



**Supreme
Allied
Commander
Transformation**



JFD Human Capital Enhancement (HCE)

Strategic Leadership Initiative

NATO UNCLASSIFIED

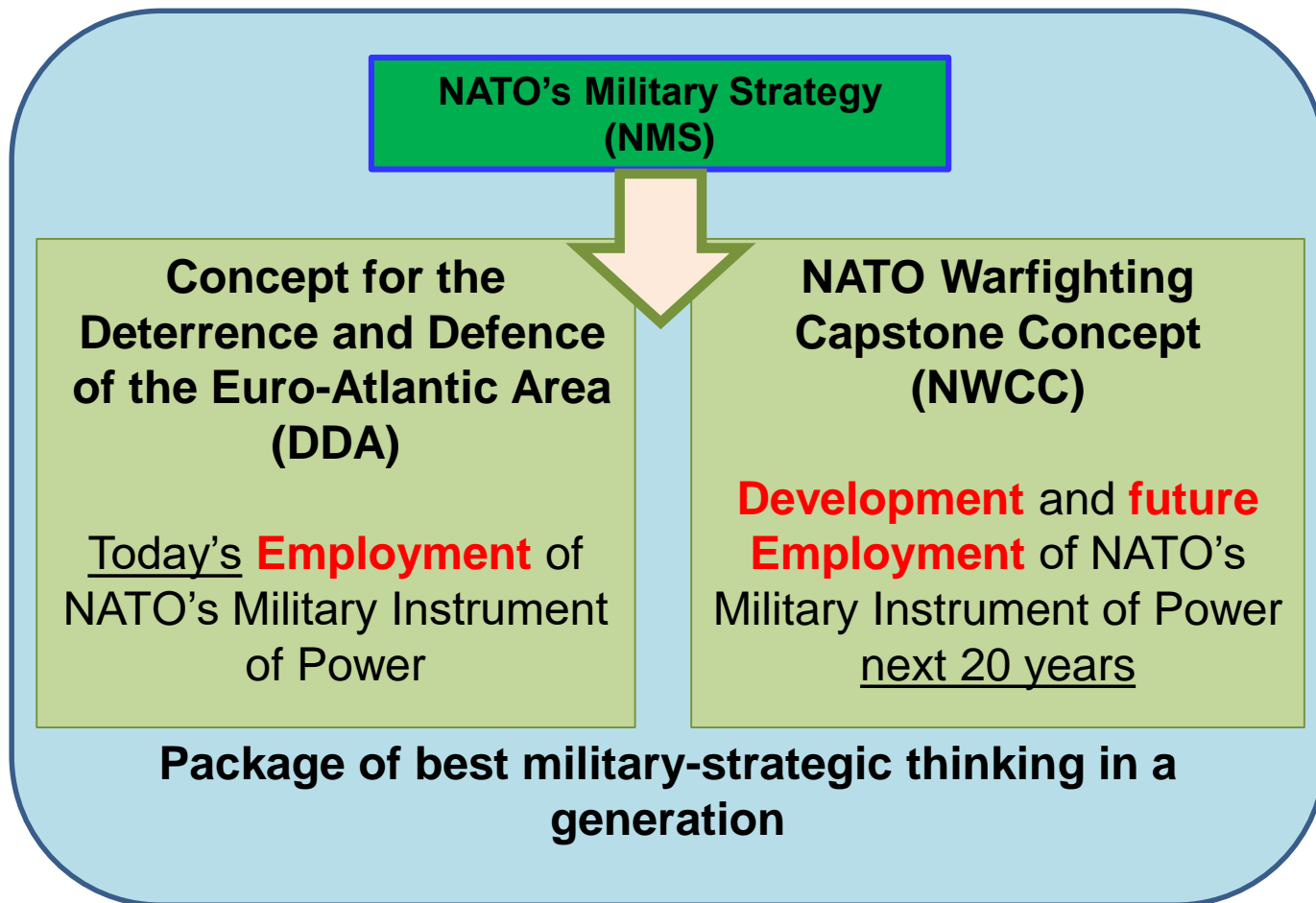
**ACT - Improving today,
Shaping tomorrow,
Bridging the two**

