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CENTRAL INTELLIGENCE AGENCY
WASHINGTON, D.C. 20508

14 December 1977

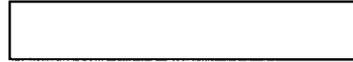
MEMORANDUM FOR: The Director of Central Intelligence
FROM : William W. Wells
Deputy Director for Operations
SUBJECT : WARSAW PACT JOURNAL: Problems of Improving the
Skills of the Command Personnel of the National
People's Army of the German Democratic Republic

1. The enclosed Intelligence Information Special Report is part of a series now in preparation based on articles from a SECRET Soviet publication called Information Collection of the Headquarters and the Technical Committee of the Combined Armed Forces. This article discusses the East German Army's system for training command personnel for scientific leadership activity. Improvement in leadership skills is carried out through continuous ideological and operational training, supplemented by independent study. The author also briefly highlights a series of five-week training courses conducted in 1968 and 1969 at which questions of the further development of the GDR defense system, unified military doctrine, political leadership and indoctrination, and the capabilities for utilizing mechanization and automation were discussed. This journal is published by Warsaw Pact Headquarters in Moscow, and it consists of articles by Warsaw Pact officers. This article appeared in Issue No. 1, which was published in 1970.

2. Because the source of this report is extremely sensitive, this document should be handled on a strict need-to-know basis within recipient agencies. For ease of reference, reports from this publication have been assigned

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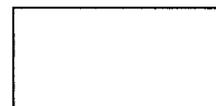
Director, National Security Agency

Deputy Director of Central Intelligence

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Intelligence Information Special Report

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COUNTRY EAST GERMANY/WARSAW PACT

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DATE

DATE OF
INFO. 1970

14 December 1977

SUBJECT

WARSAW PACT JOURNAL: Problems of Improving the Skills of the Command Personnel of the National People's Army of the German Democratic Republic

SOURCE Documentary

Summary:

The following report is a translation from Russian of an article from a ~~SECRET~~ Soviet publication called Information Collection of the Headquarters and the Technical Committee of the Combined Armed Forces. This journal is published by Warsaw Pact Headquarters in Moscow, and it consists of articles by Warsaw Pact officers. This article was written by Colonel General Heinz Kessler. This article discusses the East German Army's system for training command personnel for scientific leadership activity. Improvement in leadership skills is carried out through continuous ideological and operational training, supplemented by independent study. The author also briefly highlights a series of five-week training courses conducted in 1968 and 1969 at which questions of the further development of the GDR defense system, unified military doctrine, political leadership and indoctrination, and the practical capabilities for utilizing mechanization and automation were discussed. This article appeared in Issue No. 1, which was published in 1970.

End of Summary

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Problems of Improving the Skills of the Command Personnel
of the National People's Army of the German
Democratic Republic

by

Colonel General H. KESSLER
Deputy Minister of National Defense
Chief of the Main Staff of the National People's
Army of the German Democratic Republic

The Seventh Congress of the Socialist Unity Party of Germany which was convened in April 1967 adopted a resolution to create a full-scale socialist system. The primary task of the new phase of the socialist revolution in the German Democratic Republic consists in bringing all the elements of socialist society into a unified socialist system and in achieving their harmonious development in the interests of carrying out the building of socialism.

An inalienable component part of this enormous task is the transformation of the socialist defense system of the German Democratic Republic into a solidly integrated component part of the socialist military coalition so that it will conform to the newest achievements of science and technology and will be directed by the most progressive methods. To fulfil this requirement the highest quality of scientific leadership activity is necessary in all spheres of the National People's Army.

The implementation of scientific leadership activity on the highest level objectively results from the great number of complex processes being managed in military affairs.

The socialist and scientific-technological revolutions merge into a single process.

Cooperation and the socialist integration of socialist states in all realms of social life are naturally expanding.

The class struggle is coming to a head on German soil.

The Socialist Unity Party of Germany, under whose tested leadership in the past 15 years of its existence the National

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People's Army of the German Democratic Republic has been transformed into a modern socialist army, has repeatedly and persistently pointed to the execution first and foremost of leadership tasks. In its main party documents it has devoted the greatest attention to pressing problems. At the Second Plenary Session of the Central Committee, the First Secretary of the Central Committee of the Socialist Unity Party of Germany and Representative of the State Council, Comrade Walter Ulbricht, stated clearly: "The creation of a full-scale socialist system and the scientific-technological revolution are moving forward, and for a 'government' of new dimensions." The mastery of scientific leadership activity has objectively become a key problem for the most efficient fulfilment of the tasks confronting the National People's Army.

