

EUROPEAN SECURITY AND DEFENCE COLLEGE



EU Senior Mission Leaders Course

Activity number 22

- Curriculum -

February 2014

Aim

The EU Senior Mission Leaders Course is a response to the need for further improvement of the conduct and leadership of Common Security and Defence Policy (CSDP) missions and operations in order to ensure more efficient mandate implementation through effective senior mission leadership.

The outcome of the EU Senior Mission Leaders Course is strengthened civilian and military capacities among existing and future high-level personnel in senior mission leader functions.

The course prepares participants for senior roles such as Head of Mission, Deputy Head of Mission, Force Commander, Chief of Staff, Head of Operation and Head of Component, in civilian and military CSDP missions and operations.

General description and Organisation

Course duration, methodology, structure and materials may be adapted between courses in order to meet new identified training needs and objectives.

1. Target audience and starting situation.

The target audience of the EU SML Course is aspiring Heads of Mission, Deputy Heads of Mission, Force Commanders and other senior personnel such as Chiefs of Staff, Heads of Operation and Heads of Component in large missions and operations, who are nominated and endorsed by their respective member state, relevant EEAS Directorate or the European Commission. Candidates should be sufficiently experienced and at a level where they are being considered by their respective Member States for senior posts in CSDP missions and operations and should therefore meet the following essential criteria:

- Suggested grade levels: Brigadier General (one-star), Assistant Chief Constable/Police Commissioner, and equivalent civil servant grades. Participants from the EU structures should be operating at similar seniority levels;
- Strong interest in being appointed to a senior leadership position in EU CSDP missions or operations;
- Proven record of strategic leadership and team management;
- Understanding of gender equality and ability to work effectively with people from different cultures and backgrounds;
- Excellent command of the English language.

2. Cognitive Objectives. At the end of the course the participant will be able to:

- Understand the global political environment in which the EU operates;
- Create a common understanding of the EU systems and the various institutions and agencies in the field of EU external action, including aspects of strategic coordination and how to operate within this environment;
- Enhance the understanding of the legal frameworks for CSDP missions and operations, planning processes and the various EU crisis management instruments;
- Enhance key leadership skills, including self-awareness, management, communication, negotiation, influencing and mediation;
- Develop an understanding of the Heads of Mission and Force Commanders' responsibilities in relation to mission and operation security, human resources, finance and administration matters.

3. Duration.

The duration of the course is 11 days. In addition, participants are required to complete four preparatory IDL-modules.

4. Methodology.

The course is interactive, combining plenary discussions with individual and syndicate work. Exercises based on current conflicts, in which the EU is engaged, allows participants to further develop their learning,

and practice tools required for successful mandate implementation. Sharing experience and best practices among participants, speakers and directing staff is a lead motive throughout the course.

Overall structure

5. Internet-based Distance Learning (IDL)

Suggested mandatory Autonomous Knowledge Units (AKU)

- AKU 3 Role of EU institutions in the field of CFSP/CSDP
- AKU 6 Planning for CSDP missions and operations
- AKU 7 Impact of Lisbon Treaty on CSDP
- AKU 11 Gender

Suggested optional Autonomous Knowledge Units (AKU)

- AKU 1 History and context of CSDP
- AKU 2 ESS
- AKU 10 EU mediation and negotiation capacities

6. Module Program.

Day 2	Day 3	Day 4	Day 5	Day 6
“A comprehensive approach – role and function of CSDP within the EU foreign policy”	“A comprehensive approach – role and function of CSDP within the EU foreign policy” (cont.)	“In theatre: policies and actors”	“Effective mission leadership”	“Implementing the mandate”

Day 8	Day 9	Day 10	Day 11	Day 12
“Summary of the first week”	“Communication and media relations”	“Management and mission support”	“Conflict management, negotiation and mediation”	“Mission leadership and the comprehensive approach in practice”

(Day 1: arrival and welcome. Day 7: Rest day).

7. Materials.

- Council Decision on establishing the organization and functioning of the EEAS
- Organisational Chart of EEAS
- European Security Strategy – A Secure Europe in A Better World
- Common Foreign and Security Policy structures and instruments after the entry into force of the Lisbon Treaty, European Peacebuilding Liason Office, Briefing Paper 1/2012
- Handbook on CSDP 2nd edition, European Security and Defence College

- Considerations for Mission Leadership in United Nations Peacekeeping Operations, 2010, Challenges Forum
- Other publications as deemed relevant for the purpose of the course.