- Introduction
- Details on SLI offers and contributions
 - Italy Proposal (Col Gianluca Carriero)
 - Romania Proposal (Mrs Aura Codreanu)
 - ROU PTEC DRESMARA overview
 - ROU PTEC DRESMARA SLI proposal
- SLI Questions/Feedback from NATO and Nations
- Discussion about HCE Community of Interest
- Other issues

143 participants:

- 20 countries
- ACO and ACT
- NATO Agencies
- NATO ETF
- NATO PTEC
- NATO COE
- Countries/NLR

NATO's Military-Strategic Framework



NATO's 2040 MILITARY NORTH STAR

DESCRIPTION OF THE FUTURE FIGHT

Boundless, persistent, simultaneous
Shaping, contesting, fighting

ASPIRATIONAL DESIGN OF THE MIOP 2040

Out-Think, Out-Excel, Out-Fight,
Out-Pace, Out-Partner, Out-Last

FOCUSSED DEVELOPMENT

WARFARE DEVELOPMENT IMPERATIVES

- ☐ Cognitive Superiority
- ☐ Layered Resilience
- ☐ Influence and Power Projection
- ☐ Cross-Domain Command
- ☐ Integrated Multi-Domain Defence

CRITICAL ENABLERS

People
Data
Technology
Agility
Integration
Preparation

EFFECTIVE DELIVERY

- ☐ 25 Lines of Delivery
- ☐ CHoDs' Military-Strategic Conversations

Strategic Leadership Programme (SLI)



