

Federal Ministry of Defense

Bonn, 16 February 1993

I hereby issue the Joint Service Regulation

Innere Führung

(Leadership and Civic Education)

ZDV 10/1

/s/Rühe

This Regulation supersedes ZDv 10/1 "Hilfe für die Innere Führung" (Guidance for Leadership and Civic Education) issued August 1972, which will be destroyed.

Proponency: **Armed Forces Staff** (Führungsstab der Streitkräfte) | 4

Preface

1. This Joint Service Regulation describes the concept of leadership and civic education (*Innere Führung*) in the armed forces. Based on the code of values set forth in the Basic Law, the constitutional foundations of the Bundeswehr and the status of the armed forces in society, it specifies the objectives and principles of *Innere Führung* which must underlie the execution of military tasks. The regulation is based on knowledge and experience gained from the successful application of *Innere Führung* in the past and translates them into instructions to be applied in the armed forces.

2. This regulation provides servicemembers with the necessary and appropriate framework for the application of the principles of *Innere Führung* and expects them to use their initiative and take personal responsibility for fleshing out these structures. As a general and forward-looking guideline for the activities of servicemembers, it does not contain any instructions for specific leadership situations or references to problems of the day.

It is directed at those servicemembers who, as superiors, are tasked with command and training functions. However, it is also intended for use by those who teach *Innere Führung* as a training subject at schools, headquarters and offices, or who are required to apply the principles of *Innere Führung* in their area of responsibility.

3. Guidelines fostering tradition are closely related to the foundations and principles of *Innere Führung*. At the time of issuing this regulation, the process of stock-taking and evaluating important periods of recent German history had yet to be completed.

What is certain, however, is that the National People's Army, disbanded as it was upon the reunification of Germany, can contribute nothing to Bundeswehr tradition since it was an army of the ruling party and class in a communist system.

The Guidelines concerning the perception and cultivation of tradition in the Bundeswehr of 20 September 1982 remain unaffected.

4. The principles of *Innere Führung* serve as a basis from which general requirements for the conduct of all soldiers and special requirements for the leadership behavior of superiors are derived. These requirements are summarized in Annex 1 as "**Guidelines for the Practical Application of *Innere Führung*.**"

Servicemembers will receive instruction on the guidelines during basic training and in the course of leadership training.

5. For training purposes, the Leadership Development and Civic Education Center (*Zentrum Innere Führung*) has published a training aid to be used in conjunction with this regulation which contains explanations and diagrams.

6. In view of the changes in the military environment and new developments in state, society and technology, the concept of *Innere Führung* must constantly be reviewed and adapted to the prevailing conditions. As required by *Innere Führung*, this ongoing process of development must go hand in hand with a lively dialogue among soldiers and with numerous interested individuals and institutions both inside and outside the Bundeswehr. The Leadership Development and Civic Education Center, the Joint Task Group on *Innere Führung* and the Advisory Council on Leadership Development and Civic Education take part in the discussions, evaluate the results with the further development of the *Innere Führung* concept in mind, submit their recommendations to the Federal Minister of Defense help to implement them.

7. The most important joint service regulations related to *Innere Führung* are listed in Annex 3.

8. Recommendations for amendments to this regulation should be forwarded to:

Bundesminister der Verteidigung

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Chapter 1

Fundamentals

101. Being a sovereign, free and democratic state governed by the rule of law the Federal Republic of Germany is an equal member of the international community. All state authority is legitimized and bound by the **Basic Law** (constitution) and **international law**.

It is the Basic Law which defines the purpose and mission of the armed forces, their status within the state, and the framework for the accomplishment of their mission.

102. The basic values of our constitutional order are the dignity of man and liberty of the individual, and the rule of law governed by the principles of equality and justice. The state and its institutions are therefore under an obligation to:

- preserve and protect the dignity of man,
- promote personal responsibility on the part of the people and respect their free and lawful decisions guided by their conscience,
- restrict the liberty of the individual only where this is explicitly permitted by the Basic Law or the laws and regulations derived therefrom.

103. A basic prerequisite for the continued existence of our basic free democratic order, in particular safeguarding the human rights set out in the Basic Law, is the **preservation of peace in freedom**. This is the *raison d'être* of the German armed forces and the basis of their legitimacy.

