



**DEFENSIE
LA DÉFENSE**

SVZ Hervorming Org Defensiestaf



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Hervorming Organisatie Defensiestaf

Beleidsverklaring MOD

4. Refonte de l'organisation de l'État-major de la Défense

Les processus de l'État-major Défense seront réexaminés afin de les optimiser et de déterminer les compétences et qualités requises pour exercer les fonctions qui y sont liées. Cette étude visera prioritairement la gestion de la transversalité au sein de l'état-major de la Défense, l'augmentation de l'agilité et de la subsidiarité, et le renforcement de la gouvernance. Et ce en particulier dans le contexte d'un fonctionnement dans les nouvelles installations du futur quartier général. Cet examen sera réalisé par un service externe.

En 2021, un prestataire sera désigné. L'exploitation des résultats de l'examen aura lieu en 2022 et le cas échéant l'arrêté royal relatif à la structure de l'État-Major de la Défense sera adapté. Les nouveaux processus devront être opérationnels lors du déménagement vers les nouvelles installations du futur quartier général.

4. Hervorming van de organisatie van de Defensie Staf

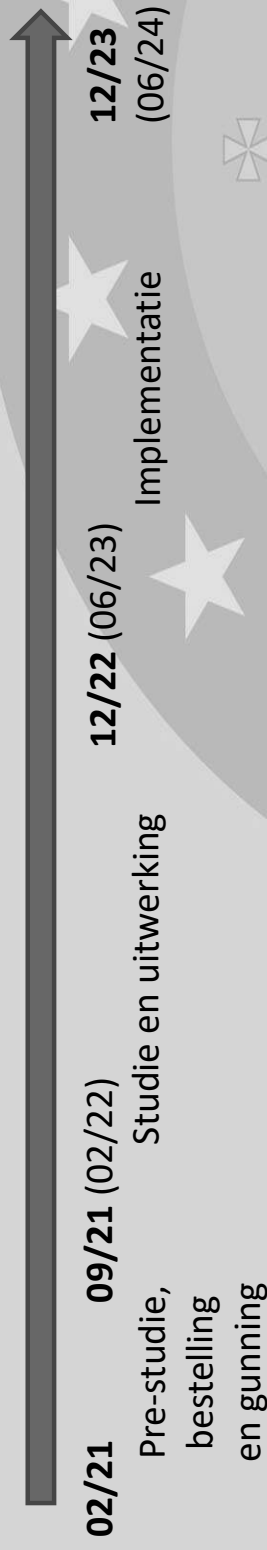
De processen van de Defensiestaf zullen opnieuw bestudeerd worden teneinde ze te optimaliseren en teneinde de vereiste competenties en kwaliteiten te bepalen om er de nodige functies uit te voeren. Deze studie zal zich prioritair richten op het beheer van de transversaliteit van Defensiestaf, de verhoging van haar wendbaarheid en subsidiariteit, en de versterking van de aansturing. Dit alles in het licht van het functioneren ervan in de nieuwe installaties van het toekomstige hoofdkwartier. Deze studie zal gerealiseerd worden door een externe dienst.

In 2021 zal hiervoor een dienstverlener aangeduid worden. De uitbating van de resultaten van deze studie zal plaatsvinden in 2022 en in voorkomend geval zal het koninklijk besluit met betrekking tot de organisatie van de Defensiestaf aangepast worden. De nieuwe processen moeten operationeel zijn voor de verhuizing van de staf naar de gebouwen van het nieuwe hoofdkwartier.



