosovo, the Republic of Macedonia and Serbia. The German Inspector General also participates with students at War College, and its students were also members of the Armed Forces from Ukraine. It is not uncommon for employees of the Ministry of the Interior and the Ministry

of Foreign Affairs and the EU to be sent to attend the highest level of military education, as is the case with this generation of students.

Among regular students of the Blago Zadro Command and Staff School are members of the armed forces from Bosnia and Herzegovina, Montenegro, Kosovo and Macedonia. Students of this level of education were also officers from the USA and the French Republic.

Students of the present generation of the Sergeant Major Course are NCOs from the Republic of Slovenia, Bosnia and Herzegovina, Republic of Macedonia and Montenegro. The presence of the foreign students is also customary at the level of the Sergeant Major Course.

Foreign language courses at Katarina Zrinska Foreign Language Centre are regularly attended by members of the armed forces in the region, and in this generation participants are students from the Republic of Montenegro and Kosovo.

The Defence Diplomacy Course, run at the end of last year, was attended by students from the Republic of Austria, Republic of Macedonia, Kosovo and the Sultanate of Oman.

Cadets from Bosnia and Herzegovina, Montenegro, Republic of Macedonia and from Kosovo were sent to attend university military undergraduate study programmes “Military Engineering” and “Military Leadership and Management”.

## **Vision of the future**

The forthcoming period will be marked by continued transformation of the military educational system, under guidelines set out in Strategic Planning Documents. Transformation is imminent for the Dr. Franjo Tuđman CDA into an institution of higher education and scientific-research institution in conformity with the Bologna Process. An integral part of this process is obtaining permission for implementation of the CDA own study programmes for the requirements of the CAF and defence system as a whole. Accordingly, missions recognised as

important are quality and efficient integration of the Dr. Franjo Tuđman CDA as an independent component into the University Community of the Republic of Croatia.

Development of the teaching and scientific-teaching personnel is an important step on the pathway of the CDA towards becoming a military institution of higher education. The process of attracting, retaining and motivating employees of the CAF has been initiated with appropriate scientific-teaching and teaching positions i.e. vocations at the CDA. In addition to this, a number of employees were sent or are undergoing study at post-graduate (doctoral) studies and on the basis of the stated priorities of the CDA.

In support of development of the CDA's own scientific personnel and quality recognisability of military vocations, a proposal was put forward to supplement the interdisciplinary field of science by introduction of the new scientific field of Military Defence Science and Art.

Aiming to achieve the academic degree of the Master of Science, in addition to the stated undergraduate programmes, graduate study will also be accredited and, after graduation, students will earn 60 ECTS credits and the academic title of the Master of Science.

Establishment of the graduate study programme *Military Maritime Studies* is the next step in launching new educational programmes for requirements of the CAF and Croatian Navy, respectively. This integrated graduate study programme would be run in cooperation with the University of Split, through two departments *Military Nautical Studies* and *Military Maritime Engineering*. The teaching process would be carried out in ten semesters and, after completion i.e. graduation, a student would earn 300 ECTS credits.

The study curriculum is based on competencies related to the civilian and military part of the programme. That implies representation of the standards prescribed by the STCW Convention, navigational practice and taking the exam for obtaining certificates essential for future navy officers.

Accreditation of the graduate Aeronautics study programme, the module military pilot, comprises the following activity. The curriculum of this study consists of 10 semesters, it comprises civil and military competencies that military pilots

need to have, and it was prepared in cooperation with the Faculty of Transport and Traffic Sciences in Zagreb.

Accreditation of one part of the programme of inter-service command and staff education as post-graduate specialist studies, and one part of the programme of the War College as doctoral studies, is a part of the planned activities on development of the system of military education.

Transformation of the CDA Foreign Language Centre into national foreign language centre is the next development project of the defence system.

Organisation and implementation of the courses from the field of defence and security for civilian officials is a new mission of the educational system. The goal is to familiarise officials from various ministries, directorates, agencies and the Croatian Parliament with operational planning procedures, and better understanding of managing civil-military crises.

Development of the CDA Centre for Defence and Strategic Studies (CfDSS) has been oriented towards scientific-research projects, developmental studies, development of planning documentation at strategic level and implementation of research results in the teaching process.

The development of cooperation with civilian institutions in our country and abroad on projects of common interest represents a permanent mission of the CfDSS. In addition, the CfDSS would have an important role in the forthcoming period in foundation of the Adriatic Defence College, ADC, as a framework for cooperation, primarily with the member countries of the Adriatic Charter, AC, in the field of military education. Establishment of the ADC would represent a contribution of the Republic of Croatia to development of the partnership between NATO and countries of the region.

