



**K-10/5**

Reserve Strategy

## Reserve Strategy

|                                       |   |
|---------------------------------------|---|
| <b>Purpose of the regulation:</b>     | Conceptual principles for the Bundeswehr reserve  |
| <b>Issued by:</b>                     | Federal Ministry of Defence   |
| <b>Participating interest groups:</b> | General Spokesperson's Committee for the FMoD<br>Central Staff Council at the FMoD                              |
| <b>Approved by:</b>                   | Federal Minister of Defence   |
| <b>Issuing authority:</b>             | FMoD Branch FüSK III 4  |
| <b>Scope:</b>                         | Federal Ministry of Defence; Bundeswehr; Verband der Reservisten der Deutschen Bundeswehr e. V.; general public |
| <b>Classification:</b>                | Public  |
| <b>Effective from:</b>                | 18 Oct 2019   |
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## 1. Preface

**1001.** The Bundeswehr reserve is an indispensable element of the German armed forces, playing a vital role in national and collective defence, homeland security, and international crisis management operations.

**1002.** The challenges of a changing security environment and their implications for Germany and the Bundeswehr are detailed in the 2016 White Paper on German Security Policy and the Future of the Bundeswehr, in the 2018 Bundeswehr Concept<sup>1</sup> and in the 2018 Bundeswehr Capability Profile.<sup>2</sup>

**1003.** The Reserve Strategy addresses a broad audience. This includes not only reservists but also service members on active duty as well as civilian personnel of the Bundeswehr. The reason for this is that all service members become part of the reserve after completion of their active military service.

**1004.** However, the Reserve Strategy is also intended for the general public, which includes decision-makers in the political, economic and social sphere. The Bundeswehr as a parliamentary army is at the heart of society. It is important therefore to ensure that society has a basic understanding of the Reserve Strategy and to explain the relevant contexts and interrelations. Broad public acceptance and support form the basis of a strong reserve.

**1005.** The Reserve Strategy also addresses the employers of reservists. The aim is to motivate employers to make their personnel available for reserve duty on a regular basis.

**1006.** Reservists are, at the same time, veterans. The Guideline for Bundeswehr Veteran Work contains a definition of the term “veteran” and details specific measures of veteran work. Such measures do not, however, form part of the Reserve Strategy.

**1007.** With a view to mastering the ongoing challenges over the entire mission spectrum of the Bundeswehr in Germany and abroad, the new Reserve Strategy adopts established elements from its predecessor (K-9000/020 “Strategie der Reserve”), which corresponds with the 2012 Bundeswehr Reserve Concept.

**1008.** The success of this process of shaping the reserve is largely dependent on its acceptance by and the cooperation of the reservists and all other personnel on active duty within the area of responsibility of the Federal Ministry of Defence. The underlying principle is:

***THE RESERVE MUST ALWAYS BE TAKEN INTO CONSIDERATION!***

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<sup>1</sup> K-1/1 “Konzeption der Bundeswehr”.

<sup>2</sup> K-1/2 RESTRICTED “Fähigkeitsprofil der Bundeswehr 2018”.

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## 2. Security Environment and Need for Action

**2001.** The international order is undergoing dramatic change. Globalisation and digitalisation are creating networks in all areas of life and all spheres of society. Rapid and virtually unfiltered access to information is driving social change. While these developments provide great opportunities, they also bring certain risks. The cyber and information domain, in particular, poses a new challenge.

**2002.** A renaissance of traditional power politics, which involves the use of conventional military means to pursue national interests, is causing the Bundeswehr to refocus on the tasks of national and collective defence. A new phenomenon in this context is that of hybrid threats below the threshold of conventional warfare.

**2003.** A further global challenge is that of transnational terrorism. Terrorist attacks represent the most immediate threat to our security. The radicalisation of individuals and groups and the return of violent fighters from crisis regions and conflict areas are causing the boundaries between external and internal security to become increasingly blurred.

**2004.** The Federal Republic of Germany has pledged to take on more responsibility in shaping a multipolar world order. By doing so, Germany will meet the growing expectations of its partners and allies in the United Nations, the European Union and in NATO. Taking on more responsibility also means providing adequate military assets as part of a credible contribution to deterrence and peacekeeping in Europe and in the world as a whole.

**2005.** Germany's geostrategic position as a "front-line state" during the Cold War has changed to that of a transit country. Today, Germany constitutes a strategic hub in the heart of Europe with considerable bearing on NATO's capacity to act. This entails challenges in the areas of Host Nation Support (HNS)<sup>3</sup> and rear-area protection.

**2006.** As a result, Germany's security environment has become even more complex, volatile, dynamic and thus increasingly unpredictable.<sup>4</sup> This also presents the Bundeswehr reserve with new and highly diverse tasks.

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<sup>3</sup> All civilian and military assistance rendered by a host nation in times of peace and war to allied forces and NATO organisations located on the territory of the host nation.

<sup>4</sup> See the 2016 White Paper on German Security Policy and the Future of the Bundeswehr, p. 29.

### 3. Tasks and Responsibilities of the Bundeswehr Reserve

**3001.** The individual tasks and overall mission of the Bundeswehr can only be accomplished by pursuing a joint and comprehensive approach. The Bundeswehr plays a major role in the whole-of-government approach to ensuring Germany's security and in the context of collective defence, but it will be unable to perform this role sustainably in the foreseeable future with its active forces. This is particularly true given the increasingly unstable global security environment.

**3002.** When it comes to response capability, the time factor is of particular importance. This creates great demands in terms of the availability of personnel, materiel, information technology and infrastructure, but also in terms of training status, the integration and interaction of active and non-active organisational elements as well as command and control and individual operational readiness.

**3003.** The 2018 Bundeswehr Concept identifies national and collective defence as well as crisis management for the protection of German nationals abroad as the most challenging and demanding tasks in ensuring the Bundeswehr's capacity to act and its operational efficiency.<sup>5</sup> At the conceptual level, the Bundeswehr adheres to the principle of thinking in operational terms. It is oriented towards the entire spectrum of necessary tasks. Reservists make an important contribution regardless of where they serve. On this basis, requirements regarding the tasks, size and capabilities of the reserve have to be derived, procedures and requirements adjusted or developed and the necessary resources provided.

## Zweck/Aufgaben der Reserve

**Die Reserve der Bundeswehr**

- gewährleistet den Aufwuchs
- verstärkt die Einsatzbereitschaft
- erhöht die Durchhaltefähigkeit

im gesamten Aufgabenspektrum der Bundeswehr,  
insbesondere für den

**Auftrag Landes- und Bündnisverteidigung.**

Zudem fördert die Reserve die

**Verbindung in die Gesellschaft.**



Fig. 1: Purpose and tasks of the reserve

<sup>5</sup> See K-1/1, p. 5.

## Glossary

|   |   |
|---|---|
| Zweck/Aufgaben der Reserve  | Purpose and Tasks of the Reserve  |
| Die Reserve der Bundeswehr  | The Bundeswehr reserve  |
| Gewährleistet den Aufwuchs  | ensures personnel build-up  |
| Verstärkt die Einsatzbereitschaft   | raises operational readiness  |
| Erhöht die Durchhaltefähigkeit  | increases sustainability  |
| Im gesamten Aufgabenspektrum der Bundeswehr, insbesondere für den Auftrag Landes- und Bündnisverteidigung | across the entire task spectrum of the Bundeswehr, particularly with regard to national and collective defence. |
| Zudem fördert die Reserve die Verbindung in die Gesellschaft.   | Furthermore, the reserve promotes ties with society.  |

**3004.** Active-duty forces and reservists are indispensable for Bundeswehr mission accomplishment. In order for the Bundeswehr to be operationally ready, its reserve needs to be operationally ready. The reserve constitutes the personnel potential required to support the armed forces and their build-up capability directly and indirectly. This requires a certain level of equipment and infrastructure as well as logistic support. If the Bundeswehr reserve is supported and integrated accordingly, it will be an essential pillar of national and collective defence. This includes field replacement. The reserve must also be able to build up for the purpose of homeland security and to ensure that tasks may continue to be performed in a state of tension or defence as well as within the framework of HNS, in order to supplement, support and relieve active-duty forces.

**3005.** The broad spectrum of tasks indicated in Figure 1 calls for flexible reserve forces that can be made available quickly in peacetime and in crises. This presupposes certain deployment qualifications (level of training and professionalisation). Other units reach full operational capability only after they have undergone crisis training. Active forces that depend on personnel build-up, for instance, must also be available at an early stage to support allied forces on German territory (e.g. transport support, securing tasks, CBRN defence, military police, cyber forces, liaison activities with agencies in Germany). Round-up units need preparation time to establish operational readiness.

**3006.** In the field of homeland security, the reserve supports active-duty forces and agencies by providing assistance in dealing with natural disasters and particularly serious accidents, among other things. In a state of tension or defence, the reserve provides support in the protection of infrastructure relevant for defence as well as in the area of HNS, and it helps to increase the sustainability of active-duty forces.

**3007.** The chiefs of the major military organisational elements and the representatives for matters concerning military personnel in the civilian organisational elements are responsible for the structural planning of their reserve forces in accordance with the requirements specified in the Bundeswehr Capability Profile and for establishing the operational readiness of their reservists designated for assignment.

**3008.** Furthermore, the chiefs of service are generally responsible for the protection of those military facilities of which they are the principal user.<sup>6</sup>

**3009.** Moreover, in his capacity as National Territorial Commander, the Chief of the Joint Support and Enabling Service is responsible for the territorial reserve and its employment in Germany as well as for the protection of relevant facilities of the civilian organisational elements if the need arises.<sup>7 8</sup>

**3010.** Reservists also help to increase the capabilities of active-duty forces across the entire spectrum of Bundeswehr operations in Germany and abroad.

**3011.** Independent of assignment and reserve duty, reservists act as mediators and key communicators for the Bundeswehr in society.<sup>9</sup>

**3012.** The requirements of overall defence may entail additional tasks for the Bundeswehr reserve forces.

## **4. Purpose, Objective and Key Elements of the Reserve Strategy**

**4001.** The Reserve Strategy

- forms the basis for aligning and shaping the Bundeswehr reserve;
- is the central control document that sets general priorities for shaping the reserve in an interdisciplinary manner while taking account of the return to national and collective defence;
- specifies requirements for follow-on documents and also provides the framework for future developments;
- is the central guideline regarding reserve affairs for the Federal Ministry of Defence, all organisational elements of the Bundeswehr as well as all associations dealing with reservist work, and
- serves to motivate reservists and employers.

**4002.** The Reserve Strategy sets standards for shaping the reserve in a changing security environment. The return to national and collective defence necessitated by these changes requires the reserve to focus on its primary function, which is to ensure the build-up and sustainability of the Bundeswehr.

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<sup>6</sup> Any alternative arrangements (e.g. if the Joint Support and Enabling Service assumes responsibility for specific sites/facilities) have to be coordinated and agreed by the chiefs of service.

<sup>7</sup> As regards command and directive authority, coordination is required between the National Territorial Commander and the Allies.

<sup>8</sup> The territorial reserve element of the Bundeswehr Joint Medical Service reports directly to the Bundeswehr Joint Medical Service.

<sup>9</sup> See K-1/1, p. 64.

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**4003.** What is crucial in this context is that the reserve, as an integral part of the Bundeswehr, can provide an adequate and credible contribution to national and collective defence, while at the same time ensuring a timely build-up.

**4004.** Based on the 2016 White Paper and the 2018 Bundeswehr Concept, the Reserve Strategy, in combination with the Bundeswehr Capability Profile, forms the basis for shaping the Bundeswehr reserve. It defines the reserve's contributions in the following areas:

- |                        |                               |
|------------------------|-------------------------------|
| + framework conditions | + materiel and infrastructure |
| + structures           | + training                    |
| + personnel            | + mindset and communication   |

**4005.** The Reserve Strategy is closely aligned to the Bundeswehr planning cycle and covers a period that extends up to and beyond the year 2032. It will be implemented in stages through a series of coordinated measures.

**4006.** The Reserve Strategy requires regular reviews and further development. It defines objectives and parameters that have to be taken into account in the development and realisation of the capabilities described in the Bundeswehr Capability Profile and that can or should be put into effect by units and personnel of the Bundeswehr reserve. In this respect, the Reserve Strategy is a living document.

**4007.** The key elements and therefore the cornerstones of the Reserve Strategy are as follows:

- The task spectrum of the reserve must be derived from the Bundeswehr Capability Profile, while ensuring that the reserve is shaped in line with the systematic approach to Bundeswehr planning.
- Policy stipulates that reserve duty performed in peacetime below the threshold of a standby scenario or a state of tension or defence must be based on the principle of voluntariness.
- When designating reservists for assignment, the focus must be on the reinforcement reserve.
- The requirements of the force reserve and the territorial reserve must be fully satisfied by means of a basic designation for assignment.<sup>10</sup>
- The objective is to ensure the reliable availability of a maximum number of assigned reservists.
- Non-active units – round-up units, territorial reserve forces and field replacement units – have to be equipped in a task-oriented manner with major defence equipment and vehicles so as to enable them to accomplish their mission.
- A system for maintaining proficiency has to be developed with a view to keeping reserve forces operationally ready and to establishing and reliably attaining the levels needed to undertake crisis training.
- The swift and comprehensive build-up of the Bundeswehr in crises has to be ensured by means of assigned reservists.

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<sup>10</sup> See section 5.4.1 Basic Designation for Assignment and Build-up.

- The Bundeswehr and society must be more closely interlinked and a sense of cohesion fostered between service members on active duty and reservists.

