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Part of the
Armed Forces in Halmstad
Sweden
Agenda

- Swedish defence changes
- Maintenance concept for our warfighters
- Use of Contractors during Operations
From invasion-deterrent to deployed operations
From a mobilization defense to a deployed task force

<table>
<thead>
<tr>
<th></th>
<th>1990</th>
<th>2008</th>
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<tbody>
<tr>
<td>Number of personnel (mobil.)</td>
<td>850 000</td>
<td>200 000</td>
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<tr>
<td>Number of army battalions</td>
<td>&gt;400</td>
<td>~70</td>
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<tr>
<td>Number of combat aircrafts</td>
<td>340</td>
<td>170</td>
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<tr>
<td>Number of combat vessels and submarines</td>
<td>45</td>
<td>15</td>
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Where we come from – the challenge

✓ The Swedish solution
  – Stored what we needed for war
  – Had the ability to maintain our Armed Forces during war ourselves
  – Had a unique solution to ensure that the Swedish neutrality could not be questioned

✓ Make the transformation by…
  – Phasing out the old equipment that no longer is required
  – Transforming the equipment that shall remain
  – Procuring/updating the new equipment that is needed

✓ And at the same time reducing Swedish Armed Forces costs significantly ...
How to adapt…

✓ **Changing concepts**
  - Comprehensive view and joint perspective
  - Support governed by needs
  - Cost/resource efficiency
  - Adjusted availability

✓ **Adapting to interoperability**
  - Co-operation (joint and combined)
  - Partnership goals

✓ **Getting defence industry to take a larger piece of the supply chain (PPP)**
  - Including co-operation (NAMSA)
Coming Challenges

✓ Maintenance
  - Supply chain from Sweden to AoO
  - Strategic transport capability
  - Dimension concept for our operational units
  - Use of Contractors during Operations
<table>
<thead>
<tr>
<th>Modular-Development (of units)</th>
<th>Drafted</th>
<th>Job-training (term 1)</th>
<th>Unit-training (term 2)</th>
<th>Mission-training (term 3-4)</th>
<th>Mission</th>
</tr>
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<tbody>
<tr>
<td>Supplies</td>
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<td>Movment</td>
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<td>Technical Services</td>
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<td>Medical</td>
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- **Mission**: Battlegroup
The Swedish Armed Forces HQ has in June 2006 adopted a strategy for PPP

“The Swedish Defence Strategy for PPP shall lay the ground for all forms of Private/Public Partnership agreements/operations, for and on behalf of the Swedish Armed Forces.”

Covers all forms of cooperation between the State and Private Sector regarding
- Services, logistics and specialist facilities
Maintenance concept for our warfighters

Use of Contractors during Operations
The capacity and power to carry through armed battle are basic and fundamental factors when we tailor our units.

Our forces must have the capability to solve their tasks in different conflict levels.

PPP solutions are not allowed to jeopardize our capability to support our fighting units on the battlefield.

Operational units for technical service (maintenance and technical support) must plan and tailor their resources to support fighting units during a "worst case scenario".

The use of contractors and civilian resources can come into question if the task, threat and situation gives these resources the right conditions to operate.
Private Public Partnership – Maintenance Concept for the NBG

Military technical (maintenance) units

“Boots on the ground”!

Military and civil resources

DLO coordination
- Defence industries
- Other civilian suppliers
- Military workshop
- DMA experts

Private Public Partnership – Maintenance Concept for the NBG

Military and civil resources

Military technical (maintenance) units

“Boots on the ground”!
Built in sustainability and capacity in our task force units for at least 30 days

Our own maintenance units must have a "built in" capability to protect themselves

Exercise and train in the same way we attend to use our resources during operations

Make a "clear line" between what is supposed to be carried out by our military resources versus contractors
  - Make a careful analyze regarding the need to have contractors in, or near, AOO
  - Make clear how to command and control contractors

Force protection is necessary if we use civilian resources during operations
  - And it costs!

We got to have a "Plan B" if the contractors not accomplish their engagements

The use of contractors during operations must be exercised and trained

It is hard to make binding agreements with contractors regarding availability or operational effect
  - To many factors to “take in consideration” and make binding agreements about threats, environment, time limits, personal, etc
  - You can’t make contracts on all things! – the assumptions are always changing.