In connection with this, in recent years the leadership of the Ministry of National Defense has conducted the intensive, purposeful and continuous training of command personnel of the National People's Army, based above all on the following.

Under the conditions of the acute class struggle in Germany, the ideological steadfastness and class consciousness of command personnel are the most important guarantee of the successful execution of all the protection of the German Democratic Republic and for increasing the defensive might of the Warsaw Pact Organization. Therefore, it is essential to improve Marxist-Leninist knowledge and to constantly cultivate in the command personnel high political and moral qualities.

The command personnel of the National People's Army must have thorough knowledge and great skill in commanding the forces of the National People's Army in cooperation with units of the Soviet Army and other fraternal armies under all conditions of war. The Soviet Army embodies the highest level in world-wide military affairs. It is necessary to organize a highly efficient, systematic study of various problems of Soviet military science utilizing all possible forms and methods to do so.

The command personnel of the National People's Army must swiftly and creatively employ the purposeful, efficient forms and methods of scientific direction of social processes which were gained in other fields of government management, and must use the

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objective advantages of the socialist form of labor and life in its own command practice.

The System for Improving the Skills of the Command Personnel of the National People's Army

The constant increase in demands on the activity of the command personnel of the National People's Army calls forth the objective necessity to conduct concisely coordinated measures to prudently, comprehensively, and purposefully improve the skills of responsible generals, admirals, and officers of the National People's Army.

The most important elements of the system for the improvement of skills are:

- Marxist-Leninist instruction (reports, seminars, and independent study);
- operational training (training courses, participation in exercises and maneuvers);
- training in special courses;
- individual independent study for command personnel.

At the center of Marxist-Leninist education and instruction of command personnel of the National People's Army are the tasks and requirements based on the direction of military-political, and in particular, of party work in the National People's Army. Based on basic Marxist-Leninist knowledge at the present stage of the international class struggle, the urgent and practical problems of the struggle against imperialism (particularly West German imperialism) are analyzed and more precisely defined, as are tasks for strengthening the German Democratic Republic and other socialist states, and the demands ensuing from this which are made on the ideological work of the National People's Army. Contributing especially to this are the reports of members and candidates for membership in the Politburo and Central Committee of the Socialist Unity Party of Germany, as well as those of leading workers of the state apparatus which are periodically presented to the command personnel of the National People's Army.

Themes such as "The role and formation of the socialist identity and collective in the process of creating a full-scale socialist society in the German Democratic Republic", "The

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primary direction and new tasks in conducting the policy of the Socialist Unity Party of Germany in the field of science", and "The primary problems of developing socialist culture in the process of the subsequent creation of a full-scale socialist system", also play a substantial role in improving knowledge in the field of the social sciences.

The operational training of generals, admirals, and commanding officers envisages the fulfilment of the primary military task of the National People's Army which consists in, together with the Soviet Army and other fraternal armies of the Warsaw Pact Organization, creating conditions for the reliable protection of the state border, territory, airspace, and maritime boundaries of the German Democratic Republic, as well as of allied socialist states.

The central theme of operational training of the command personnel of all branches of the armed forces in the past year was: "The planning and conduct of an offensive operation on the Western strategic axis under conditions in which conventional means are employed and in which there is a transition to the employment of means of mass destruction". This theme was worked out at operational training assemblies, war games, and staff exercises.

Measures for operational training are supplemented with organized independent study. The latter has included problems of operational art, such as, for example, the organization and conduct of an offensive or defensive operation, and the status and outlook of the development of the armed forces of NATO in West Germany. At the same time, in the course of independent study we have learned a lot about mechanization and automation of troop control.

Two-month training courses conducted in 1969-1970 in the Soviet General Staff Academy for the improvement of the leadership skills of the Ministry of National Defense were extremely important.

The leadership regards this form of generalization of contemporary knowledge in the field of military science as a necessary step on the road to an ever stronger unification of the fraternal socialist armies.