## Kernelemente der Strategie der Reserve



**Fig. 2: Key elements of the Reserve Strategy**

### Glossary

|  |                                      |
|--|--------------------------------------|
| Reserve Bundeswehr                     | Bundeswehr Reserve                   |
| Kernelemente der Strategie der Reserve | Key Elements of the Reserve Strategy |
| Freiwilligkeit                         | Voluntary basis                      |
| Systematik                             | Systematic approach                  |
| Schwerpunkt                            | Main focus                           |
| Grundbeorderung                        | Basic designation for assignment     |
| Verlässliche Verfügbarkeit             | Reliable availability                |
| Ausstattung                            | Equipment                            |
| In Übung halten                        | Maintaining proficiency              |
| Aufwuchs                               | Build-up                             |
| Verankerung                            | Integration                          |

## 5. Fields of Action in Shaping the Bundeswehr Reserve

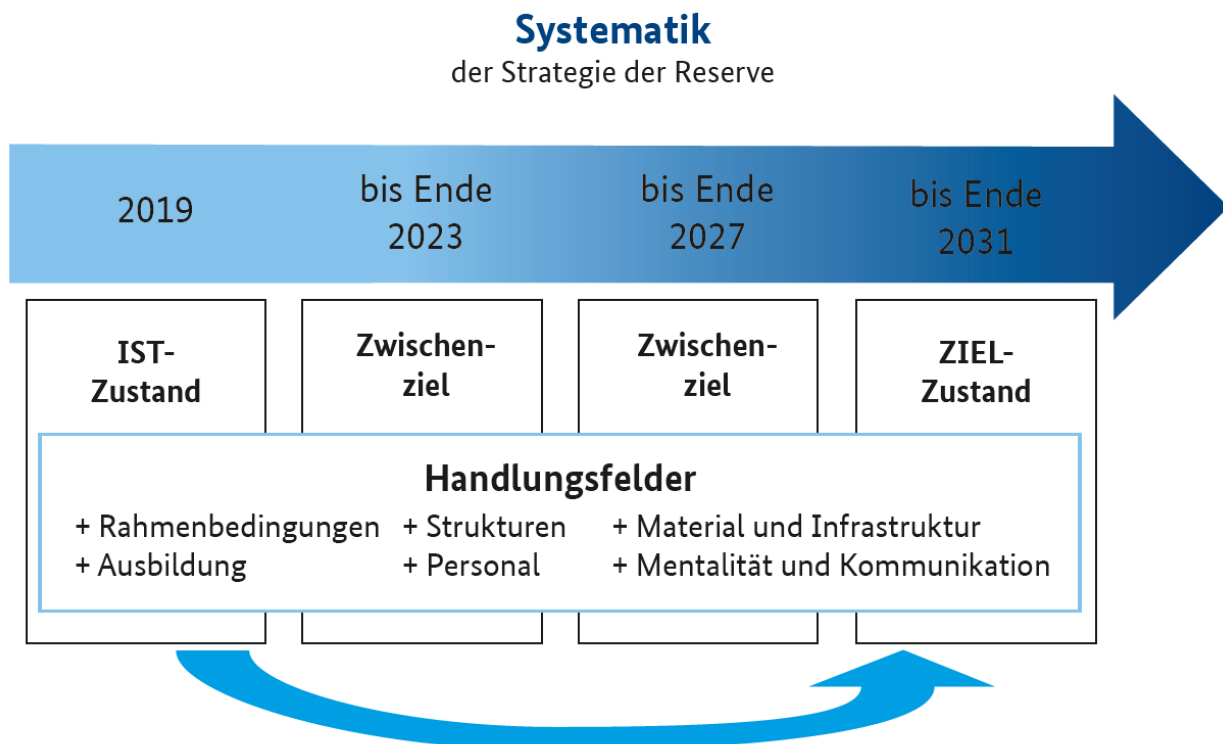
### 5.1 Systematic Approach

**5001.** The Reserve Strategy is closely aligned with the Bundeswehr planning process. This process is based on the political guidelines specified in the 2016 White Paper, which in turn are translated into conceptual guidelines in the 2018 Bundeswehr Concept.

**5002.** The Bundeswehr Capability Profile adopts the qualitative requirements of the Bundeswehr Concept as a conceptual planning basis for the Bundeswehr and adds quantifiable standards. These are to be attained in stages by the end of 2023, the end of 2027 and the end of 2031.

**5003.** The fields of action depicted below are at the centre of all further considerations on the path towards an operationally ready reserve. The actual state, the target state and the intermediate targets are operationalised in line with these fields of action (framework conditions, structures, materiel and infrastructure, training, personnel, mindset and communication). The degree of target achievement is reviewed annually through an iterative process and is specified and adjusted as needed. The Reserve Strategy covers the period up to and beyond 2032 and is structured in accordance with the intermediate stages of target achievement specified in the Bundeswehr Capability Profile.

**5004.** The achievement of targets requiring resources is subject to the availability of the respective resources, particularly budgetary funds.



**Fig. 3: Systematic approach of the Reserve Strategy**

## Glossary

|                                      |   |
|--------------------------------------|---|
| Systematik der Strategie der Reserve | Systematic Approach of the Reserve Strategy |
| 2019                                 | 2019  |
| Bis Ende 2023                        | by the end of 2023                          |
| Bis Ende 2027                        | by the end of 2027                          |
| Bis Ende 2031                        | by the end of 2031                          |
| Ist-Zustand                          | Actual state                                |
| Zwischenziel                         | Intermediate target                         |
| Ziel-Zustand                         | Target state                                |
| Handlungsfelder                      | Fields of action                            |
| Rahmenbedingungen                    | Framework conditions                        |
| Ausbildung                           | Training                                    |
| Strukturen                           | Structures                                  |
| Personal                             | Personnel                                   |
| Material und Infrastruktur           | Materiel and infrastructure                 |
| Mentalität und Kommunikation         | Mindset and communication                   |

## 5.2 Framework Conditions

### 5.2.1 Sociopolitical Context

**5005.** In order to be firmly integrated in a society undergoing dramatic change, the reserve, as an integral part of the Bundeswehr, must operate in accordance with the relevant legislation and the “citizen in uniform” model derived from the concept of “Innere Führung” (Leadership Development and Civic Education).

**5006.** Changing lifestyles and expectations regarding the workplace, possibilities for improving the work-life balance, greater distances between home and work as well as frequent job changes to improve career prospects are only some aspects of the changes taking place in society.<sup>11</sup> Furthermore, demographic change, in conjunction with the suspension of compulsory basic military service in 2011, has led to increased labour market competition.

**5007.** The Bundeswehr, and with it the reserve, takes account of these new framework conditions.

### 5.2.2 Voluntary Basis

**5008.** The principle of serving on a voluntary basis applies to reserve duty below the threshold of a standby scenario or a state of tension or defence.

### 5.2.3 Overall Defence

**5009.** The 2016 White Paper is Germany’s key security policy document. Being an integral part of the Bundeswehr, the reserve plays a vital role in crisis management for the protection of German nationals abroad and is thus firmly embedded in our country’s overall defence system.

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<sup>11</sup> See K-10/1 “Personalstrategie der Bundeswehr” (Personnel Strategy of the Bundeswehr), p. 11.

**5010.** The 2018 Bundeswehr Concept, which also forms the basis of the Reserve Strategy, constitutes the military part of Germany's overall defence planning. The contents of this document are interlinked with those of the Civil Defence Concept of the Federal Ministry of the Interior as well as the policy documents of other ministries in charge of Germany's security architecture.

**5011.** It is important to ensure that calling up reservists for military service does not affect civil defence or the capacity to act of Germany's non-military structures that are relevant for defence. When it comes to relevant areas of civil defence and to system-relevant companies (e.g. energy supply, IT infrastructure, hospitals, logistics companies, etc.), which in addition may have commercial obligations towards the Bundeswehr, the competent authorities must make a timely decision as to whether specialist personnel can be temporarily exempt from military service in the public interest.<sup>12</sup> This is equally the case for personnel of the Federal Defence Administration.

#### **5.2.4 Legal Framework**

**5012.** All Bundeswehr operations are subject to the provisions contained in the Basic Law for the Federal Republic of Germany. Peacetime reserve duty is performed on the basis of the provisions laid down in the Legal Status of Military Personnel Act and the Legal Status of Reservists Act. Furthermore, in a state of tension or defence, the dormant provisions of the Compulsory Military Service Act will come into effect.

**5013.** In order to ensure the capacity to act and respond in the event of an emerging crisis, it must be possible for the Federal Government to order reservist exercises of unlimited duration as standby duty.

**5014.** Employment of reservists presupposes their availability. To ensure their availability, the Legal Status of Military Personnel Act and the Compulsory Military Service Act specify a number of control measures. Their effectiveness is an important basis for force build-up in a standby scenario or in a state of tension or defence. Current provisions must be further developed as necessary.

**5015.** When reservists are called up for military service, they become service members with the corresponding rights and duties.

**5016.** As regards voluntary reserve duty in situations other than a standby scenario or a state of tension or defence, the legal basis is provided by Section 4 of the Legal Status of Military Personnel Act.

### **5.3 Structures**

#### **5.3.1 Reserve Categories**

**5017.** Reservists are employed in accordance with their training and availability throughout the entire task spectrum of the Bundeswehr.

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<sup>12</sup> The provisions of Section 68 of the Legal Status of Military Personnel Act apply in this context.

**5018.** The force reserve serves to provide personnel support across all major organisational elements. It includes round-up units and field replacement units as well as individual posts in the reinforcement reserve and the personnel reserve.

**5019.** Round-up units serve to reinforce active-duty units and are generally organised and equipped like comparable active-duty units. They thus form the basis for the short-term build-up of capabilities.

**5020.** Field replacement units maintain reservists that are organised for rapid personnel augmentation.

**5021.** The territorial reserve,<sup>13</sup> which is part of the Joint Support and Enabling Service, is employed to perform territorial liaison, security and support tasks. It comprises the regional security and support forces and the liaison organisation of the territorial network as well as national disaster relief facilities (the latter being allocated for organisational purposes to the respective major organisational element).

**5022.** The regional security and support forces are established in accordance with and take account of regional conditions. They are placed under the administrative control of the responsible regional territorial command. The purpose of regional security and support forces is to reduce the burden on active-duty forces for protection and security tasks in the field of homeland security. They are an important element of the security forces employed for HNS operations in the transit country Germany. Moreover, the regional security and support forces play an important role in disaster relief operations. Local affiliated units support the regional security and support forces. Further development of the regional security and support forces should be examined in the context of overall defence.

**5023.** Due to their local connections, regional security and support forces are particularly suited to communicating with citizens who have not had any previous contact with the Bundeswehr, to generating interest in the Bundeswehr reserve and possibly to recruiting new members. In addition, their local connections make regional security and support forces particularly suited to assigning reservists to posts that are close to home and the workplace, thus increasing the motivation of reservists and of their employers for regular reserve duty.

**5024.** The territorial network with its liaison teams is based on Germany's municipal structures and comprises the whole country. It includes points of contact and coordination that advise, support and inform the local municipal authorities, the interior ministries of the federal states and the authorities of neighbouring countries. In the liaison teams, these tasks are performed exclusively by reservists.

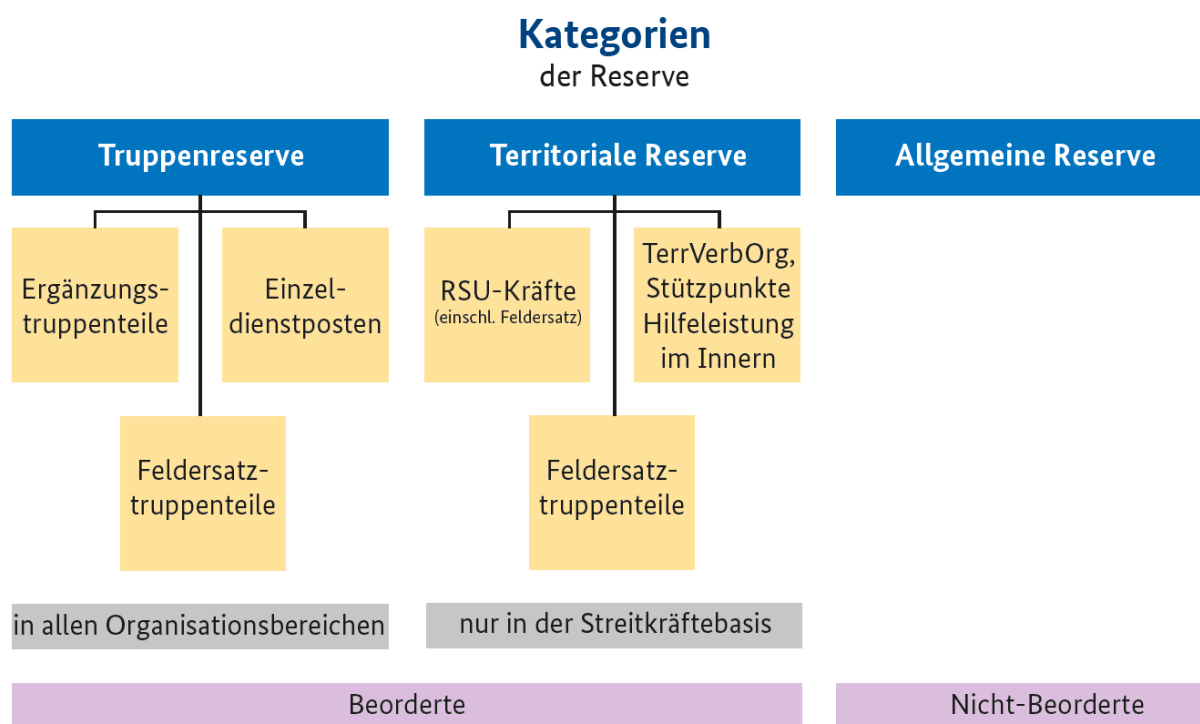
**5025.** The general reserve encompasses all reservists not designated for assignment. Reservists of the general reserve who are eligible under military law constitute the potential for

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<sup>13</sup> The element of the territorial reserve of the Bundeswehr Joint Medical Service (territorial reserve for civil-military cooperation in the field of health care) in government region and government district liaison groups and of the Medical Service liaison teams, regional territorial command / Land government, is subordinate to the Bundeswehr Joint Medical Service.

the long-term build-up of the Bundeswehr. Members of the general reserve can serve in the Bundeswehr if they are eligible to do so under military law.<sup>14</sup> The general reserve does not have any materiel of its own.

**5026.** The Joint Support and Enabling Service is responsible for providing the reservist associations with support for general reserve training. The territorial commands advise these associations at the respective level, coordinate training activities, provide organisational support and ensure compliance with the provisions specified by the major organisational elements. Training for which the trainees are required to hold military status is carried out under the responsibility of the territorial commands. General reserve training is mainly conducted by the reservist associations in the form of association events.