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Gewenste output en timeline



- Rekening houdend met:
 - Ref Docs en lopende initiatieven
- Optimalisatie processen (Quali)
- Voorstel organisatiestructuur en invulling FTE (Quanti)
 - Niveau DG/ACOS, Divisie, Sectie

*(maanden tussen haakjes: indien zonder raamovereenkomst)



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Opdracht 21SS206

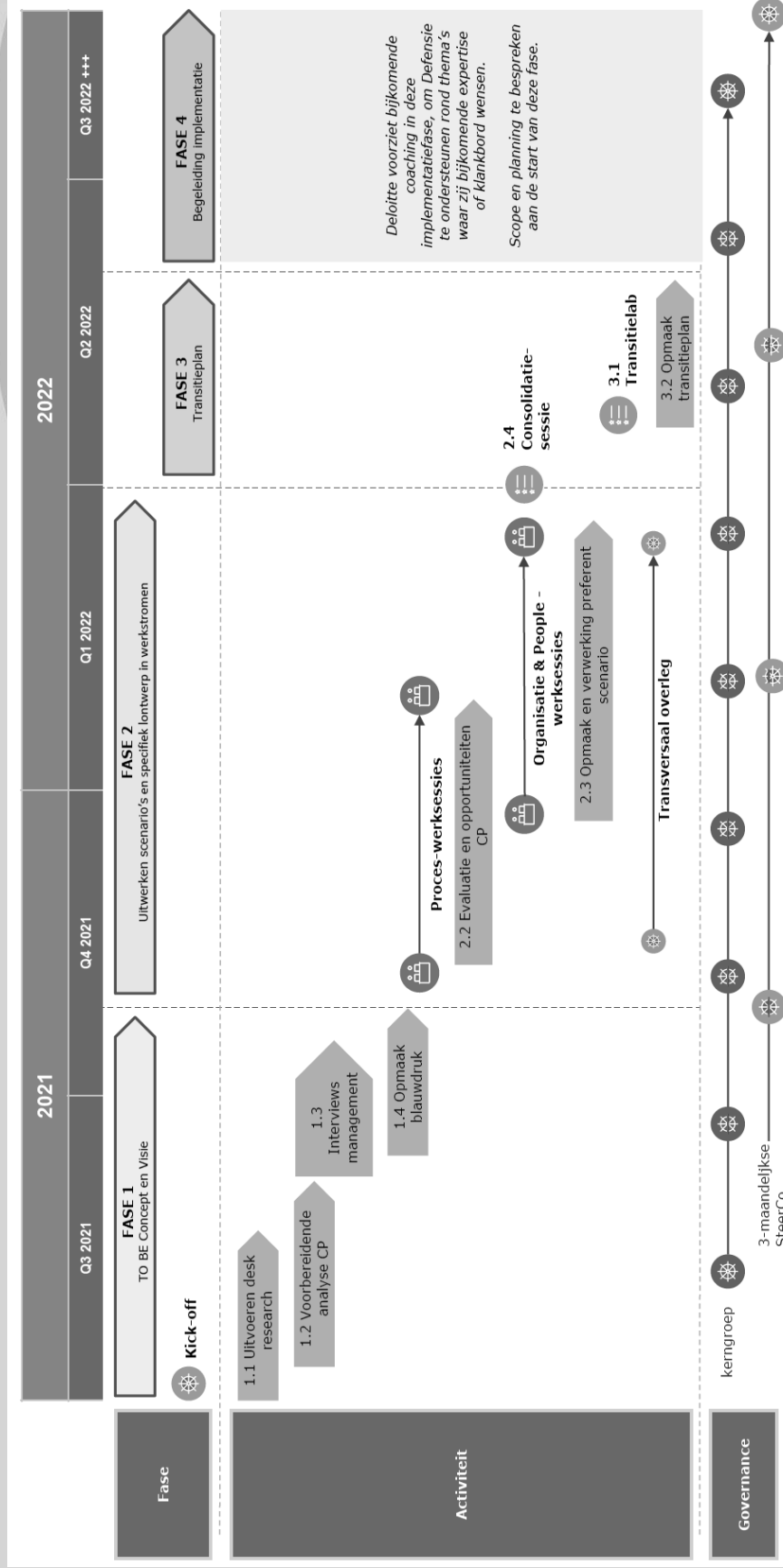
- met Deloitte
- betreffende een consultancyopdracht voor de hervorming van de organisatie van de Defensiestaf onder het raamcontract SMALS Lot 4
- via raamovereenkomst Smals, perceel 4 “NWOW”
- 3 fases
 - implementatie niet inbegrepen