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The leadership of the Ministry of National Defense of the German Democratic Republic in the future will support these and similar measures stipulated by the Staff of the Combined Armed Forces, which will promote the application of the basic unified principles for the control of the Warsaw Pact Armed Forces.

In this manner, as a result of operational training of generals, admirals, and commanding officers of the National People's Army, their knowledge and skills were tested, improved, and expanded. In the operational and tactical employment of troops under complex situational conditions, and in the unified control of troops, particularly in the organization of cooperation among branches of the armed forces and branch arms, special troops, and services, as well as among the allied armed forces, new knowledge and experience have been gained. The success achieved in mastering the control processes has increased the combat might and combat readiness of the National People's Army.

Courses for the Command Personnel of
the National People's Army in 1968 and 1969

One of the important measures for increasing the skills of the command personnel of the National People's Army are the training courses which were conducted in 1968 and 1969 by order of the Ministry of National Defense of the German Democratic Republic. The goal of these five-week courses is to better acquaint the responsible command personnel of the National People's Army with certain aspects of the further development of the defense system in the German Democratic Republic and to give them acceptable scientific methods and means corresponding to the latest level of knowledge which they need for future leadership.

The participants in these courses were chiefs of directorates and departments of the Ministry of National Defense and of the commands of branches of the armed forces and of military districts, of the municipal komendatura of Berlin, as well as of the commands of the border guard troops. In addition, generals and commanding officers of the Military Academy i/n Friedrich Engels, of educational institutions and scientific institutions of the National People's Army, as well as the main military branches of other ministries of the German Democratic Republic took part.

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These courses were divided into four sets according to content and theme.

1. Primary military and political matters concerning the further development of the defense system of the German Democratic Republic.

2. Problems of a unified military doctrine; certain new questions of Soviet military art. The degree of readiness for aggression in the armed forces of NATO.

3. Certain problems of political leadership and indoctrination; the role of pedagogical, psychological, and sociological knowledge in the leadership process.

4. The scientifically well-founded organization of the leadership process, the principles and practical capabilities for the mechanization and automation of particular processes of military leadership.

At training periods for working out questions of the first set, participants were given ideas concerning state-wide interrelationships which will assist them in making correct decisions, taking into consideration all the necessary systemic interrelationships.

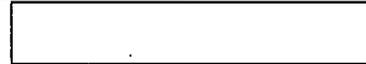
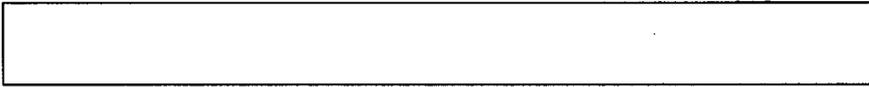
Keeping in mind the modern development of armed combat, certain particularly important problems have been worked out based on the second set, such as the transition of the armed forces and all countries to wartime status and the conduct of the initial operation taking into consideration the latest information concerning the practice of control, training, and the conduct of exercises in the armed forces of NATO, and, in particular, in the Bundeswehr.

Based on the third set certain questions have been examined which are necessary for the improvement of the leadership of people, for forming the identity of a soldier of socialist society and the socialist collective.

The fourth set includes, together with practice, the teaching of scientific methods for obtaining information and the flow of information, and for analysis, prognosis, making

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decisions, planning, organizing, and monitoring. The participants at the courses familiarized themselves with the set of cybernetics instruments and research of the operation (network planning and modeling). After being demonstrated in a training example, the capabilities for the employment of electronic data processing units were tested in practice. The tasks of the individual military commanders for training and for the employment of electronic data processing units were set forth in detail.

Based on the importance of these testing measures, the Minister of National Defense, his deputy, the Chief of the Main Political Directorate, as well as his deputy and the Chief of the Main Staff, personally conducted the training periods at the majority of the courses, in which the basic problems of the subsequent development of the country's defense system were explained and the urgent military-political and military problems and tasks were discussed. The methodology for conducting the courses was selected depending on the lecture hall. The greatest amount of time was spent in conducting independent study and seminars in the course of which, with the help of specific presentations based on the practical experience of leadership activity, the material covered at the lectures was reinforced. Some of the course participants presented prepared reports at the seminars. This was particularly useful because the body of participants who had come from various branches of the armed forces and military districts, the majority from the same level, contributed to the development of systemic thinking and a composite approach to the assimilation of training material. The availability of training material in printed form has enabled participants to pass on to others in their own chain of command the knowledge gained here. The immediate benefit of the courses for the practice of leadership is seen in the fact that to improve this leadership activity as well as the system of control along their own lines of responsibility, specific measures have been taken by the chiefs of the directorates and branches of the Ministry of National Defense and in the commands. At the present time new means and methods with which the participants at the courses were familiarized are being employed more and more effectively.