**Figure 4: Reserve categories**

## Glossary

|                                  |  |
|----------------------------------|--|
| Kategorien der Reserve           | Reserve Categories   |
| Truppenreserve                   | Force reserve  |
| Ergänzungstruppenteile           | Round-up units   |
| Einzel-dienstposten              | Individual posts   |
| Feldersatztruppenteile           | Field replacement units  |
| In allen Organisationsbereichen  | in all major organisational elements                           |
| Territoriale Reserve             | Territorial reserve  |
| RSU-Kräfte (einschl. Feldersatz) | Regional security and support forces (incl. field replacement) |

<sup>14</sup> Prerequisites include German nationality, written declaration of consent, age between 18 and 65 years, and physical fitness.

|  |   |
|--|---|
| TerrVerbOrg, Stützpunkte Hilfeleistung im Innern | Territorial liaison organisation, national disaster relief facilities |
| Feldersatztruppenteil                            | Field replacement units   |
| Nur in der Streitkräftebasis                     | only in the Joint Support and Enabling Service                        |
| Beordnete  | Reservists designated for assignment                                  |
| Allgemeine Reserve                               | General reserve   |
| Nicht-Beordnete                                  | Reservists not designated for assignment                              |

### 5.3.2 Types of Reserve Assignment

**5027.** The aim is to retain reservists in the Bundeswehr by means of voluntary reserve duty for the duration in which they are assigned. Assignment is possible in the reinforcement reserve or the personnel reserve. Together, these constitute the augmentation strength, which must be planned by the major organisational elements in accordance with requirements.

**5028.** The **reinforcement reserve** comprises all reservists designated for assignment on structural posts. It serves to establish the full operational readiness of the major organisational elements (build-up).

**5029.** The **personnel reserve** comprises all reservists designated for assignment on non-structural posts. It serves to compensate for personnel shortages and, above all, to cover temporary increases in requirements and to maintain or increase personnel readiness.

## Beorderungsarten in der Reserve

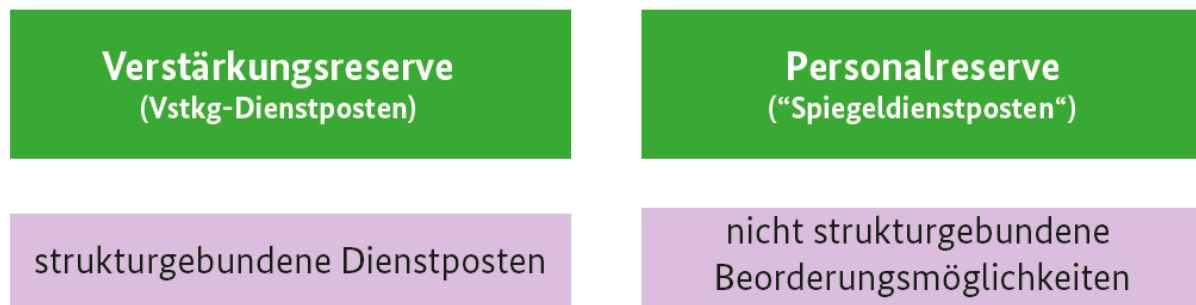


Fig. 5: Types of reserve assignment

### Glossary

|  |   |
|--|---|
| Beorderungsarten in der Reserve                  | Types of Reserve Assignment                 |
| Verstärkungsreserve (Vstkg-Dienstposten)         | Reinforcement reserve (reinforcement posts) |
| Strukturgebundene Dienstposten                   | Structural posts                            |
| Personalreserve („Spiegeldienstposten“)          | Personnel reserve (“mirror posts”)          |
| Nicht strukturgebundene Beorderungsmöglichkeiten | Non-structural posts                        |



### 5.3.3 Responsibility for Reserve Affairs

**5030.** All heads of agencies/commanders of units up to and including battalion level<sup>15</sup> appoint an officer for reserve affairs to assist them in the discharge of their duties.

**5031.** The Vice Chief of Defence is the Bundeswehr Commissioner for Reserve Affairs. In a directive on reservist work issued regularly, he/she specifies the provisions and priorities for Bundeswehr reservist work, for the Bundeswehr Reservist Association<sup>16</sup> and for the Advisory Council on Reservist Work to the Bundeswehr Reservist Association.<sup>17</sup> He/she monitors and checks the implementation of provisions in coordination with the officers for reserve affairs of the major organisational elements and represents the Bundeswehr at international level.

**5032.** The Bundeswehr Commissioner for Reserve Affairs represents reservist work vis-à-vis the general public and maintains contact with the reservist associations, the leading representatives of employers' and employees' organisations as well as other umbrella organisations.

**5033.** The competent branch of the Directorate-General for Forces Policy of the FMoD assists the Vice Chief of Defence in discharging his/her duties as Commissioner for Reserve Affairs and also involves the Bundeswehr Centre of Expertise for Reserve Affairs<sup>18</sup> at the Armed Forces Office as a "workbench".<sup>19</sup>

**5034.** The Bundeswehr Centre of Expertise for Reserve Affairs has functional responsibility for the centralised management of Bundeswehr reserve affairs. It ensures a uniform joint approach to the training of reserve forces within the Bundeswehr and outside it.

**5035.** The competent branches of the Directorate-General for Personnel at the FMoD are responsible for reserve affairs as defined by law, for the management of reservists and for the recruitment of reservists in accordance with the provisions contained in the Compulsory Military Service Act. Their functionally subordinate elements at the Federal Office of Bundeswehr Personnel Management are responsible for the management and development of reservists and for the financial benefits to which reserve personnel are entitled. In addition, they have functional responsibility for the recruitment of reservists in the Bundeswehr careers centres, whose tasks include not only carrying out control measures in accordance with the provisions contained in the Compulsory Military Service Act and Legal Status of Military Personnel Act but also administrative processing of the call-up and assignment of reservists.

**5036.** The major organisational elements are responsible for the reserve forces specified in their structures. This refers particularly to planning, personnel and equipment, provision of IT and

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<sup>15</sup> Alternative arrangements are possible if required by the specific characteristics of the major organisational element in question.

<sup>16</sup> See Annex 7.6 The Bundeswehr Reservist Association.

<sup>17</sup> See Annex 7.7 The Advisory Council on Reservist Work to the Bundeswehr Reservist Association.

<sup>18</sup> See Annex 7.5 The Bundeswehr Centre of Expertise for Reserve Affairs.

<sup>19</sup> General Publication A-500/1 "Zusammenarbeit des BMVg mit Dienststellen des nachgeordneten Bereiches" (Werkbankerlass) (Cooperation of the FMoD with Subordinate Agencies (workbench directive)).

infrastructure, training and operational readiness. The supplying major organisational elements must be integrated into the respective processes.

**5037.** The vice chiefs of the major organisational elements and the representatives for matters concerning military personnel assigned to civilian organisational elements and federal offices are the officers in charge of reserve affairs in their respective areas of responsibility. They also represent reserve affairs vis-à-vis the public, taking account of the provisions specified by their superiors and by the Bundeswehr Commissioner for Reserve Affairs.

**5038.** As part of the functional responsibility of the Bundeswehr Centre of Expertise for Reserve Affairs, the senior officers and senior NCOs in charge of reserve affairs, who are assigned for organisational purposes to the regional territorial commands, are responsible for non-assignment-related reservist work, which is aimed at reservists both designated and not designated for assignment.

### **5.3.4 Cooperation with Associations**

**5039.** The FMoD and the Bundeswehr cooperate closely with the reservist associations. Key areas of this cooperation are (military) training based on the provisions specified by the Bundeswehr, security policy work as well as contributions to the recruitment process.<sup>20</sup>

**5040.** The Bundeswehr Reservist Association<sup>21</sup> is the authorised provider of support for reservist work outside the Bundeswehr. It is tasked with providing information and support to all reservists. In accordance with the provisions specified by the Bundeswehr, it serves as the platform for other associations involved directly or indirectly in reservist work. It receives an annual subsidy<sup>22</sup> from the federal budget to enable it to carry out this work. This financial support is subject to the performance of tasks in the field of reservist work for the purposes of, and in accordance with the provisions specified by, the Bundeswehr. The statutes must be reviewed regularly under this aspect.

**5041.** The Advisory Council on Reservist Work to the Bundeswehr Reservist Association<sup>23</sup> comprises the reservist associations that carry out reservist work in coordination with and as directed by the FMoD.

### **5.3.5 Regional Networking**

**5042.** Local connections are extremely important for reservist work. With regard to the reserve forces, it is necessary to establish the best possible network with local resources. This includes the cross-garrison and cross-organisational exchange between Bundeswehr agencies as well as with other actors involved in reservist work, including with the structures of the Bundeswehr Reservist Association and with local employers. In addition, existing links to regional

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<sup>20</sup> See Annex 7.4 Information and Support.

<sup>21</sup> See Annex 7.6 Bundeswehr Reservist Association.

<sup>22</sup> In accordance with Section 23 of the Federal Budget Code (*Bundeshaushaltsordnung*, BHO).

<sup>23</sup> See Annex 7.7 Advisory Council on Reservist Work to the Bundeswehr Reservist Association.

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and local economic, political and social networks should generally be used. Direct and personal contact forms a good basis for practice-oriented and viable solutions at local level.

## 5.4 Personnel

**5043.** Increased personnel requirements as well as a recruitment and retention system that is in keeping with the times means that there is a need for an adequate number of qualified, active personnel engaged at all levels in reserve affairs, but especially in reservist work. Reservists can provide the support needed. Effects on the organisational structure of the Bundeswehr should be identified and examined in accordance with requirements.

**5044.** In order to meet the demand for reservists designated for assignment in terms of both quantity and quality, we mainly rely on service members honourably discharged from the Bundeswehr. If demand arises, personnel without previous military service generally have access to all reservist careers according to their aptitude, qualification and performance.

### 5.4.1 Basic Designation for Assignment and Build-up

**5045.** A basic designation for assignment has been introduced in order to fully satisfy the requirements of the force reserve and the territorial reserve. The basic designation for assignment is the scheduling (to meet the augmentation strength of the Bundeswehr) of all Bundeswehr servicemen and women fit for military service upon retiring from active duty to the reserve for a period of six years.

**5046.** The Federal Office of Bundeswehr Personnel Management is the agency responsible for decisions regarding assignment and any exceptions in accordance with ministerial-level executive provisions (e.g. temporary exemption from military service in the public interest) and with adequate consideration of the requesting agencies.

**5047.** The goal of a basic designation for assignment is to establish the personnel basis for ensuring a rapid build-up in the event of a possible standby scenario or a state of tension or defence. If reservists are called up in situations other than a standby scenario or a state of tension or defence, the principle of voluntariness of service will apply.

**5048.** The six-year basic designation for assignment<sup>24</sup> may be conducted without interruption or in two phases. Current capabilities and skills of service members leaving the Bundeswehr should be used for their designated assignments in the reserve. If it is no longer possible to adequately maintain these capabilities and skills, a second phase of the basic designation for assignment should focus on tasks not requiring such capabilities. The duration of each phase will vary, depending on the respective post.

**5049.** When reservists receive a basic designation for assignment, they are informed about their planned duties in the event of a possible standby scenario or a state of tension or defence.

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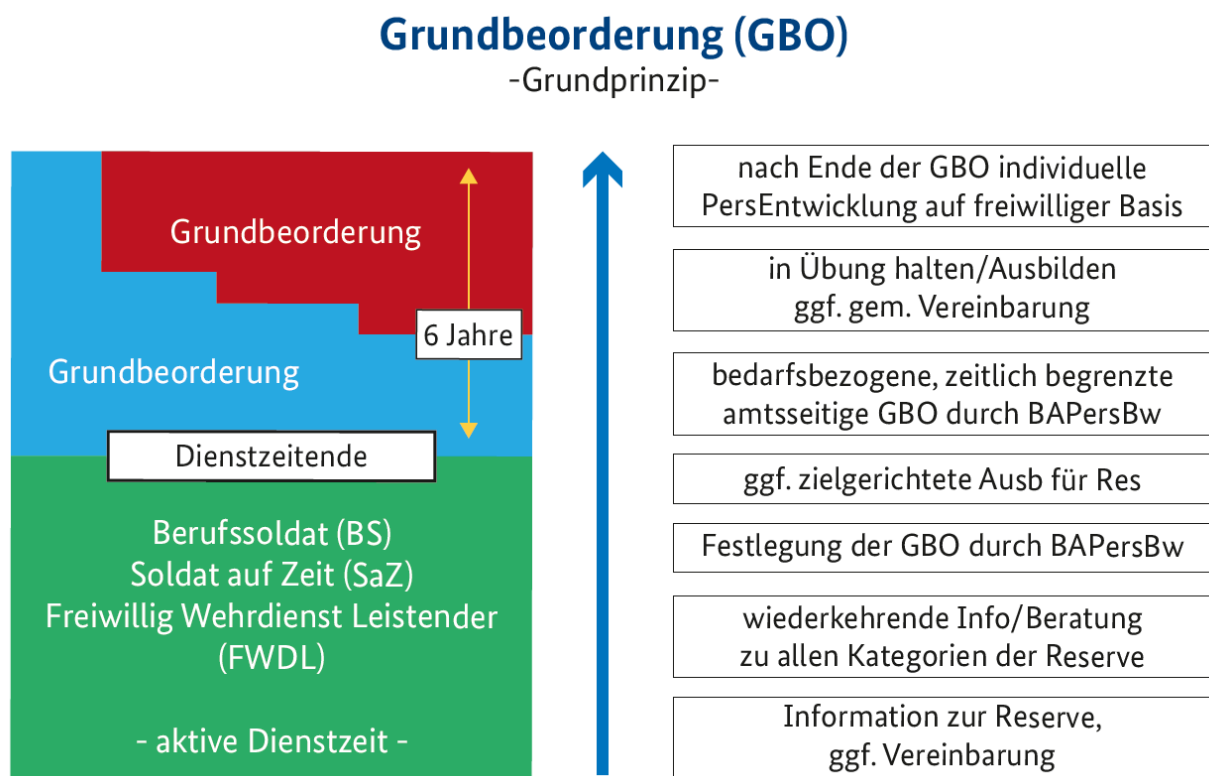
<sup>24</sup> The six-year duration of the basic designation for assignment does not affect the age limits specified in the Compulsory Military Service Act and Legal Status of Military Personnel Act

Regular reserve duty enables reservists to determine the kinds of tasks they will perform in the event of a potential standby scenario or a state of tension or defence.