ENABLERS

National Military
Education Institutions

NATO Education and
Training Facilities

NATO Centres
of Excellence

Partnership
Training and
Education Centres

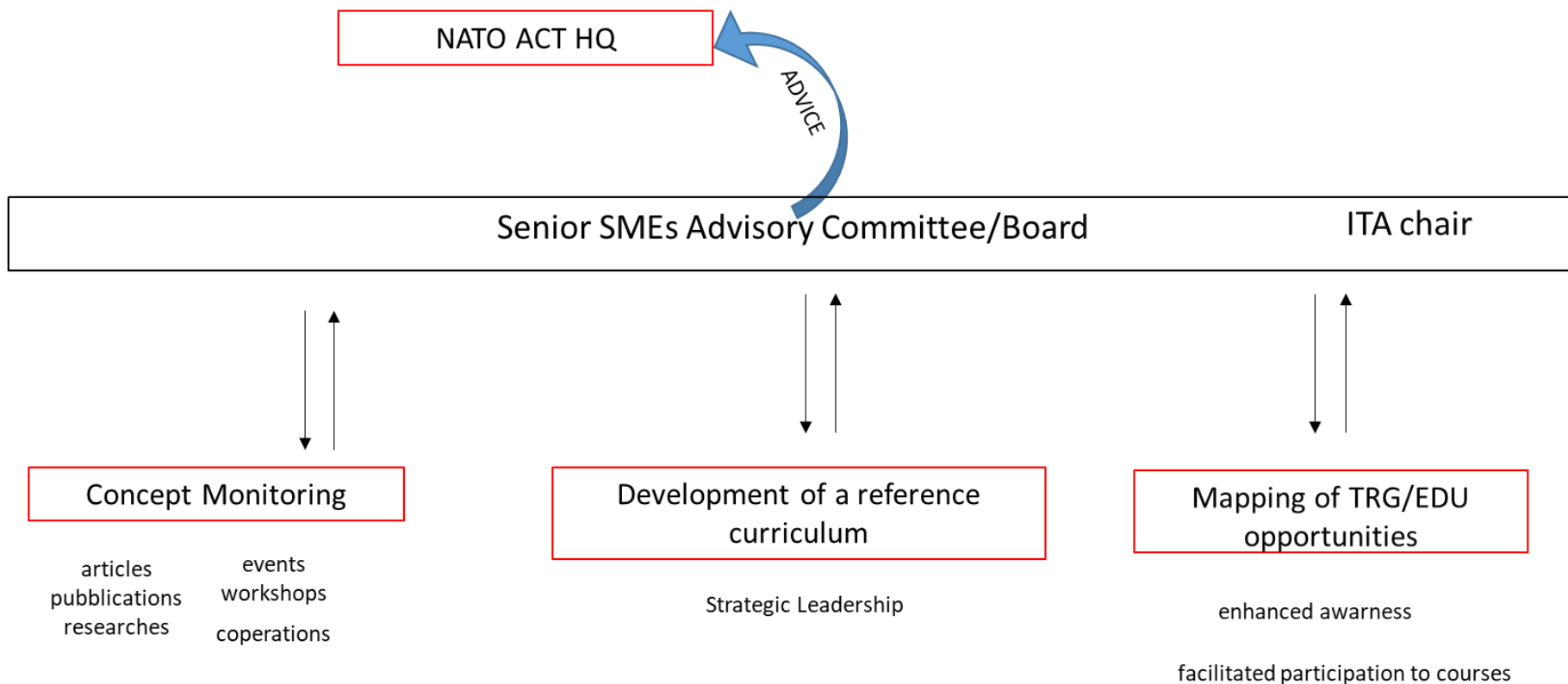
Other Education
and Training
Facilities

- **The point** while new technologies, systems are being developed and used, consider HC development to ensure cognitive superiority
- **Scope** of this is to develop a common NATO training programme, amongst the Nations, in order to improve the integration of their leaders within NATO and prepare them for the challenges the Alliance will face in the future (e.g. EDT, AI across various domains).
- **The Audience – civilian and military personnel** (from NCO to the senior officers/generals), selected, approved, and available for leadership skills education and training at all levels – tactical, operational, and strategic.
- **The Ambition – implementation of a variety of educational programmes, courses, seminars and workshops**, directed to the intended end states by reasonable timeframes, locations, and resources. These programmes (from crash courses to Masters degree) should be acknowledged, ahead and during NATO appointments
- **The means – combination** of resident and distant education, **synergy** of compulsory and optional modules, **blended approaches** with possibility to perform urgent national duties and completion of the education.

Italy Proposal

Col Gianluca Carriero

Strategic Leadership Initiative



SLI POC

Col Gianluca Carriero - CASD
ucoform.interforze@casd.difesa.it

Romania Proposal

AGENDA

- ROU PTEC DRESMARA overview
- ROU PTEC DRESMARA SLI proposal

Mrs Aura Codreanu

REGIONAL DEPARTMENT OF DEFENSE RESOURCES MANAGEMENT STUDIES

- PTEC DRESMARA -



REGIONAL DEPARTMENT OF DEFENSE RESOURCES MANAGEMENT STUDIES

- PTEC DRESMARA -

- Romania – USA Strategic Partnership
- Set up by Romanian Government decision no. 466 from 06/10/1999, in cooperation with Defense Resources Management Institute, Monterey, USA



ROU PTEC DRESMARA overview



SUBORDINATION



DEFENCE STAFF



“Carol I” National Defense University



**REGIONAL DEPARTMENT
OF DEFENSE RESOURCES MANAGEMENT STUDIES**

NATO Partnership Training and Education Center (2007)





ACADEMIC PROGRAMS

1. MASTER OF SCIENCE – **Organization Resources Management** (in Romanian)
2. POSTGRADUATE COURSES* (in English):
 - 2.1 For Senior Officials:
 1. **Defense Resources Management - ACT. 678 (BI)**
 2. **Information Resources Management - ACT. 679 (BI)**
 - 2.2 For Experts:
 3. **Defense Resources Management - ACT. 715 (BI)**
 - 2.3 Specialization:
 4. **Planning, Programming and Budgeting of Defense Resources - ACT. 676 (BI)**
 5. **Project and Program Management - ACT. 677 (BI)**
 6. **Information Security Management - ACT. 675 (COP)**
3. Advanced Distributed Learning (ADL) course - **Resource Management in NATO**

*All courses are aligned with the following NATO disciplines: Building Integrity (BI), and Cyberspace Operations (COP)