The improvement of the leadership activity of senior personnel, however, is not proceeding without problems. As the



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analysis of materials published in the socialist armies shows, the elaboration of modern methods, ways and means for the scientific inculcation of control processes in military affairs is in a developmental stage. The level of knowledge in individual scientific disciplines is distinguished by sharp differences. The all-round fulfilment of the multi-faceted and constantly increasing demands made on the command personnel creates difficulties which have an objective and, in certain cases, a subjective nature. Under conditions in which daily tasks are carried out simultaneously, the chiefs of directorates and branches must clarify and refine along their own lines all the new knowledge and experience they have gained, and supported by the help of the collective and party organizations, they must employ it in practical work. In so doing, it must be taken into consideration that in the future the command personnel and their collaborators should elaborate and perfect such qualities important for individual military commanders as decisiveness, the capability to react quickly, and the ability to adapt oneself to a rapidly changing situation. This means that the scientific methods and means must not diminish flexibility -- the important advantage of military control systems.

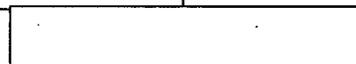
By conducting courses with a relatively short duration it is impossible to achieve radical changes. Therefore, the command personnel will regularly receive from publishing and informational organs the latest literature on topics covered at courses. The conduct of subsequent courses serving to expand on certain composite themes (for example, operations research), has been outlined for the near future.

Some Questions Concerning the Subsequent Development
of the System for Improving the Skills of the
Command Personnel of the National People's Army

The leadership of the Ministry of National Defense of the German Democratic Republic proceeds from the position that the command personnel of the National People's Army can only deal with the growing demands made on their leadership activity to the extent that they are constantly and systematically prepared for them. From this it follows that the existing system for improving the skills of the command personnel of the National People's Army, will be perfected taking into consideration the experience accumulated to date.

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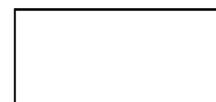
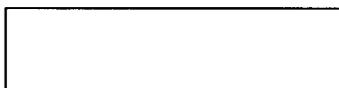
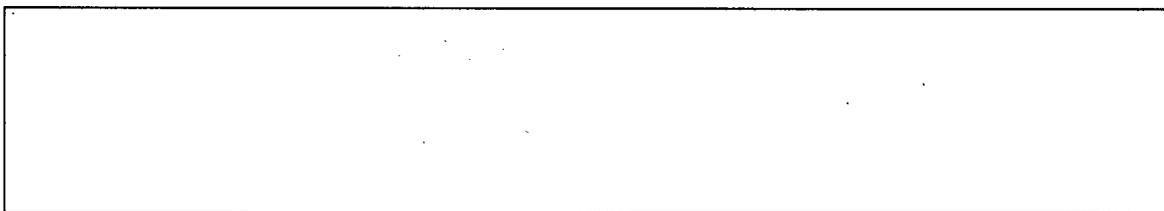


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It is necessary to organize the concise coordination of all measures for subsequent skills in the field of the social sciences, in operational-tactical training and leadership theory, including yearly assemblies in training groups of chiefs of directorates and branches of the Ministry. The greatest benefit for the improvement of leadership activity in the interests of the greatest combat might and combat readiness will be achieved when the measures for improving skills are planned and adapted taking into consideration the prospects of a specific system.

In the future the improvement of skills of the command personnel will depend on the requirements for conducting armed combat. The ideological [1 word illegible] of command personnel is conducted continuously and in a sequence such that they are prepared to meet any demands made on them by the [3 words illegible] situational conditions which have developed. At the same time the command personnel are sent to the Soviet Union for special courses, in particular, ones on operational-tactical questions.

Improving the skills of command personnel of the National People's Army is a task required [3 words illegible]. There is no simple and easy way to master scientific leadership activity. Generals, admirals, and commanding officers must [1 word illegible] quickly and effectively [2 words illegible] in the interests of raising combat readiness.



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