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Tijdslijn





Objectieven

De objectieven van de hervorming van DefStaf

De volgende prioriteiten voor een hervorming van de DefStaf liggen aan de basis van deze oefening, waarbij we in de eerste plaats starten vanuit procesoptimalisaties

Strategic Vision	Mission Statement	Commander's Intent CHOD	New ways of working (NHQ)
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Optimalisatie van de huidige processen en organisatie voor de Defensiestaf met als doel:

O1. Improved strategic & operational steering

O2. Improved transversality

O3. Increased agility

O4. Improved subsidiarity & Mission Command

O5. Qualitative improvement of DefStaff

O6. Quantitative improvement of DefStaff

O7. High Readiness, High visibility and High Ops Engagement



Van objectieven naar design principes

The basis for defining the design principles (1/2)

The following main priorities have been identified during the interviews and desk research, which can be linked to (most of) the expected outcomes of the DefStaff reform project.

- BelDef should be *readiness and mission-centric* rather than enabler-centric; an organisation focussed on its output, rather than on its constraints.
- Consequently, DefStaff should ensure that its *common norms* are the foundation for collaboration; these norms should bind the unique norms of each Defence entity.
- The integrated management of the conception, readiness and deployment of organisational capacities goes hand-in-hand with an *integrated management of strategy, military output and resources*; integrated capability management is a cornerstone for the DefStaff.
- DefStaff should focus more on *strategic decision-making and coordination of joint activities* rather than administrative management or execution; specifically DefStaff should limit its operational or tactical level activities and therein enable more the COMOPS, support units or capacity units.
- DefStaff requires *more clarity in decision-making authority* which is reflected in an *increased coherence and effectiveness in governance*: impactful governance boards / governance mechanisms / tools for policy choices in the short and long term and *situational awareness on the functioning of the organisation*
- Transversal collaboration requires *clarity in supported-supporting relations*, as well as the provision of appropriate mandates and prioritisation at the right level
- Moreover, transversal collaboration requires a *cultural shift* towards *transversality, transparency and accountability*
- The current way of working is *too heavily reliant on interpersonal contact*, it should be more systematically embedded in the structure and roles and responsibilities of DefStaff to ensure business continuity

O9. High Readiness, High visibility and High Ops Engagement

O1. Improved strategic & operational steering

O2. Improved transversality

Abstract Fase 1: BluePrint



Van objectieven naar design principes

The basis for defining the design principles (2/2)

The following main priorities have been identified during the interviews and desk research, which can be linked to (most of) the expected outcomes of the DefStaff reform project.

04. Improved subsidiarity & Mission Command

- DefStaff should aim to embed **empowerment of the organisation at lower levels**, provided that there are sufficient coordination mechanisms to ensure coherence of responsibility and resource management; providing more levers to each commander to manage resources specific to his/her command.

03. Increased agility

- There is a general need for **increased manoeuvrability / flexibility** in strategy and resource management rather than a tendency towards procedures and structures that are focussed too much on efficiency and (excessive) risk avoidance

06. Quantitative improvement of DefStaff

- To cope with the personnel shortage, there is a continuous need for **simplification of legislation, procedures and systems**.

05. Qualitative improvement of DefStaff

- DefStaff should strengthen its ability to provide an **integrated Force Protection**, matching prevention, healthy and productive environment and staff welfare
- The organisation should enhance its **people centricity**, building **resilience in the depth of the organisation**; this requires a prioritisation in strategic work domains to avoid the stretching of people (e.g., the cumul-jobs, vacant posts)
- An efficient and effective DefStaff needs a **solid information management organisation**, this includes internal IT governance, knowledge and intel sharing, lessons identified/learned.



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Mogelijke werkdomeinen

Identification of emerging topics and potential work domains

The effective functioning of the DefStaff hinges on clarity on the Supported – Supporting understanding

Abstract Phase 1: BluePrint

Key emerging topics

1

Where are organisational priorities ultimately set?

2

How can the DefStaff collectively ensure the conception, readiness and deployment of capacities?

3

How can the mission enablers organise their ways of working more efficiently, effectively and transversally?