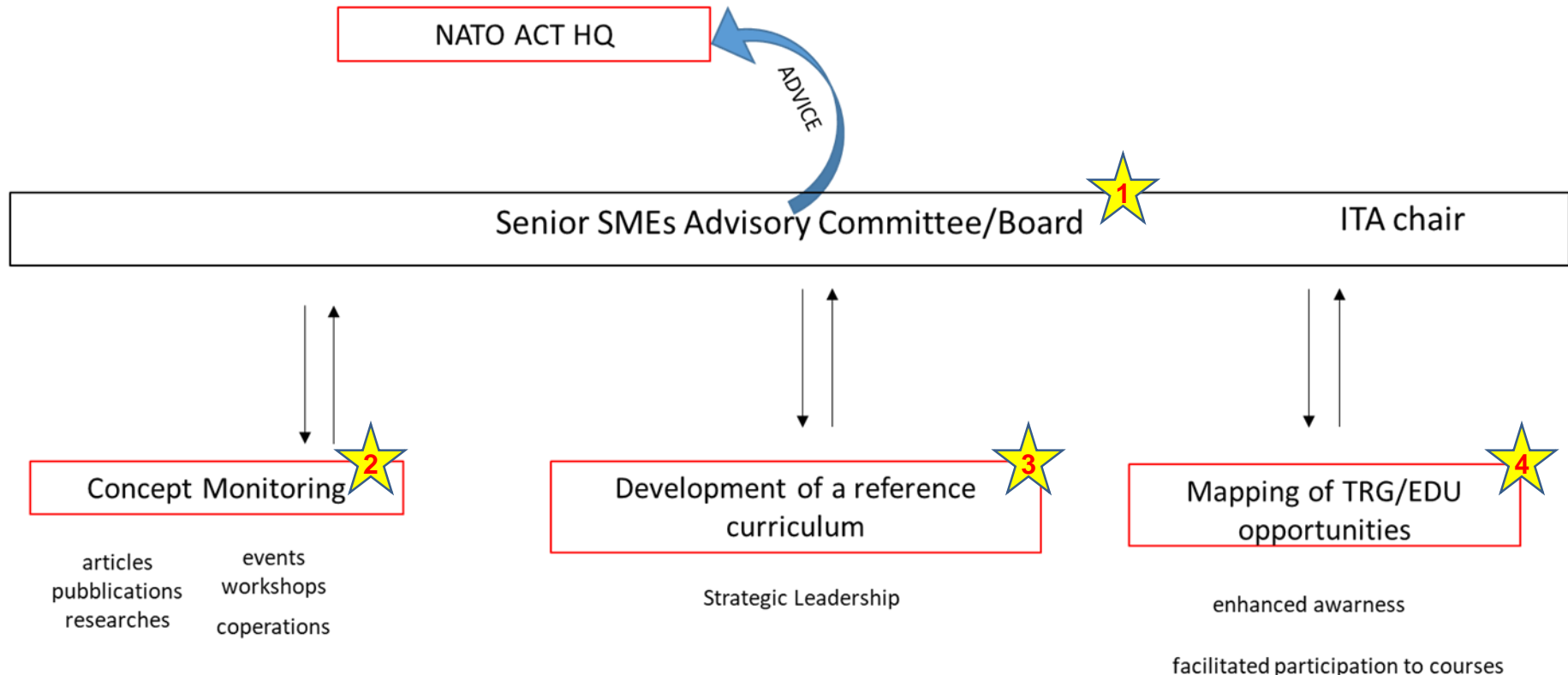
ACADEMIC PROGRAMS

4. Building Integrity in Human Resources Management Course – ETOC no. BIT-BI-25676

- **in cooperation with Center for Integrity in the Defense Sector (CIDS) – Norway (Department Head/Building Integrity)**
- **with support of NATO IS and NATO IMS**
- **accreditation: NATO APPROVED**