**5050.** Generally, efforts should be made to tailor assignments to the professional qualifications of the service members leaving the Bundeswehr and to their training during their active military service. For service members who have not undergone further specialisation, a training status must always be established and certified by the award of a military qualification which will enable assignment for the purposes of meeting the augmentation strength of the Bundeswehr but without the need for additional training.

**5051.** In order to take account, in particular, of the requirements of the territorial reserve in the regional security and support forces and in the liaison organisation, service members leaving the Bundeswehr should be informed about relevant assignments when they are given advice on serving in the reserve. A requirement-oriented basic designation for assignment should also take into account the personal preferences of the future reservist. The requesting agencies should develop criteria for the assignment in the regional security and support forces.

**5052.** The basic designation for assignment also provides starting points for a future commitment in the reserve. In order to ensure regular sustainment training and a long-term commitment to the Bundeswehr, we must speak to candidates individually and seek to motivate them, while at the same time adhering to the principle of voluntariness of service in situations other than a standby scenario or a state of tension or defence.



**Fig. 6: Basic designation for assignment**

## Glossary

|   |  |
|---|--|
| Grundbeorderung (GBO) – Grundprinzip                                  | Basic Designation For Assignment – Underlying Principle  |
| Grundbeorderung   | Basic designation for assignment   |
| 6 Jahre   | 6 years  |
| Dienstzeitende  | End of service   |
| Berufssoldat (BS)   | Career service member  |
| Soldat auf Zeit (SaZ)   | Temporary-career volunteer   |
| Freiwillig Wehrdienst Leistender (FWDL)                               | Military service volunteer   |
| Aktive Dienstzeit   | Active duty  |
| Nach Ende der GBO individuelle PersEntwicklung auf freiwilliger Basis | Individual personnel development on a voluntary basis after the end of the basic designation for assignment              |
| In Übung halten/Ausbilden ggf. gem. Vereinbarung <sup>25</sup>        | Training/sustainment training as agreed <sup>25</sup>  |
| Bedarfsbezogene, zeitlich begrenzte amtsseitige GBO durch BAPersBw    | Requirement-oriented temporary basic designation for assignment by the Federal Office of Bundeswehr Personnel Management |
| Ggf. zielgerichtete Ausb für Res                                      | If required, target-oriented training for reserve duties   |
| Festlegung der GBO durch BAPersBw                                     | Specification of the basic designation for assignment by the Federal Office of Bundeswehr Personnel Management           |
| Wiederkehrende Info/Beratung zu allen Kategorien der Reserve          | Regular information/advice on all reserve categories   |
| Information zur Reserve, ggf. Vereinbarung <sup>25</sup>              | Information on the reserve, possibly conclusion of an agreement <sup>25</sup>  |

**5053.** The concept of the basic designation for assignment involves a comprehensive dialogue between the Bundeswehr and the active-duty service member as a future member of the reserve. The process starts with the application for and advice on serving in the Bundeswehr and continues with the provision of information during the service period and includes activities aimed at individual personnel development in the reserve during or after the basic designation for assignment.

**5054.** Particularly within the framework of the advisory services for reservists, service members can express assignment wishes for the basic designation for assignment or further reserve duties, which may be met if required.

**5055.** Build-up comprises all the measures aimed at increasing the personnel and materiel readiness of the Bundeswehr. The required measures must be prepared and practised within the framework of the Bundeswehr alerting system and/or the Bundeswehr crisis response and alert plan.

**5056.** Adapting the system for the recruitment of reservists is a prerequisite for the timely build-up of forces. In particular, measures which enable a rapid call-up of reservists designated for assignment must be developed. This applies to aspects relevant to personnel, organisation, materiel, infrastructure, IT and – possibly – legal aspects.

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<sup>25</sup> Concluding an agreement for ensuring reliable availability.

### 5.4.2 Recruitment of Reservists

**5057.** The Bundeswehr needs qualified and motivated reservists for the purpose of filling assignment posts. Recruiting reservists is the task of executive personnel at all levels. As a general rule, service members whose work during their active military service has been particularly demanding are more open to subsequent service in the reserve.

**5058.** During the service period, disciplinary superiors should continuously provide information on procedures and possibilities for assignment in the reserve. In this context, it must be made clear that transition to the reserve in the form of a temporary basic designation for assignment after active-duty military service is regarded as standard procedure. Discharging personnel from active service means being able to recruit them for the reserve. The Bundeswehr Reservist Association should be involved in this process in order to provide information on reservist work not related to assignments.

**5059.** Particularly at garrison level, regional public events should be organised for the purpose of speaking to former service members individually as well as to those without prior military service. Recruitment should be integrated in this process.

### 5.4.3 Attractiveness

**5060.** Reserve duty must be attractive. In order to recruit as many reservists as possible for voluntary reserve duty, continuous efforts are required as well as a variety of target-oriented factors contributing to the attractiveness of reserve duty. In addition, possible incentives should be examined in order to ensure the reliable availability of reservists designated for assignment for sustainment training for a specified number of years in the assignment.

**5061.** The attractiveness of reserve duty will also depend on a modern working environment, on flexible working hours, which make reserve duty more compatible with a civilian occupation and family life, as well as on greater flexibility of administrative procedures.

**5062.** Attractiveness is about more than just money. A good, demanding and, if possible, local training programme and assignment, supported by adequate equipment, will considerably increase the reservists' motivation. A feeling of being appreciated, the practical experience of comradeship and, if possible, continuous affiliation to one unit will also encourage a willingness to perform reserve duty.

**5063.** In addition, both sides will benefit if the training measures and skills which are acquired during reserve duty and which can be used in civilian working life are documented and if this is made available to employers, sports associations and national relief organisations, etc.

**5064.** Because of the principle of voluntariness of reserve duty in situations other than a standby scenario or a state of tension or defence, it is necessary to involve the employers of reservists, to provide them with relevant information, to seek their support and to create incentives for this if necessary.

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**5065.** In this context, the territorial network should be examined to determine whether it can be used as a point of contact for regional employers. It must be ensured that the Bundeswehr speaks with one voice to the region's employers and sends a consistent message.

**5066.** Communication with employers is a task for all organisational levels and is mainly conducted regionally. Cooperation and, ideally, binding agreements between employers and Bundeswehr agencies should improve employers' readiness to release their employees for reserve duty. Reservists should be given advice regarding individual interviews with employers.

**5067.** Particularly in areas where the Bundeswehr cooperates with civilian enterprises and has externalised performance processes, close cooperation with partners can exploit synergies, thus also promoting the attractiveness of reserve duty on all sides. For this purpose, special adapted reserve duty models should be developed.

#### **5.4.4 Principles of Personnel Management**

**5068.** A form of personnel management that is in keeping with the times and is tailored to individual needs has a positive effect on the reservists' willingness to do military service. Wherever possible, the temporary availability of reservists needs to be adequately taken into account.

**5069.** Recruitment for the reserve is similar to that for active duty in the Bundeswehr. This includes advertising, initial advice provided at the careers information offices, and measures undertaken by administrative superiors.

**5070.** Generally, reserve careers are open to all German citizens. Candidates are accepted in accordance with requirements and the candidates' aptitude and professional achievements. This allows individuals to pass more easily from one career to another.

**5071.** In the course of time, the basic designation for assignment will ensure that a considerable number of the assignment posts are filled with personnel that fully meet the requirements of the posts concerned. Reservists may be assigned without complete proof of the qualifications required for the assignment post, provided that the candidate has passed the career examination required for the assignment. This must be coordinated by the requesting agency and personnel management. In this context, the obligation to provide care for service members must be taken into account. Generally, it is also possible to obtain a qualification during the assignment, such as by means of on-the-job training.

**5072.** It is even more important to identify qualifications that reservists have acquired in civilian occupations and to consider these qualifications within the framework of personnel development if they are of use to the Bundeswehr.

**5073.** The requirement-oriented process of reserve recruitment focuses on the structural posts of the reinforcement reserve, in particular on round-up units, field replacement units and regional security and support forces.

**5074.** Assignments to non-structural posts of the personnel reserve are still required in order to cope with vacancies and surplus work and to strengthen capabilities across the entire spectrum of Bundeswehr operations in Germany and abroad.

**5075.** After completing the basic designation for assignment, reservists have the possibility of maintaining their status as reservists designated for assignment on a voluntary basis and in accordance with requirements. We should work towards this goal.

**5076.** The principles of personnel development of reservists are based on those of active-duty military personnel, but they require specific provisions and are described in a separate concept.

#### **5.4.5 Cyber Reserve**

**5077.** With its conceptual ideas on the cyber reserve, the Bundeswehr has to some extent entered uncharted territory. Although the cyber reserve is a small element of the Bundeswehr reserve in terms of the number of personnel, its many facets and its importance for dealing with future conflicts mean that the cyber reserve will play a vital role. Particularly in this context, it is necessary to find innovative solutions for the rapid integration of reservists in the event of a crisis situation or an emerging crisis.

**5078.** This requires a whole-of-government approach and also one that encompasses society as a whole. For this purpose, the Bundeswehr seeks an open dialogue with all the relevant actors in order to ensure a continuous exchange of expertise by employing civilian cyber/IT experts.

**5079.** This includes the possibility of providing personnel support for the cyber community of the Bundeswehr by enlisting the support of specialists who are not members of the Bundeswehr reserve. The cyber reserve could thus lead the way for similar solutions in other major organisational elements.

**5080.** The present Cyber Reserve Concept<sup>26</sup> will remain valid. It must be implemented consistently and developed further.

### **5.5 Materiel and Infrastructure**

#### **5.5.1 Principles of Materiel and Equipment Planning**

**5081.** Just like active-duty forces, reserve units and individual reservists require the necessary materiel and the appropriate infrastructure for the fulfilment of their tasks. The materiel, IT and infrastructure provided relate directly to the tasks and are taken into account as part of the planning procedures.

**5082.** Round-up units and territorial reserve forces must be equipped with all major defence equipment, vehicles and materiel (individual expendable supplies, bulk expendable supplies and

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<sup>26</sup> See "Konzept für die personelle Unterstützung der 'Cyber-Community' der Bundeswehr" ("Cyber-Reserve") (Concept for the Personnel Support of the "Cyber Community" of the Bundeswehr (cyber reserve)).



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non-expendable supplies<sup>27</sup>) including IT that is needed for the fulfilment of their tasks. Equipment identical to that of the active-duty forces has, in many ways, positive effects in this context (training, replaceability, logistics, personnel, cost, motivation). This must particularly be considered in the volume of future procurements. It is especially relevant where the personal equipment of reservists designated for assignment is concerned.

**5083.** In some cases, “substitutes” and/or temporary solutions may be possible and sensible to make pilot projects possible and/or to attain a graduated fulfilment of tasks, for example.

**5084.** In order to accommodate planning cycles and budgetary constraints, expedient temporary solutions may be implemented over time, if necessary using requisition orders<sup>28</sup>.

**5085.** For the management and maintenance of reserve materiel, use profiles must be established by the major organisational elements. The management and maintenance of reserve material must be organised by the major organisational elements as part of in-service and supply responsibility in coordination with the person carrying material responsibility for operational viability.

**5086.** In connection with the procedures to be developed for the Bundeswehr build-up of reserve personnel, the necessary infrastructural requirements must be communicated as soon as possible by the major organisational elements to guarantee implementation within the intermediate stages of target achievement of the Bundeswehr Capability Profile. Specific considerations regarding regional build-up facilities must also be taken in this context.

**5087.** The required planning activities (including materiel, IT and infrastructure) must generally be based on the Bundeswehr Capability Profile, introduced by the FMoD Directorate-General for Planning in a top-down procedure and complemented by individual initiatives, as appropriate.<sup>29</sup>

### 5.5.2 Training Facilities

**5088.** Training establishments/facilities for the purpose of training and sustainment training of reservist units are a necessary prerequisite for conducting qualified reserve training. The reserve generally uses the training establishments of the active-duty forces for their training.

**5089.** The establishment of **regional** reserve training facilities, for example at major training areas, in large barracks areas and on the premises of training sites, is planned. In addition, the requirement for a **central** reserve training facility which allows different training topics to be combined and provides an opportunity for exercises must be taken into consideration.

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<sup>27</sup> individual expendable supplies, bulk expendable supplies and non-expendable supplies.

<sup>28</sup> in accordance with the Federal Requisitions Act.

<sup>29</sup> Further details are laid down in General Publication A-400/7 “Leistungsprozess ‘Integrierte Planung durchführen’” (Performance Process: ‘Execute Integrated Planning’).

**5090.** As a general rule, the reserve should be given the training slots on weekends. Training at the reserve training facilities must always be carried out in a joint effort of active-duty and reserve personnel.

**5091.** A training concept for round-up units, given the overall requirement for training facilities including the intense phase of crisis training, must also be included in an overall concept for reserve training facilities and consider regional aspects.

**5092.** As part of the development of procedures for build-up, the regional reserve training facilities should be viewed as places of induction as well. Where training and build-up facilities are concerned, considerations must be made from a joint perspective.

## **5.6 Training<sup>30</sup>**

### **5.6.1 Training Objectives**

**5093.** Training is as a rule divided into training/sustainment training in peacetime and crisis training.

**5094.** In peacetime, roundup units and territorial reserve forces are to be trained towards an attainable skill level. The skill level in team training will usually be at subunit level. This level must be maintained for the duration of assignment in order to ensure that operational readiness is reached quickly and/or training levels are maintained that ensure the acquisition of advanced skills.

**5095.** A skill level in team training at company level or higher that is sufficient to accomplish the mission of the round-up units can usually only be reached through crisis training. For subunits, training/sustainment training must focus on operational readiness. Both training cycles (peacetime and crisis) must be prepared through coordinated planning by the major organisational elements involved.

**5096.** The maximum training period for round-up units as part of crisis training is 180 days, including organisational measures relating to the build-up. Joint requirements for the training and sustainment training of round-up units and for establishing operational readiness following an alert/activation must be developed.

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<sup>30</sup> For details see Annex 7.3 "Principles of Reserve Training".