4

How can the reorganisation of DefStaff enable other specific DefStaff competencies?



Mogelijke werkdomeinen

Identification of emerging topics and potential work domains

The effective functioning of the DefStaff hinges on clarity on the Supported – Supporting understanding

Key emerging topics

Major identified work domains

1	Where are organisational priorities ultimately set?	<ul style="list-style-type: none">• Role clarity of CHOD – VCHOD tandem• Effectivity of existing governance boards• Valorisation of ACOS Strat
2	How can the DefStaff collectively ensure the conception, readiness and deployment of capacities?	<ul style="list-style-type: none">• Alignment Feasibility Teams (PnP) versus Capability Team Steering Groups (ICM)• Effective valorisation of integrated capability management (CT, CTSG, LoD working groups)• Collaboration between key resource providers, COMOPS and ACOS Strat on integrated capability management• Integration of diverging Battle Rhythms (Strategic vision – ICDP – SYOPSPLAN – XYRDN plan – resource plans)• Transformation of ACOS Ops & Trg
3	How can the mission enablers organise their ways of working more efficiently, effectively and transversally?	<ul style="list-style-type: none">• Introduction of information management• Provision of Intel Sp to Strategy and Ops• Internal organisation of ACOS IS / ADIV• Human resource management competencies• Integration of finance and budgeting• Material resources competencies• Communication management
4	How can the reorganisation of DefStaff enable other specific DefStaff competencies?	<ul style="list-style-type: none">• Consolidation of Lessons Identified/Lessons Learned (LI/LL)• Independence of prevention and protection at work• Integration of Force Protection management• Cyber capacity development



Selectie werkdomeinen

Geselecteerde werkdomeinen

Gevalideerde lijst van werkdomeinen voor Fase 2 van het hervormingsproject, in functie van de designprincipes

Werkgroepen:

Op basis van de BluePrint heeft de SteerCo **7 werkdomeinen** geselecteerd binnen de scope van dit project. Binnen specifieke werkgroepen zal gewerkt worden op verschillende procesoptimalisaties voor de DefStaf.

Parallele projecten:

Specifieke werkdomeinen worden behandeld in parallelle, prioritaire projecten die reeds lopen of opgezet dienen te worden. De uitkomsten van de werkgroepen binnen dit project en de parallelle projecten zijn afhankelijk van en versterken elkaar.

Toekomstige werkdomeinen:

De overige geïdentificeerde werkdomeinen vallen op dit moment buiten de scope van het project. Desalniettemin vormen deze werkdomeinen belangrijke input voor toekomstige procesoptimalisaties in het kader van een efficiënte en effectieve DefStaf.



Selectie werkdomeinen

Extract Fase 1: BluePrint

Selected work domains for Phase 2

Validated list of work domains for Phase 2 of the DefStaff reform project, based on the prioritisation of the key Phase 1 outcomes

1	Top management <ul style="list-style-type: none"> • Role clarity of CHOD – VCHOD tandem • Valorisation of ACOS Strat 	2	Effectivity of existing governance boards	3	Integration of Battle Rhythms <small>(SV – IDCP – SYOPSPLAN – xYRDNPian – resource plans)</small>	4	ACOS Strat competencies <ul style="list-style-type: none"> • Alignment Feasibility Teams (PnP) vs Capability Team Steering Groups (ICM) • Effective valorisation of integrated capability management 	5	Collaboration, with regards to ICM, between resource providers, COMOPS and ACOS STRAT	6	Introduction of information management	7	Human resource management competencies
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The following work domains should also be tackled in parallel with this project and integrated into the consolidated report from Phase 2:

1. Integration of Force Protection management
2. Communication management
3. Consolidation of Lessons Identified/Lessons Learned (LI/LL)
4. Cyber capacity conception & development
5. Internal organisation of ACOS IS/ADIV
6. *Transformatie Ops&Trg*