SLI ENVISAGED DEVELOPMENT FRAMEWORK

Strategic Leadership Initiative



Possible ROU PTEC DRESMARA participation

SLI NEEDS	ROU PTEC DRESMARA INPUT
<div data-bbox="123 439 212 528">★ 2</div> <p data-bbox="112 582 575 621">CONCEPT DEVELOPMENT</p> <p data-bbox="330 758 357 791">&</p> <div data-bbox="88 963 177 1052">★ 3</div> <p data-bbox="208 928 483 1003">CURRICULUM DEVELOPMENT</p>	<ul style="list-style-type: none"> • ROU PTEC DRESMARA is <u>available</u> to support the SLI as per SLI current and future needs and requirements and in accordance with DRESMARA resources and competences; • Contribute SMEs to develop the SLI via specific research projects/products/workshops; • Contribute research products published in its Journal of Defence Resources Management to the NATO led Hub/Platform • Host NATO events/workshops aimed at developing the SLI; • Host future deployment/conduct of specific SLI educational solutions;

SLI NEEDS	ROU PTEC DRESMARA INPUT
 <p>MAPPING TRG/EDU OPPORTUNITIES</p>	<ul style="list-style-type: none"> • Contribute SMEs to map educational solutions; • Contribute educational solutions* in English for OF4 and OF5 leadership levels and associated competences as follows: <ul style="list-style-type: none"> • operational level (OF4) and associated competences in <i>Information Technology Project Management; Information Assurance; Defense Resources Management; Decision Theory; Human Resource Management; Ethics and Leadership; Information Resource Management; Software Used in Project Management; Defense and resources planning;</i> • operational/strategic level (OF5) and associated competences in <i>Defense Resources Management, Decision Theory, Human Resource Management, Ethics and Leadership, Information Resource Management, Economic and Financial Management, Policies and Principles of Information Resources Management, Process Improvement, Strategic Planning of Information Resources, Measuring Organizational Performance, Program and Project Management.</i> <p>*The above educational solutions/modules can be included AS IS/adapted/adjusted as part of SLI EDU opportunities in accordance with the SLI curriculum to be developed. They are part of DRESMARA postgraduate courses on Defense Resources Management and Information Resources Management. DRESMARA postgraduate courses are run in English and target OF4 and OF5 and civilian equivalent in charge of making decisions and using their critical thinking skills in course related domains.</p>

HCE SLI POCs

PTEC DRESMARA

COL CEZAR VASILESCU - caesarv@crmra.ro

Mrs AURA CODREANU - aura@crmra.ro

PTEC CMCOM

COL EDUARD VITALIS - cmcom@unap.ro

In order to avoid confusion:

- Raise your hand and we will give you the word
 - Introduce yourself (country/organization/...)
 - Be brief, please



<https://transnet.act.nato.int/coi/communities/SitePages/Home.aspx>

Request HCE Community of Interest access (**write/read**):

<https://transnet.act.nato.int/coi/communities/SitePages/Home.aspx>

HCEIT BRANCH / HCE SECTION:

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jean.peteul@act.nato.int



<https://www.innovationhub-act.org/human-capital-enhancement>





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Human Capital Enhancement Portal

HUMAN CAPITAL ENHANCEMENT

HCE COI POC / HCE Section / HQ SACT

OF-4/PRT (A) Telmo Hing
Telmo.hing@act.nato.int

OF-4/FRA (A) Jean Peteul
Jean.peteul@act.nato.int

Human Capital Enhancement is "... improvement of Human Capital to handle future challenges from an innovative, organisational and mind-set perspective."

Our intent is to identify best practices and innovative solutions that will enhance NATO's Human Capital in order to operate efficiently in a fluid environment


Human Capital is "...the knowledge, skills, attitude, experience, and cognitive capacity needed to ensure Readiness and generate value for the organization, and it can be enhanced by investing in human resources in order to increase their efficiency."

Invest in the future.
Invest in people...