## Ausbildung Ergänzungstruppenteile u. RSU-Kräfte

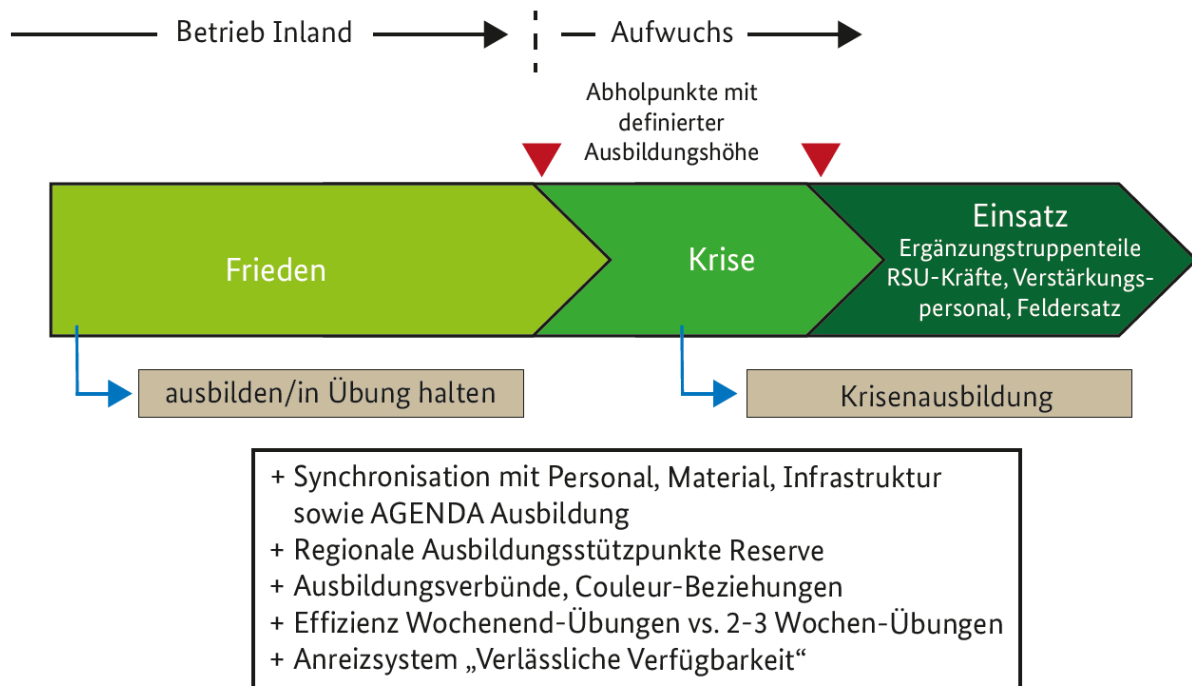


Fig. 7: Training of round-up units and RSS forces

### Glossary

|   |   |
|---|---|
| Ausbildung Ergänzungstruppenteile u. RSU-Kräfte                                   | Training of Round-up Units and Regional Security and Support (RSS) Forces               |
| Betrieb Inland  | Routine duty in Germany   |
| Aufwuchs  | Build-up  |
| Abholpunkte mit definierter Ausbildungshöhe                                       | Training levels with predefined skill levels  |
| Frieden   | Peacetime   |
| Krise   | Crisis  |
| Einsatz<br>Ergänzungstruppenteile RSU-Kräfte,<br>Verstärkungspersonal, Feldersatz | Deployment<br>Round-up units, RSS forces, reinforcement personnel,<br>field replacement |
| Ausbilden/in Übung halten   | Training/sustainment training   |
| Krisenausbildung  | Crisis training   |
| Synchronisation mit Personal, Material, Infrastruktur<br>sowie AGENDA-Ausbildung  | Synchronisation with personnel, materiel, infrastructure<br>and Training Agenda         |
| Regionale Ausbildungsstützpunkte Reserve  | Regional reserve training facilities  |
| Ausbildungsverbünde, Couleur-Beziehungen  | Training cooperation, habitual working relations  |
| Effizienz Wochenend-Übungen vs. 2 – 3 Wochen-<br>Übungen                          | High-intensity weekend exercises vs exercises of 2–3<br>weeks                           |
| Anreizsystem „Verlässliche Verfügbarkeit“   | “Reliable Availability” incentive system  |

**5097.** For special foreign assignments, reserve personnel must have completed the required military specialist training as well as the deployment training for the area of operations concerned.

**5098.** In the general reserve, basic individual skills and physical fitness must be maintained or, if necessary, increased.

### 5.6.2 Conduct of Training

**5099.** Training and sustainment training of the reserve are a prerequisite for their ability to fulfil their tasks at home and abroad. In peacetime, the limited availability of reservists is taken into account.

**5100.** In order to achieve and maintain as high a training status as possible, particularly among reinforcement reserve personnel, the aim should be that reserve personnel designated for assignment voluntarily and consistently keep the knowledge and skills required for their designated assignment up to date. This requires the regular participation in military exercises, which shall be determined by the designating agencies in terms of training intervals and duration.

**5101.** In the preparation, conduct and follow-up of training, the round-up units rely on the support of regional training cooperation systems and/or habitual working relations. This applies in particular to the use of major defence equipment, vehicles and materiel for training purposes, as long as these are not available to the reserve.

**5102.** Reserve training is always a part of the further development of Bundeswehr training. This process must be actively supported.

### 5.6.3 Training Cooperation with Industry

**5103.** Given scarce personnel resources, schemes for reciprocal and/or joint training of personnel with businesses and industry may prove an efficient instrument, on the one hand for recruiting personnel for the reserve and, on the other, for providing specific qualifications to existing reserve personnel. Such schemes must be devised and concluded wherever possible.

## 5.7 Mindset and Communication<sup>31</sup>

**5104.** As an essential instrument of ensuring national security, the reserve must have a firm place in society. Well-informed and motivated reservists are excellent mediators and key communicators of the Bundeswehr in society. As a consequence, a contemporary type of communication in reserve affairs is required. The Bundeswehr Centre of Expertise for Reserve Affairs is responsible for this type of communication on behalf of and in consultation with the Press and Information Office of the Federal Ministry of Defence.

**5105.** A communications concept for the reserve is being prepared to this end, to which new priorities will be added regularly.

### 5.7.2 Reservists as Mediators in Society

**5106.** In general, all Bundeswehr reservists function as mediators<sup>32</sup> and key communicators in society. Networks such as the Advisory Council on Reservist Work to the Bundeswehr

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<sup>31</sup> See Annex 7.4 "Information and Support".

<sup>32</sup> See Annex 7.3.4 "Training as Mediators for the Bundeswehr in Society".

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Reservist Association or the regional networks of Bundeswehr locations provide a solid background for this role.

**5107.** As the role of the mediator is predominantly based on voluntary commitment, it does not require a specific assignment.

**5108.** However, the role of mediator is not limited to the participation in high-profile events; it begins with a “chat over the fence”. This also contributes to the acquisition of personnel both for reserve duty and active duty in the Bundeswehr. New target groups should be addressed in this context, which also involves an active participation in controversial debates.

**5109.** To support this mediator role, reservists must be selected who attend the relevant training courses offered by the Bundeswehr Centre for Public Affairs and communicate what they have learned there to other members of the reserve.

**5110.** Furthermore, solutions must be developed as to how edited information material on current Bundeswehr topics may be provided to reservists to assist them in their mediator function.

### **5.7.3 Information and Communication**

**5111.** Besides providing information to society, the **aim of communication** is addressing target groups for the reserve and, through this information, contributing to an image change of the reserve in the medium run and a change of thinking regarding the reserve in the long run. Moreover, members of the reserve are to develop a natural pride in their professional achievements.

**5112.** The main target group of communication besides Bundeswehr reservist and active-duty personnel is the public at large.

**5113.** For the reserve, **communication should be managed centrally**, and the particular characteristics of the reserve and its diversity must be taken into account. The Bundeswehr website bundeswehr.de provides an online collection of editorial articles on the reserve.

**5114.** The reserve is to be portrayed in an authentic, exciting and visually appealing way, primarily for the purpose of shaping the reserve. In this context, in addition to the press and information centres of the major organisational elements, the regional territorial commands and the Bundeswehr Reservist Association are important regional partners.

**5115.** The articles focus on reservists and their stories relevant to the Bundeswehr.

**5116.** Specialist information will be provided via the “ExtranetBw” project in the future. This will include specialist information concerning the reserve as well as virtual chat opportunities within the reservist community. Furthermore, these functions are to be complemented by a reservist application (“Res-App”), which is to also provide access to a job exchange service for assignment posts. This job exchange service will not only list vacant positions, it will also allow reservists to post a job application.



**Fig. 8: Centralised communication management**

### Glossary

|   |   |
|---|---|
| Kompetenzzentrum für Reservistenangelegenheiten   | Bundeswehr Centre of Expertise for Reserve Affairs  |
| Unter dem Dach von <b>bundeswehr.de/res</b>   | Website <b>bundeswehr.de/res</b>  |
| <b>reservisten.de</b>   | <b>reservisten.de</b>   |
| <b>Extranet-Bundeswehr</b><br>Information, Chat, Stellenbörse Reserve<br><b>Res-App</b> | <b>Bundeswehr Extranet</b><br>Information, chat, reserve job exchange service<br><b>Res App</b> |
| <b>Res-App</b>  | <b>Res App</b>  |
| <b>Extranet</b>   | <b>Extranet</b>   |
| <b>Bürgertelefon</b> der Reserve  | “ <b>Citizen helpline</b> ” of the reserve  |
| <b>Bürgertelefon</b>  | <b>Citizen helpline</b>   |

**5117.** On the one hand, advertising in the interest of the reserve is intended to address in particular active-duty personnel as future reservists with a basic designation for assignment, thus preparing them for reserve duty; on the other hand, such advertising measures are aimed at former soldiers and individual without prior military service in order to encourage them to become actively involved in the reserve. However, it is to be ensured that any interest generated in such a way can be satisfied within a reasonably short period of time.

**5118.** Besides, the responsibility for providing information to and communicating with reservists designated for assignment lies with the major organisational elements. Centralised meetings and other events may prove to be effective formats for this purpose.

**5119.** The **mindset** in the communication between active-duty and reserve personnel must be influenced even more strongly by an awareness that the challenges of the future can only be mastered together.

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**5120.** The transition to reserve duty must be an active one. The more active-duty personnel experience their service as meaningful today, the more they will be willing to participate actively in the reserve later.

#### **5.7.4 International Reservist Work**

**5121.** International reservist work provides opportunities for gathering and exchanging experience(s) in an international environment. This is possible within the framework of the National Reserve Forces Committee (NRFC)<sup>33</sup> and through German participation in international reservist organisations such as CIOR<sup>34</sup>, CIOMR<sup>35</sup> and CISOR<sup>36</sup>. The NRFC is a multinational forum for international reserve affairs within NATO, which is tasked with enhancing the operational readiness of the reserve within NATO. It serves as an advisory body to the Military Committee (MC) in matters of reservist work.

**5122.** At the international level, reservists in Germany are represented by the Bundeswehr Reservist Association, while the international reservist work is coordinated by the Bundeswehr Centre of Expertise for Reserve Affairs. German commitment to international reservist work always aims at strengthening Germany's position at the international level and working towards synergy effects within NATO and/or the EU.

**5123.** In this context, the annual German-American exchange of reserve officers designated for assignment continues to be of major importance.

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<sup>33</sup> NRFC – National Reserve Forces Committee

<sup>34</sup> CIOR – Confédération Interalliée des Officiers de Réserve (Interallied Confederation of Reserve Officers).

<sup>35</sup> CIOMR – Confédération Interalliée des Officiers Médicaux de Réserve (Interallied Confederation of Medical Reserve Officers).

<sup>36</sup> CISOR – Confédération Interalliée des Sous-Officiers de Réserve (Interallied Confederation of Reserve NCOs).

## 6. Final and Transitional Provisions

**6001.** The responsible directorates at the FMoD and the subordinate agencies will implement the objectives and requirements laid down in this strategy in follow-on documents for their respective areas of responsibility.

**6002.** The Bundeswehr Reservist Association and the Advisory Council on Reservist Work to the Bundeswehr Reservist Association are asked to implement in an appropriate way and with regard to mission-related reservist work the provisions of this Reserve Strategy, which is regularly substantiated and updated as part of the reservist work directive and in the agreement with the Bundeswehr Reservist Association. To this end, they will work closely with the responsible FMoD branches and the subordinate agencies.

**6003.** After its entry into force, this Reserve Strategy shall be gradually implemented in policy documents, regulations, directives and decrees.



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## 7. Annexes

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## 7.1 List of Definitions

### **General reserve**

The general reserve encompasses all reservists not designated for assignments.

### **General reserve duty**

Duty performed by reservists as specified in Section 61(1) and (2) of the Legal Status of Military Personnel Act and participation in official events as specified in Section 81 of the Legal Status of Military Personnel Act.

### **Build-up**

Build-up comprises all measures aimed at increasing the personnel and materiel readiness of the Bundeswehr short of mobilisation. The peacetime ceiling of 370,000 military personnel is binding under international law and must not be exceeded.

### **Build-up facility**

In build-up facilities, the personal equipment (including small arms) as well as the major defence equipment of a unit's reserve are stored. A build-up facility is also generally the place of induction if the reserve is activated.

### **Reserve training facility**

Reserve training facilities are Bundeswehr training establishments at which reservists are being trained. They can also be training facilities for active-duty forces.

### **Designation for assignment**

A designation for assignment is the scheduling of a reservist for a post in the reinforcement reserve or a potential post in the personnel reserve.

### **Non-assignment-related reservist work**

Non-assignment-related reservist work is directed at all Bundeswehr reservists and individuals without prior military service who are willing to support the Bundeswehr on the basis of a written voluntary undertaking. The main target group are the members of the general reserve who are eligible under military law. In the Bundeswehr, primary responsibility for the implementation of non-assignment-related reservist work lies with the Joint Support and Enabling Service. It is supported and complemented by the reservist associations. The aim of non-assignment-related reservist work is to inform and further train reservists and individuals without prior military service, and to motivate and enable them to act as mediators between the Bundeswehr and society.

### **Special foreign assignment<sup>37</sup>**

Assignments abroad or outside German territory, on ships or aircraft, on the basis of an agreement, treaty or memorandum of understanding concluded with supranational or

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<sup>37</sup> Section 61(1) of the Legal Status of Military Personnel Act In a state of tension or defence, possibly in accordance with Section 6a of the Compulsory Military Service Act.