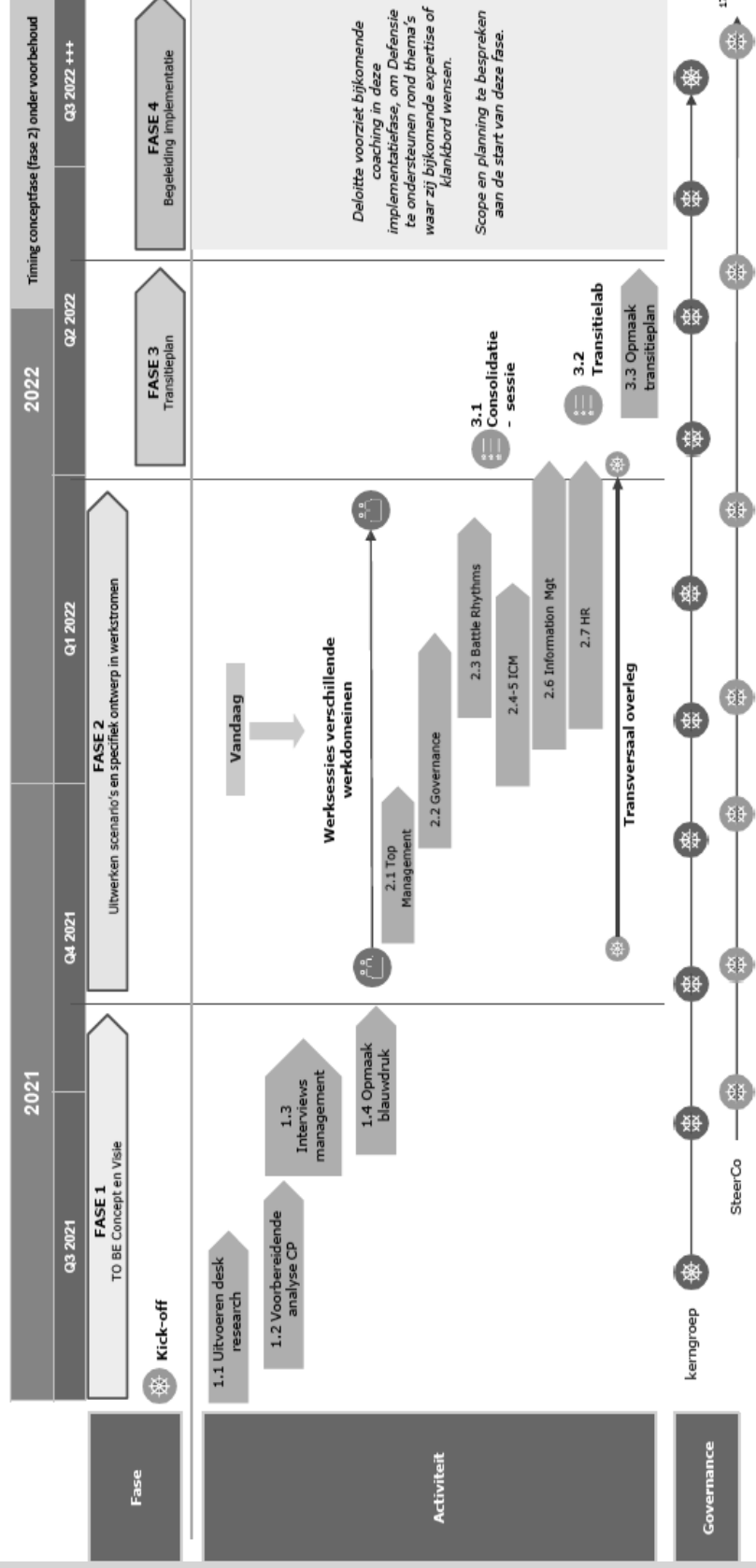
The remaining work domains that have been identified in this BluePrint are not included in the scope of the current phase of the reform of the DefStaff. However, they are considered relevant work domains to address in future initiatives regarding DefStaff optimisation (e.g., material resources competencies).



Tijdslijn

Indicatieve projecttijdslijn

Startende vanuit de optimalisatie van geïdentificeerde werkdomeinen, zetten we in Fase 2 in op verschillende werkdomeinen, waarbinnen we verschillende verbeterscenario's zullen uitwerken





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