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
29	1	2	3	4	5	6
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	1	2	3

- Contacts (HCE POC)
- Library
- Projects/Proposals
- Forum

• No classified documents

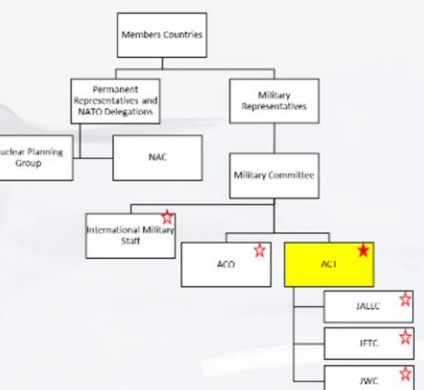

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POC Contacts

NATO



HCE Contacts

Countries

- ★ NATO Countries
- ★ ALBANIA
- ★ BELGIUM
- ★ BULGARIA
- ★ CANADA
- ★ CROATIA
- ★ CZECH REPUBLIC
- ★ DENMARK
- ★ ESTONIA
- ★ FRANCE
- ★ GERMANY
- ★ GREECE
- ★ HUNGARY
- ★ ICELAND
- ★ ITALY
- ★ LATVIA
- ★ LITHUANIA
- ★ LUXEMBOURG
- ★ MONTENEGRO
- ★ NETHERLANDS
- ★ NORTH MACEDONIA
- ★ NORWAY
- ★ POLAND
- ★ PORTUGAL
- ★ ROMANIA
- ★ SLOVAKIA
- ★ SLOVENIA
- ★ SPAIN
- ★ TURKEY
- ★ UNITED KINGDOM
- ★ UNITED STATES OF AMERICA
- ★ SWEDEN, FINLAND