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international agencies or with another state and based on a decision taken by the Federal Government (Section 61(1), Legal Status of Military Personnel Act).

### **Special reserve duty**

All types of service that go beyond general reserve duty and are defined in Section 4 of the Legal Status of Military Personnel Act or in the Compulsory Military Service Act.

### **FMoD and major organisational elements**

- FMoD
- Army
- Air Force
- Navy
- Bundeswehr Joint Medical Service
- Joint Support and Enabling Service
- Cyber and Information Domain Service
- Personnel
- Equipment, Information Technology and In-Service Support
- Infrastructure, Environmental Protection and Services
- Military Legal System
- Chaplain Service

### **Agencies reporting directly to the FMoD**

- Bundeswehr Joint Forces Operations Command
- Federal Office of the Bundeswehr for Military Aviation
- Bundeswehr Office for Defence Planning
- Bundeswehr Command and Staff College
- Leadership Development and Civic Education Centre
- Bundeswehr Counterintelligence Office

### **Official event**

Official events are official military undertakings in the area of responsibility of the FMoD, in particular in the context of military training, for which reservists can generally be called up with their consent in accordance with Section 81(1) of the Legal Status of Military Personnel Act.

### **Service status (see military service status)**

Service status is the term used to denote a special legal relationship under public law between military personnel and their employer (the Federal Republic of Germany), which, as a rule, is established by means of an administrative act.

### **Conscription (Section 21 of the Compulsory Military Service Act)**

This term refers to the delivery of a draft notice issued by the recruitment organisation by means of which particularly conscripts with no prior service are called up for military service under the Compulsory Military Service Act.

**Round-up units**

Round-up units are elements established in the basic organisation documents at each structural level whose billets are as a rule filled with reservists. They are activated when required, serving as reinforcements for active-duty units involved in missions throughout the task spectrum, and thus form the basis of the Bundeswehr's build-up capability.

**Augmentation strength**

The sum of all peacetime assignment options for reservists (the sum of billets in the reinforcement reserve and the personnel reserve).

**Field replacement units**

Non-active organisational elements that are attached to active or non-active units and keep reservists on standby and organised for rapid personnel augmentation. They essentially possess only small arms and means of transport.

**Basic designation for assignment**

The basic designation for assignment is the general assignment (to meet the augmentation strength of the Bundeswehr) of all Bundeswehr servicemen and women fit for military service upon retiring from active duty to the reserve for a period of six years in order to fully satisfy the requirements of the force reserve and the territorial reserve in the event of a potential standby scenario or a state of tension or defence.

**Homeland security**

Homeland security comprises tasks performed by the Bundeswehr as part of a whole-of-government approach to security. These tasks serve to protect Germany and its citizens on German soil in situations other than states of tension and defence.

**Call-up**

The assignment of service status to conscripts with prior military service in accordance with Section 4 of the Legal Status of Military Personnel Act.

**National disaster relief<sup>38</sup>**

Deployments of the armed forces as part of administrative assistance in accordance with Article 35(1) of the German constitution (Basic Law), in the event of a natural disaster or a particularly serious accident as specified in Article 35(2) sentence 2 and (3) sentence 1 of the Basic Law.

**Crisis**

A deteriorating situation of tension below the level of armed conflict caused by instabilities arising from such things as ethnic, political, social or economic problems or unresolved territorial claims. An underlying hybrid approach must be assumed and expected to contain a cyber component.

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<sup>38</sup> Section 63 of the Legal Status of Military Personnel Act (SG). In a state of tension and defence, possibly in accordance with Section 6c of the Compulsory Military Service Act.

**Bundeswehr Centre of Expertise for Reserve Affairs**

The Bundeswehr Centre of Expertise for Reserve Affairs is an organisational element of the Armed Forces Office. It does the groundwork for the responsible branch at the Directorate-General for Forces Policy at the FMoD in its support of the Bundeswehr Commissioner for Reserve Affairs (workbench relationship). The Bundeswehr Centre of Expertise for Reserve Affairs is the responsible agency that manages the reserve affairs of the Bundeswehr from a single source, keeps an up-to-date operational picture and functions as the main point of contact for reserve affairs inside and outside the Bundeswehr with the exception of legal and financial matters.

**Personnel reserve**

All reservists designated for assignment to non-structural assignment options in the major organisational elements. It serves to compensate for personnel shortages or to cover temporary increases in requirements in order to maintain or increase personnel readiness.

**Regional security and support forces**

The purpose of the Joint Support and Enabling Service's regional security and support forces, which are under the command of the regional territorial commands, is to relieve the burden on the active duty forces in the areas of homeland security, disaster relief and HNS. Regionally assigned sponsor units support the regional security and support forces. They are part of the territorial reserve.

**Reserve**

The term "reserve" encompasses all personnel, organisational, materiel and infrastructure measures that enable a build-up.

**Reservists**

Reservists are all former servicemen and women of the Bundeswehr who have not lost their rank as well as anyone who may be called up for military service on the basis of an obligation entered into with the Bundeswehr in accordance with Section 4 of the Legal Status of Military Personnel Act.

**Reserve affairs**

All command, deployment, information, support, participation, training, development, service and assignment planning matters insofar as they relate to reservists.

**Reservist work**

Activities conducted with and for reservists.

**Reserve duty**

Military service in accordance with Sections 4 and 5 of the Legal Status of Military Personnel Act is referred to as "reserve duty".

**Reserve duty personnel**

Reservists who perform military service as servicemen and women in the Bundeswehr in accordance with Sections 4 and 5 of the Legal Status of Military Personnel Act are referred to as “reserve duty personnel”.

**National disaster relief facility**

National disaster relief facilities are selected sites throughout Germany where the units and agencies stationed have special capabilities that enable them to fulfil subsidiary duties in support of national relief operations in addition to their core military mission. Semi-active or non-active elements can be deployed to reinforce the personnel at national disaster relief facilities / enhance their sustainability.

**Territorial reserve**

The territorial reserve is employed for territorial liaison, security and support tasks. It is part of the Joint Support and Enabling Service. In addition to the Joint Support and Enabling Service’s liaison organisation, consisting of government region liaison groups, government district liaison groups, liaison groups detached to the interior ministries of the federal states, liaison groups detached to the neighbouring states and the national disaster relief facilities, regional security and support forces under the command of the regional territorial commands are established based on regional considerations for the purpose of relieving the burden on the active duty forces in the field of homeland defence, disaster relief and HNS.

**Force reserve**

The force reserve supports the active duty forces as an integral component in all major organisational elements. The major military organisational elements can also organise the force reserve in the form of round-up units for the purpose of building up or reinforcing specific capabilities.

**Exercises**

Exercises as specified in Section 61(1) and (2) of the Legal Status of Military Personnel Act are conducted as general reserve duty. Exercises mandated by the Federal Government as standby duty (Section 6(6) of the Compulsory Military Service Act) are conducted as special reserve duty.

Exercises as defined by this Reserve Strategy must be differentiated from exercises conducted at all levels to complete and/or review and further develop the skills acquired during military training.<sup>39</sup>

**Participation in exercises as standby duty**

Standby duty in the form of participation in indefinite exercises that may be ordered by the Federal Government in accordance with Section 6(6) of the Compulsory Military Service Act.

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<sup>39</sup> Cf. Publication K-10/8 RESTRICTED (“Basic and Advanced Military Training in the Armed Forces and Bundeswehr Exercise Activities”), paragraphs 225 and 226.

**Individuals without prior military service**

Persons who have never done military service.

**Reservist association events**

Events organised by reservist associations as part of reservist work. Bundeswehr Reservist Association events do not require an official setting.

**Reliable availability**

Reliable availability describes the state in which motivated reservists designated for assignment, who are willing to provide regular voluntary services and have an employer with a high willingness to grant leaves of absence, keep the knowledge and skills required for their designated assignment consistently up to date in situations other than a standby scenario or a state of tension or defence. This involves regular participation in individual or unit training, which is determined by the designating agency in terms of training intervals and time frames.

**Reinforcement reserve**

All reservists designated for assignment on structural posts. The reinforcement reserve is required for the agencies within the area of responsibility of the FMoD to achieve full operational readiness and to expand existing capabilities or build up new ones.

**Military service to temporarily improve personnel readiness, Section 63b of the Legal Status of Military Personnel Act**

Military service to temporarily improve personnel readiness serves to maintain or establish the functional capability of organisational elements in the event of otherwise unavoidable vacancies or to absorb surplus work that cannot be handled in time by other means.

**Military service status**

Military service status is the term used to describe the relationship of mutual loyalty and allegiance under public law between the Federal Republic of Germany as an employer and its military personnel.

**Eligibility under military law**

Eligibility under military law of a person means that there are no statutory exemptions from service (Section 64 et seqq. of the Legal Status of Military Personnel Act) and medical fitness has been proven.

## 7.2 List of Abbreviations

|              |  |
|--------------|--|
| AAP          | Ausbildung am Arbeitsplatz (on-the-job training)   |
| ABC          | Atomar, Biologisch, Chemisch (nuclear, biological and chemical)  |
| AllgRes      | Allgemeine Reserve (general reserve)   |
| AusbEinr     | Ausbildungseinrichtung (training establishment)  |
| AusbStp      | Ausbildungsstützpunkt (training facility)  |
| AusbStpRes   | Ausbildungsstützpunkt Reserve (reserve training facility)  |
| AusbZentrRes | Ausbildungszentrum Reserve (reserve training centre)   |
|              |  |
| BAPersBw     | Bundesamt für das Personalmanagement der Bundeswehr (Federal Office of Bundeswehr Personnel Management)                          |
| BLG          | Bundesleistungsgesetz (Federal Requisitions Act)   |
| BMI          | Bundesministerium des Innern (Federal Ministry of the Interior)  |
| FMoD         | Bundesministerium der Verteidigung (Federal Ministry of Defence)   |
| BResAngel    | Beauftragte bzw. Beauftragter für Reservistenangelegenheiten (commissioner for reserve affairs)                                  |
| BResAngelBw  | Beauftragte bzw. Beauftragter für Reservistenangelegenheiten der Bundeswehr (Bundeswehr Commissioner for Reserve Affairs)        |
| BS           | Berufssoldatin/Berufssoldat (career soldier)   |
| bu ResArb    | beorderungsunabhängige Reservistenarbeit (non-assignment-related reservist work)   |
| BVK          | Bezirksverbindungskommandos (government region liaison groups)   |
|              |  |
| CIOMR        | Confédération Interalliée des Officiers Médicaux de Réserve (Interallied Confederation of Reserve Medical Officers)              |
| CIOR         | Confédération Interalliée des Officiers de Réserve (Interallied Confederation of Reserve Officers)                               |
| CISOR        | Confédération Interalliée des Sous-Officiers de Réserve (Interallied Confederation of Reserve Non-Commissioned Officers)         |
|              |  |
| DVag         | Dienstliche Veranstaltung nach § 81 SG (official event as specified in Section 81 of the Legal Status of Military Personnel Act) |
|              |  |
| e.V.         | eingetragener Verein (registered association)  |
| ErgTrT       | Ergänzungstruppenteil (round-up unit)  |
| EU           | Europäische Union (European Union)   |
| EVG          | Einzelverbrauchsgüter (individual expendable supplies)   |



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|                 |  |
|-----------------|--|
| FErsTrT         | Feldersatztruppenteil (field replacement unit)   |
| FPBw            | Fähigkeitsprofil der Bundeswehr (Bundeswehr Capability Profile)  |
| FüSK            | Führung Streitkräfte (Forces Policy)   |
| FWDL            | Freiwillig Wehrdienst Leistende/Leistender (military service volunteer)  |
|                 |  |
| GBO             | Grundbeorderung (basic designation for assignment)   |
| GG              | Grundgesetz (the German constitution / Basic Law)  |
|                 |  |
| HNS             | Host Nation Support  |
| HSch            | Heimatschutz (homeland security)   |
|                 |  |
| IGF             | Individuelle Grundfertigkeit (basic individual skill)  |
| Insp            | Inspekteur/Inspekteurin (chief of service)   |
| IT              | Informationstechnik (information technology)   |
|                 |  |
| KdB             | Konzeption der Bundeswehr (Bundeswehr Concept)   |
| KompZResAngelBw | Kompetenzzentrum für Reservistenangelegenheiten der Bundeswehr<br>(Bundeswehr Centre of Expertise for Reserve Affairs) |
| KLF             | Körperliche Leistungsfähigkeit (physical fitness)  |
| KVK             | Kreisverbindungskommando (government district liaison group)   |
|                 |  |
| LKdo            | Landeskommando (regional territorial command)  |
| LV/BV           | Landes- und Bündnisverteidigung (national and collective defence)  |
|                 |  |
| MC              | Military Committee   |
| MilOrgBer       | Militärischer Organisationsbereich (major military organisational element)   |
| MVG             | Mengenverbrauchsgüter (bulk expendable supplies)   |
|                 |  |
| NATO            | North Atlantic Treaty Organisation   |
| NatTerrBefh     | Nationaler Territorialer Befehlshaber (national territorial commander)   |
| NVG             | Nichtverbrauchsgüter (non-expendable supplies)   |

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|            |   |
|------------|---|
| NRFC       | National Reserve Forces Committee   |
| OrgBer     | Organisationsbereich (major organisational element)   |
| PersRes    | Personalreserve (personnel reserve)   |
| Res App    | Reservisten-Applikation (reservist application)   |
| ResAngel   | Reservistenangelegenheit (reserve matter)   |
| ResArb     | Reservistenarbeit (reservist work)  |
| ResG       | Gesetz über die Rechtsstellung der Reservistinnen und Reservisten der Bundeswehr / Reservistengesetz (Legal Status of Bundeswehr Reservists Act)                            |
| RSUKr      | Regionale Sicherungs- und Unterstützungskräfte (regional security and support forces)   |
| SaZ        | Soldatin bzw. Soldat auf Zeit (temporary-career volunteer)  |
| SG         | Gesetz über die Rechtsstellung der Soldaten / Soldatengesetz (Legal Status of Military Personnel Act)   |
| SKB        | Joint Support and Enabling Service  |
| StvGenInsp | Stellvertreterin bzw. Stellvertreter der Generalinspekteurin bzw. des Generalinspektors der Bundeswehr (Vice Chief of Defence)  |
| TerrKdoBeh | Territoriale Kommandobehörde (territorial command)  |
| TerrRes    | Territoriale Reserve (territorial reserve)  |
| TIV-ID     | Identifizierungsnummer im Tätigkeitsinformationsverfahren zum Personellen Ordnungsmittel (job information procedure specialty codes as a means of personnel categorisation) |
| TrRes      | Truppenreserve (force reserve)  |
| TrT        | Truppenteil (unit)  |
| VdRBw      | Verband der Reservisten der Deutschen Bundeswehr e.V. (Bundeswehr Reservist Association)  |
| Vstkg      | Verstärkung (reinforcements)  |
| VstkgRes   | Verstärkungsreserve (reinforcement reserve)   |
| VVag       | Verbandsveranstaltung (Bundeswehr Reservist Association event)  |

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WPfIG                      Wehrpflichtgesetz (Compulsory Military Service Act)

ZivOrgBer                Ziviler Organisationsbereich (major civilian organisational element)  
ZSanDstBw                Bundeswehr Joint Medical Service

## 7.3 Principles of Reserve Training

### 7.3.1 General

The Bundeswehr provides the reservists with requirement-oriented training that is – wherever sensible and possible – tailored to the designated assignment, taking into account their civilian vocational qualifications and other individual skills. Modern training as well as individually coordinated and appropriate planning are key to providing the right training offer for each post.

Reservists can as a rule only be taken away from their civilian jobs to perform reserve duty for limited periods of time. Therefore, training courses that are specifically offered to reservists must preferably be modular. For all other training courses, modularisation should be considered in line with requirements. Wherever possible, distance learning opportunities must be offered for reservists. In principle, all training courses are open to reservists.

Where possible, the same principles should apply to the training of reservists as to the training of active military personnel. With regard to the teaching of subject content, however, it must always be verified whether

- training elements can be substituted by civilian vocational qualifications,
- training courses or sessions can be developed specifically for the needs of reservists,
- training courses can be established with lower but nevertheless sufficient qualification degrees,
- necessary qualifications for carrying out jobs can be acquired in the form of on-the-job training and whether
- after the career examination required for the intended assignment has been passed, any necessary qualifications as identified by job information procedure specialty codes (TIV-ID) can still be acquired after the appointment.

In the cooperation with civilian employers, training configurations should be chosen that are beneficial to both sides.

This defines the framework conditions for the organisation of military specialist training, the configuration of which is determined by the relevant competent authorities in the major organisational elements.

The qualifications gained, the training courses, examinations and assignments completed and the associated skills acquired during reserve duty that may be useful in civilian working life are documented for employers, sports associations and national relief organisations, etc., as a basis for possible civilian recognition (cf. "Training Agenda" for active duty Bundeswehr personnel).

Joint reserve training within the reserve categories and assignment types is specified in a separate regulation which defines binding requirements and responsibilities based on this Reserve Strategy and is supplemented and/or implemented by instructions/ regulations of the major military organisational elements.

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In line with cooperation agreements concluded with national relief organisations (currently Technisches Hilfswerk, Johanniter-Unfall-Hilfe, Malteser Hilfsdienst e.V.), it is also possible to use their training facilities for disaster control training.

Training for non-assignment-related reservist work is chiefly conducted by the reservist associations. Training elements for which instructors and participants must hold military status (live-fire exercises, combat training, field training exercises, etc.) are provided by the territorial commands. The Joint Support and Enabling Service determines the training priorities. The Bundeswehr Reservist Association should be involved depending on local conditions.

Wherever possible, reservist training is conducted by reservists.

### **7.3.2 Individual Training**

The aim of individual training is to appropriately qualify and continually train reservists of all careers for task accomplishment in their designated assignments.

Reservists retiring from active service in the Bundeswehr have mostly up-to-date skills. These skills must be maintained as well as possible.

General military career training for reserve officers and senior NCOs outside military service must be organised in such a way that, including specialist military training, it can be completed within three years at most, but if possible within fewer years.

Whenever this is consistent with career law, the principle of on-the-job training should be applied, particularly in specialist military training, in order to best take into account the individual requirements of reservists with vocational qualifications.

The major organisational elements determine the type of general, background and assignment-specific training provided to reservists designated for assignment, taking into account joint guidelines. Skills-oriented training is conducted at Bundeswehr training facilities, via distance training or in the form of on-the-job training.

### **7.3.3 Team Training**

Team training aims at imparting skills needed in the interaction of individuals in a team within the integrated force concept. For this purpose, appropriate training programmes must be developed on the basis of standard alert and build-up times.

To this end, the major organisational elements develop guidelines for establishing individual operational readiness and operational readiness in the basic configuration, as well as for sustainment training of round-up units and field replacement personnel. Furthermore, training guidelines are to be developed both for establishing and maintaining operational readiness of round-up units and for establishing operational readiness following an alert/activation (crisis training).

The German Joint Support and Enabling Service Headquarters is responsible for the training of the territorial reserve. Reservists designated for assignment in the territorial reserve who are also earmarked for employment in operations as part of military support of civil authorities must undergo assignment and proficiency training at specific intervals in close cooperation with the responsible civilian agencies.

#### **7.3.4 Training as Mediators for the Bundeswehr in Society**

As mediators between the Bundeswehr and society, all reservists perform a function that benefits both recruitment and the integration of the armed forces into society.

Mediator training is also conducted by the reservist associations, with support from Bundeswehr training facilities.

The training objective is to ensure that mediators are convincing and competent in their role as points of contact for matters concerning the Bundeswehr in society, are well informed about the current capabilities and structures of the Bundeswehr, are able to discuss security issues in terms of the broader security concept and are able to assist recruitment throughout Germany. At the same time, the trained mediators act as multipliers in their areas of responsibility.

#### **7.3.5 Basic Individual Skills and Physical Fitness**

Basic individual skills are general military skills that all servicemen and women must acquire and retain. The documentation of physical fitness serves to determine the level of training and performance with regard to meeting the minimum requirements.

As a rule, this concerns all reservists designated for assignment and implies that they must be given the opportunity to prove their basic individual skills and physical fitness. The Bundeswehr Reservist Association gives reservists the opportunity to prove their basic individual skills and physical fitness during association events. Appropriate documentation must be maintained for the reservists.

#### **7.3.6 Training of Active-Duty Personnel to Perform Reservist Work Functions**

During the relevant specialty training courses, command personnel at all levels must be provided with and understand target-group-specific information about the particular significance of the reserve and their responsibility regarding reservist work.

The active duty specialist personnel listed below performs reservist work functions and must therefore receive basic and advanced training that is appropriate for their functional area:

- disciplinary superiors at all levels,
- commissioners for matters concerning military personnel,
- first sergeants and comparable ranks,
- personnel officers / senior personnel officers at all levels,
- personnel SNCOs / reserve affairs personnel administrators,
- reserve affairs commissioners at all levels,

- inspectors general of reserve affairs,
- reserve affairs senior officers,
- reserve affairs SNCOs,
- career advisors,
- recruiting agency personnel,
- Bundeswehr Vocational Advancement Service personnel<sup>40</sup> and
- Bundeswehr Social Services personnel.

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In accordance with General Publication B1-1330/0-5003 ("Advice and guidance for reservists").

## 7.4 Information and Support

### 7.4.1 General

Timely information is the key to a capable reserve. From an internal perspective, the Bundeswehr must recruit active military personnel for employment as future reservists as early as possible and ensure their retention.

Providing support to reservists designated for assignment is primarily the responsibility of their designating agency. They are the first points of contact to which the reservists may refer any questions and concerns they may have.

The reservist associations provide lifelong support to all reservists (see Annexes 7.6 and 7.7). Reservists with operational experience must be given particular attention in this regard.

Information intended for the public serves to convey the rationale for and appreciation of volunteering for society as part of the Bundeswehr reserve. The significance of the reserve for national and collective defence as well as homeland security must always be stressed in this context. This information is intended to also help those with no prior service as well as lateral-entry military personnel find their way into the reserve.

### 7.4.2 Responsibilities

The responsibility for providing information and support to reservists lies with the

- commissioners for reserve affairs,
- superiors in the designating agency of assignment, as direct points of contact,
- Federal Office of Bundeswehr Personnel Management,
- Bundeswehr careers centres,
- Bundeswehr Centre of Expertise for Reserve Affairs as the central point of contact,
- Bundeswehr Social Services, and
- the reservist associations.

### 7.4.3 Information

The retention of reserve personnel in the Bundeswehr is particularly important in view of the voluntary nature of their commitment. This begins with the recruitment of active military personnel. During their term of military service, active-duty military personnel must consistently be provided with target-group-specific information about reservist work and assignments options – even outside their current parent unit.

Based on this, all military personnel nearing the end of their military service must be specifically approached about the matter, especially with a view to their basic designation for assignment. The Federal Office of Bundeswehr Personnel Management supports the agency or unit in question in providing information on the full range of ways in which reservists can become involved.



The releasing agencies in conjunction with the Bundeswehr career centres talk to all personnel nearing the end of their military service, informing the future reservists about their rights and duties. Particular importance must be attached to the topic of the duty to report any change of address.

The decision regarding a basic designation for assignment, which will usually have been made previously, having been discussed during the term of military service, will then only have to be formally implemented. Bundeswehr Social Services will explain the benefit entitlements and application procedures.

Reservists designated for assignment must be informed about important events, projects and activities by their designated units or their mobilisation coordination unit (regional security and support forces through their responsible Regional Territorial Command) at least once a year.

The Bundeswehr Centre of Expertise for Reserve Affairs uses the website [www.bundeswehr.de](http://www.bundeswehr.de) as a central point of information on general questions concerning reserve affairs. Eventually, technical information will be provided through the extranet. A reservist app with information, chat, and job exchange services for military reservist positions completes the offer.

## 7.5 Bundeswehr Centre of Expertise for Reserve Affairs

### 7.5.1 Objective

The Bundeswehr Centre of Expertise for Reserve Affairs is the agency that is responsible for the centralised management of the Bundeswehr's reserve affairs. It keeps an up-to-date situation picture and serves as the central point of contact for reserve affairs inside and outside the Bundeswehr. It is furthermore responsible for reservist training policy matters and their development in all organisational areas of the Bundeswehr.

### 7.5.2 Structure

The Bundeswehr Centre of Expertise for Reserve Affairs is an organisational element of the Armed Forces Office. It assists the Bundeswehr Commissioner for Reserve Affairs as a "workbench"<sup>41</sup>, directly or through the responsible FMO branch.

The structure of the Bundeswehr Centre of Expertise for Reserve Affairs also includes reinforcement reserve billets to build up and supplement active-duty personnel and can thus call up qualified and available reservists as required. They can then perform routine duty tasks at home as well as do independent project work.

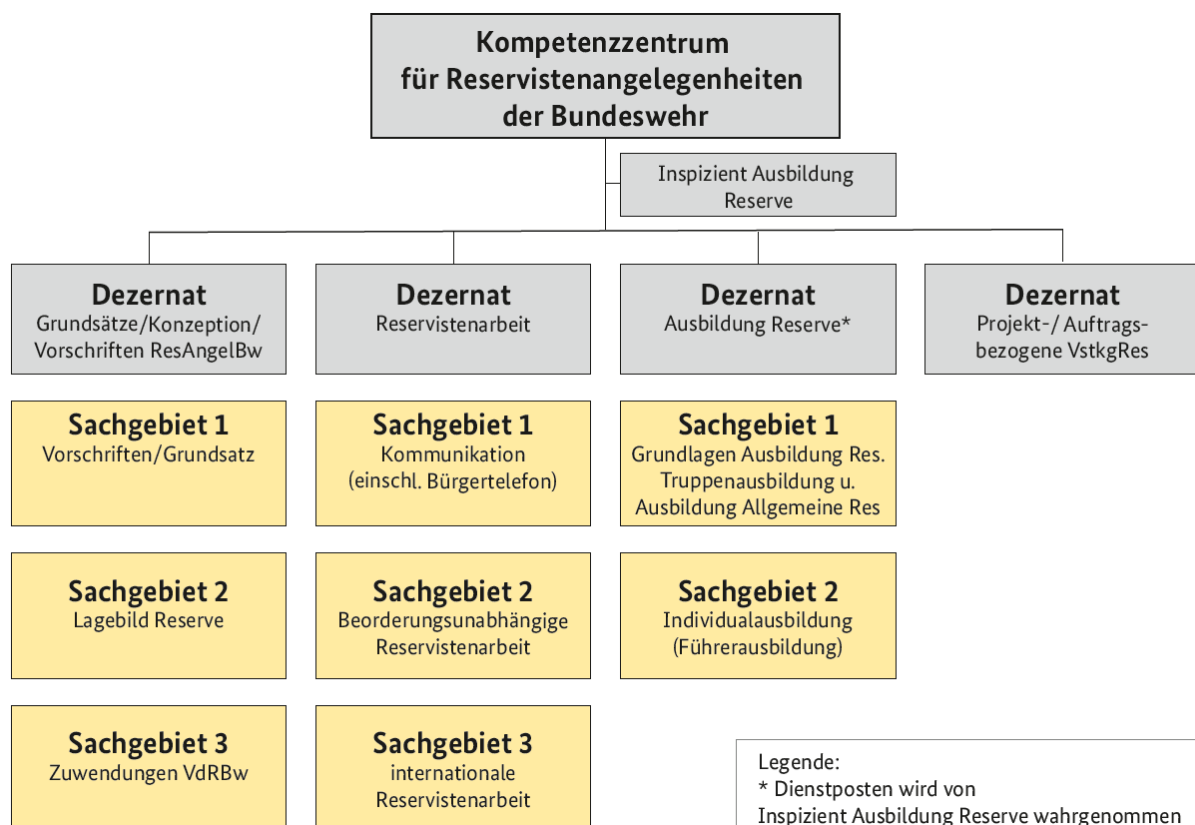


Fig. 9: Structure of the Bundeswehr Centre of Expertise for Reserve Affairs

<sup>41</sup> see General Publication A-500/1 ("workbench directive").