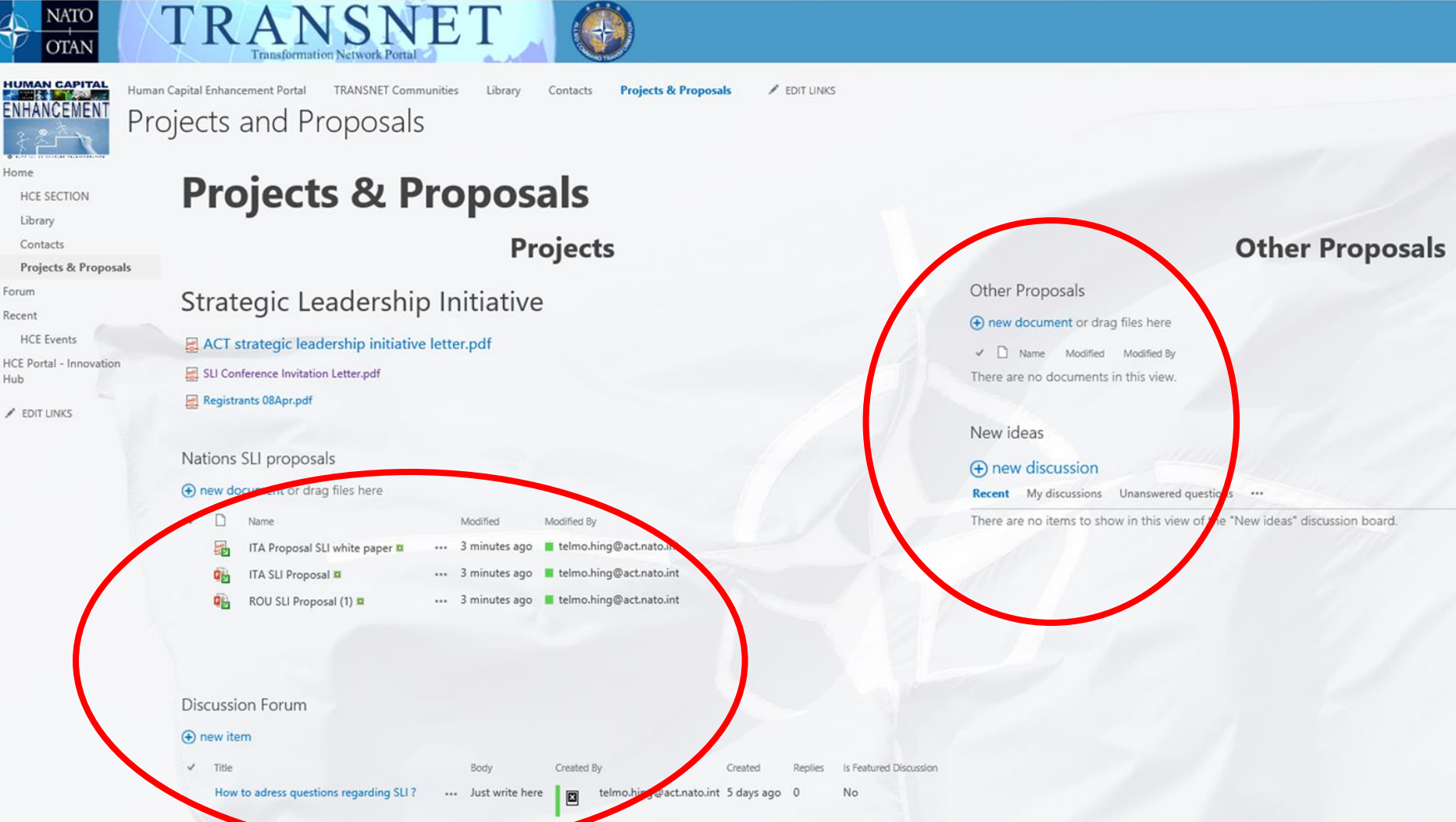
Others

- ★ NATO Agencies
 - NATO Communications and Information Agency
 - NATO Support and Procurement Agency
 - NATO Science and Technology Organization
 - NATO Standardization Office
- ★ NATO Education and Training Facilities (NETF)
 - NATO Defence College
 - NATO School
 - NATO CIS School
 - NATO Maritime Interdiction Operational Training Centre
- ★ Centres of Excellence (COE)
- ★ Partnership Training and Education Centre (PTEC)
- ★ National Training Institutions (NTI)
- ★ Canadian Defence Academy
- ★ Nordic Centre for Gender in Military Operations (NCGM)
- ★ Swiss Armed Forces College (AFC)

★ We have POC

★ We would like to have POC

[COI List 06Apr2021.pdf](#)



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Projects and Proposals

Projects & Proposals

Projects

Strategic Leadership Initiative

[ACT strategic leadership initiative letter.pdf](#)
[SLI Conference Invitation Letter.pdf](#)
[Registrants 08Apr.pdf](#)

Nations SLI proposals

[+ new document](#) or drag files here

Name	Modified	Modified By
ITA Proposal SLI white paper	3 minutes ago	telmo.hing@act.nato.int
ITA SLI Proposal	3 minutes ago	telmo.hing@act.nato.int
ROU SLI Proposal (1)	3 minutes ago	telmo.hing@act.nato.int

Discussion Forum

[+ new item](#)

Title	Body	Created By	Created	Replies	Is Featured Discussion
How to adress questions regarding SLI ?	Just write here	telmo.hing@act.nato.int	5 days ago	0	No

Other Proposals

[+ new document](#) or drag files here

Name	Modified	Modified By
There are no documents in this view.		

New ideas

[+ new discussion](#)

Recent My discussions Unanswered questions ...

There are no items to show in this view of the "New ideas" discussion board.

SLI Road Map Proposal



Enhancement of the education/training programs/courses



Continuous Professional Development



- Along the year
- Events in different countries
- Different subjects according DDA, NWCC, Science and Technology evolution
- Flexible/dynamic agenda
- SLI Conference each year (Current situation)

DDA – Deterrence and Defence of the Euro-Atlantic Area

NWCC – NATO Warfighting Capstone Concept

Learning Objectives – Or Enabling Objectives. They are considered synonymous and serve the purpose of providing the incremental steps which enable the essential learning required to achieve a broader, job focused, Performance Objective (ref. Bi-SCD 075-007)

- **NATO career alignment**

This proposal fits for future leaders and staffs to be more integrated, interoperable and prepared once tasked for a NATO positions/jobs.

- **NATO Specialty Asset Capability Project**

Availability to provide, upon request and quickly, specific manpower (specialists) to NATO through a Distance Working Platform

- **NATO Auxiliary Pool of Power**

The scope is to exploit NATO On the Job Trained-OJT valuable human assets in order to maintain resiliency within the Alliance

- **Handover-Takeover (HOTO)**

- Country/organization support SLI NLT 17May2021
- Country/organization support other initiatives NLT 08July2021
NATO_HCE@act.nato.int
- HCE Policy (ongoing process)
- 2nd SLI Conference - 2nd Semester (Oct ?)