## Glossary

|  |   |
|--|---|
| <b>Kompetenzzentrum für Reservistenangelegenheiten der Bundeswehr</b>                    | <b>Bundeswehr Centre of Expertise for Reserve Affairs</b>                                 |
| Inspizient Ausbildung Reserve  | Inspector General of reserve training   |
| <b>Dezernat Grundsätze/Konzeption/Vorschriften ResAngelBw</b>                            | <b>Section Policy/Concepts/Regulations Bundeswehr Reserve Affairs</b>                     |
| Sachgebiet 1: Vorschriften/Grundsatz   | Subsection 1 Regulations/Policy   |
| Sachgebiet 2: Lagebild Reserve   | Subsection 2 Reserve Situation Picture  |
| Sachgebiet 3: Zuwendungen VdRBw  | Subsection 3 Bundeswehr Reservist Association funding                                     |
| <b>Dezernat Reservistenarbeit</b>  | <b>Section Reservist Work</b>   |
| Sachgebiet 1: Kommunikation (einschl. Bürgertelefon)                                     | Subsection 1 Communication (incl. citizen helpline)                                       |
| Sachgebiet 2: Beorderungsunabhängige Reservistenarbeit                                   | Subsection 2 Reservist Work Not Related to Assignments                                    |
| Sachgebiet 3: Internationale Reservistenarbeit   | Subsection 3 International Reservist Work   |
| <b>Dezernat Ausbildung Reserve</b>   | <b>Section Reserve Training</b>   |
| Sachgebiet 1: Grundlagen Ausbildung Res, Truppenausbildung u. Ausbildung Allgemeine Res. | Subsection 1 Reservist Training Policy, Unit-level Training, and General Reserve Training |
| Sachgebiet 2: Individualausbildung (Führerausbildung)                                    | Subsection 2 Individual Training (Leadership Training)                                    |
| <b>Dezernat Projekt-/Auftragsbezogene VstkgRes</b>                                       | <b>Section Project-related/Mission-related Reinforcement Reserve</b>                      |
| Legende  | Key   |
| Dienstposten wird von Inspizient Ausbildung Reserve wahrgenommen.                        | Function is performed by Inspector General of reserve training.                           |

### 7.5.3 Primary Tasks

The Bundeswehr Centre of Expertise for Reserve Affairs

- primarily assists the Bundeswehr Commissioner for Reserve Affairs in dealing with the following issues:
  - + monitoring compliance with the guidelines in all reserve affairs,
  - + representing reservist work in public as well as
  - + maintaining contact with the leading representatives of employers' and employees' organisations as well as umbrella organisations,
- draws up policy documents for Bundeswehr reservist work,
- supports the major organisational elements subordinate to the FMoD in their assignment-related reservist work,
- maintains a formatted situation picture of all reserve affairs, with assistance from the major organisational elements,
- acts as the responsible agency for reservist work not related to assignments,
- continuously provides information about current reserve affairs,
- works with the public relations agencies within the Bundeswehr and coordinates the requirements regarding the content of information disseminated on Bundeswehr reserve affairs,
- bears responsibility for continued development in the field of Bundeswehr reserve affairs,
- ensures continued development in the field of qualified communication between the Bundeswehr, employers and reservists,

- maintains a citizen helpline as a central point of contact / hotline for reservists as well as employers,
- creates the policy for joint, general military training for the Bundeswehr reserve,
- provides coordination for and further develops special military training for the Bundeswehr reserve,
- advises, within the scope of the inspection of non-assignment-related reservist work and reserve training, the organisers of non-assignment-related reservist work with the goal of establishing a uniform standard of quality, and reports to the Bundeswehr Commissioner for Reserve Affairs,
- plans and steers training courses, conferences, seminars and military competitions at home and abroad for reservists not designated for assignment,
- works with the Bundeswehr Reservist Association, the Advisory Council on Reservist Work to the Bundeswehr Reservist Association, business and Bundeswehr military interest groups, as well as other external associations,
- assists the head of the German delegation at the National Reserve Forces Committee (NRFC),
- coordinates activities at the NRFC, CIOR, CIOMR, and AESOR,
- is the central point of contact in all matters concerning the reserve,
- manages reserve officer exchange between Germany and the United States, and
- is the authorising body for and supports the donor of funds (FMoD Branch FÜSK III 4) in processing donations, ensuring sound financial management by the Bundeswehr Reservist Association, and performing evaluations.

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## 7.6 The Bundeswehr Reservist Association

### 7.6.1 General

The Bundeswehr Reservist Association is a (registered) association under private law mainly open to Bundeswehr reservists.

The objective of the Bundeswehr Reservist Association is to provide all Bundeswehr reservists with lifelong support as directed by the FMoD, to represent their interests and to act as a mediator between the Bundeswehr and society.

In accordance with the specifications of the Bundeswehr and within the scope of its possibilities, it supports other associations involved directly or indirectly in reservist work. The Bundeswehr Reservist Association is thus not only the most important point of contact for its members, but for all Bundeswehr reservists prepared to get involved in the reserve.

### 7.6.2 Mission

Outside of the Bundeswehr, the Bundeswehr Reservist Association is the specifically authorised provider of support for reservist work.

Its task is to

- provide Bundeswehr reservists as well as individuals without prior military service – whether they are members or not – with lifelong support as directed by the FMoD, to recruit them as mediators between the Bundeswehr and society, to train them for their role as mediators, and to represent their interests as well as
- contribute toward the training of Bundeswehr reservists for military tasks in close cooperation with the Bundeswehr and as part of its mission.

In its reservist work, the association complies with the requirements laid down by the FMoD.

### 7.6.3 Structure

The Bundeswehr Reservist Association is headed by a voluntary presiding committee that is elected by the federal delegates assembly. The Bundeswehr Reservist Association has a network of branch offices with full-time employees across Germany. The offices are organised based on the structure of the Bundeswehr so as to ensure efficient cooperation at all levels.

The Bundeswehr Reservist Association is a member of the Advisory Council on Reservist Work and provides it with organisational, administrative, and financial support.

### 7.6.4 Tasks

The Bundeswehr Reservist Association has the following tasks:

- to provide lifelong support to all Bundeswehr reservists throughout Germany, including

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- + assisting in the support of members of the families of servicemen and women currently on deployment via the armed forces family support organisation,
  - + providing support to reservists with operational experience, and
  - + assisting in ensuring that all measures for the prevention, early detection and treatment of health disorders as well as rehabilitation measures that become necessary as a result of the performance of reserve duty abroad or in Germany, e.g. in the treatment of post-traumatic stress disorders, are also available for reservists,
  - to contribute toward the training of Bundeswehr reservists for military tasks in close cooperation with the Bundeswehr and as part of its mission, including by giving reservists the opportunity to prove their individual basic skills and physical fitness within the scope of Bundeswehr Reservist Association events,
  - to assist the Bundeswehr in public relations activities,
  - to represent the reserve in international reservist associations and participate in international reservist work events,
  - to act as a mediator between the Bundeswehr and society, including by
    - + communicating security policy issues,
    - + conducting seminars on security policy, and
    - + attending security-related events,
  - to foster society's awareness of security issues and a security policy debate,
  - to promote service in the reserve (designation for assignment and general reserve duty),
  - to assist in recruiting active Bundeswehr personnel,
  - to assist all reservists and individuals without prior military service who show interest in a designation for assignment or receiving information and support, and
  - to contribute to the further development of the reserve.

The Bundeswehr Reservist Association is also a platform for reservist associations that carry out reservist work not related to assignments, and it supports the Advisory Council on Reservist Work to the Bundeswehr Reservist Association with personnel, as well as in administrative and financial matters.

### **7.6.5 International Cooperation**

At the international level, the Bundeswehr Reservist Association coordinates with the FMoD and the Bundeswehr Centre of Expertise for Reserve Affairs to provide suitable representatives for events held by the umbrella organisations of the reserve officer and NCO associations.

The activities of international reserve officer and NCO associations have gained significance in the context of joint operations led by international organisations. Support is provided for the qualified development of these associations and the opportunities they offer for participating in the development of the reserve.

### **7.6.6 Funding**

The Bundeswehr Reservist Association receives an annual grant from the federal budget to enable it to carry out reservist work outside the Bundeswehr.

Moreover, the Bundeswehr provides furnished offices free of charge for branch offices located within Bundeswehr facilities. Within the scope of mission-related events staged by the Bundeswehr Reservist Association, Bundeswehr facilities may be used free of charge, which includes borrowing Bundeswehr materiel. Whenever full-time employees of the Association travel on official business, they may use barracks accommodation free of charge. In addition, the Association's magazine "loyal", as far as it is subsidised with funds from the federal budget, may be issued to members of the Association free of charge.

## **7.7 The Advisory Council on Reservist Work to the Bundeswehr Reservist Association**

### **7.7.1 General**

The objectives of the members of the Advisory Council on Reservist Work to the Bundeswehr Reservist Association are laid down in the current versions of the Agreement on Cooperation and Mutual Support in the Area of Reservist Work and its implementation guidelines.

### **7.7.2 Mission**

The Advisory Council coordinates the reservist work done by the member associations and represents the common objectives and interests towards the public.

### **7.7.3 Structure**

The Advisory Council on Reservist Work to the Bundeswehr Reservist Association comprises the reservist associations that carry out reservist work in consultation with the FMoD and in accordance with its specifications.

Only associations can be members of the Advisory Council that have been authorised by the FMoD to represent the interests of their members in accordance with current laws and regulations.

The associations are, as a rule, represented in the Advisory Council by their president or chairperson. They elect the honorary chairperson and vice-chairperson.

### **7.7.4 Tasks**

The associations that carry out reservist work and are represented in the Advisory Council on Reservist Work to the Bundeswehr Reservist Association develop the objectives and content of their activities in the areas of “Security Policy Work” and “Information and Support” in accordance with the Bundeswehr Reserve Strategy as issued by the FMoD and its subordinate guidelines.

The tasks of the Advisory Council on Reservist Work to the Bundeswehr Reservist Association are:

- to advise the FMoD in all matters concerning reserve affairs,
- to coordinate cooperation between the associations that carry out reservist work in such a way that their objectives are pursued in a consistent manner and the requirements of this task are communicated jointly to the public, parliament and the Federal Government,
- to cultivate intensive cooperation with the Bundeswehr in matters concerning reserve affairs,
- to ensure close cooperation with the Bundeswehr Reservist Association and secure its support of the member associations of the Advisory Council,
- to assist in recruiting active Bundeswehr personnel,



- 
- to act as a mediator between the Bundeswehr and society, and
  - to act in accordance with the Bundeswehr Guidelines on Tradition regarding the cultivation of traditions.

The chairperson of the Advisory Council on Reservist Work to the Bundeswehr Reservist Association

- represents the positions of the member associations on general reserve issues towards the Bundeswehr Commissioner for Reservist Affairs,
- attends meetings and events held by the FMoD as the authorised representative of the Advisory Council,
- represents the Advisory Council and its work towards the public,
- attends selected events/meetings of the member associations in consultation with their presidents or chairpersons, and
- coordinates the handling of general issues concerning the administration, support and funding of the associations represented in the Advisory Council with the Bundeswehr Reservist Association.

#### **7.7.5 Funding**

The Bundeswehr Reservist Association provides to the Advisory Council for the fulfillment of its tasks administrative, planning, organisational, and, if requested, financial support through contributions that the Bundeswehr Reservist Association receives from the Federal budget.

## 7.8 List of References

| (No.) Reference Documents  | Title   |
|--|---|
| 1. GG  | Grundgesetz für die Bundesrepublik Deutschland (Basic Law)  |
| 2. BLG   | Bundesleistungsgesetz (Federal Requisitions Act)  |
| 3. SG  | Gesetz über die Rechtsstellung der Soldaten (The Legal Status of Military Personnel Act)  |
| 4. WPfIG   | Wehrpflichtgesetz (Compulsory Military Service Act)   |
| 5. ResG  | Gesetz über die Rechtsstellung der Reservistinnen und Reservisten der Bundeswehr (Act Relating to the Legal Status of Bundeswehr Reservists)                            |
| 6. Federal Government, 13 July 2016  | 2016 White Paper on German Security Policy and the Future of the Bundeswehr   |
| 7. K-1/1   | Konzeption der Bundeswehr (Bundeswehr Concept)  |
| 8. Federal Ministry of the Interior, Building, and Community, 24 August 2016 | Konzeption Zivile Verteidigung (Civil Defence Concept)  |
| 9. K-10/1  | Personalstrategie der Bundeswehr (Bundeswehr Personnel Strategy)  |
| 10. K-1/2 Restricted   | Fähigkeitsprofil der Bundeswehr 2018 (Bundeswehr Capability Profile)  |
| 11.  | Personalentwicklungskonzept Reserve (Reserve Personnel Development Concept (to be published))   |
| 12. FMoD – Chief of Defence, 2 March 2017                                    | Konzept für die personelle Unterstützung der “Cyber-Community” der Bundeswehr (Concept for the Personnel Support of the Bundeswehr “Cyber Community” (“Cyber Reserve”)) |
| 13. B1-1330/0-5003   | Reservistenberatung (Advice and Guidance for Reservists)  |
| 14. FMoD – Vice Chief of Defence   | Leitfaden für die Ausgestaltung der Veteranenarbeit der Bundeswehr (Guidelines for Bundeswehr Veteran Work)   |
| 15. A-500/1  | Zusammenarbeit des BMVg mit Dienststellen des nachgeordneten Bereichs (Cooperation of the FMoD with Subordinate Agencies)   |
| 16. BHO  | Bundeshaushaltsordnung (Federal Budget Code)  |
| 17. A-400/7  | Leistungsprozess “Integrierte Planung durchführen” (Performance Process: “Execute Integrated Planning”)   |
| 18. K-10/8 Restricted  | Militärische Aus-, Fort- und Weiterbildung in den Streitkräften und Übungswesen Bundeswehr (Basic and   |

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|                                  |  |
|----------------------------------|--|
|                                  | Advanced Military Training in the Armed Forces and Bundeswehr Exercise Activities) |
| 19. PDL-002/8 Restricted         | Training Agenda  |
| 20. FMoD – Vice Chief of Defence | Weisung für die Reservistenarbeit (Reservist Work Directive)                       |

## 7.9 Record of Changes

| Version     | Valid as of | Content changed     |
|-------------|-------------|---------------------|
| 1<br>K-10/5 | xx XXX 2019 | • First publication |