104. The Basic Law assigns to the Federation the task of establishing armed forces for defense purposes, and enables the Federal Republic of Germany to enter into collective security arrangements.

105. Acts which disturb peaceful international relations, especially in preparation of military aggression, are unconstitutional and thus constitute a criminal offense.

106. The **political legitimacy** and the **mission** of the armed forces are derived from the Basic Law.

The right to self-defense legitimizes the establishment and maintenance of armed forces. Two essential functions are involved here:

The first is the protection of Germany, its citizens and interests. Germany's integration in the Western community of states and shared values requires that defense always be understood as defense within the Alliance and thus as "extended national defense."

The other important function lies in helping to shape the security environment. This serves to strengthen Europe's internal security, promote the development of European security structures and contribute to confidence building through participation in the security dialogue, arms control and disarmament, as well as military cooperation.

Their structure, equipment and training also make the armed forces well suited for support activities, in particular humanitarian aid within the framework of both national and international relief operations.

Accordingly, the mission of the German armed forces reads:

"The Bundeswehr will

- **protect** Germany and its citizens against political blackmail and danger from without,
- **promote** military stability and European integration,
- **defend Germany** and its Allies,
- **serve** world peace and international security in accordance with the Charter of the United Nations,
- **provide** disaster **relief**, save lives and support humanitarian activities."

107. **This mission** requires of the Bundeswehr the following capabilities:

- defense within the Alliance and contributions to crisis management,
- early recognition and evaluation of critical developments,
- appropriate contributions to collective security systems - NATO and beyond - to which the Federal Republic of Germany belongs,
- interoperability and international cooperation, and
- confidence building, cooperation and verification.

The mission and the required capabilities essentially determine the structure and training of the Bundeswehr.

Graduated availability of Forces, a reliable augmentation capability, and operational readiness in respect of the entire mission spectrum ensure that the armed forces are always in a position to meet the requirements of political crisis and conflict management.

108. Managing personnel and directly satisfying the material requirements of the armed forces are the responsibility of the federal defense administration. The armed forces and the federal defense administration make up the **Bundeswehr**¹ and fall under the overall political control of a federal minister responsible to parliament. The minister is simultaneously commander in chief of the armed forces in peacetime. Should a state of defense be declared, the power of command passes to the federal chancellor.

109. In a democratic state, each citizen shares responsibility for society as a whole. **Universal liability to military service** is part of this responsibility.

A citizen serving in the armed forces makes a personal contribution to the protection of freedom and the safeguarding of peace while at the same time retaining his rights as a citizen. To the extent that the necessities of military service arising from the mission make restrictions inevitable, any such restriction will be implemented exclusively in the form of military duties prescribed by law.

110. In a democratic state, the armed forces also have special obligations to the citizens. These include the willingness to communicate with citizens on questions concerning security policy and the armed forces, tolerance of public criticism and openness to social developments.

Within the framework of its mission, the Bundeswehr is open to social developments, accepts ideological and political pluralism among its members, and focuses attention on such matters.

Due to the particularities of military service, developments in society cannot be adopted by the Bundeswehr without careful consideration. On the other hand, the requirements of military service cannot set standards for society.

The armed forces must be able to present a convincing image of themselves to the public and the world of politics.

¹ Since, in accordance with their legal nature, the principles of *Innere Führung* are applicable only to servicemembers, the term "Bundeswehr" is used in this regulation only when reference is made to both the armed forces and the federal defense administration.

Chapter 2

Objectives and Principles

201. Under the concept of *Innere Führung*, the armed forces are bound in the fulfillment of their mission to the values of the Basic Law. The purpose of the concept is to ease the tensions arising from the rights and liberties of the citizen on the one hand and military duty on the other.

202. The **objectives** of *Innere Führung* are:

- while giving due consideration to ethical aspects, to convey the political and legal justification for military service and make the purpose of the military mission transparent and intelligible,
- to promote the integration of the Bundeswehr and the servicemember in the state and society, and to awaken an understanding of the tasks which fall to the Bundeswehr within the Alliance and in mutual collective security systems,
- to strengthen the willingness of servicemembers to fulfill their duties conscientiously, to assume responsibility and to cooperate with others, as well as to preserve discipline and cohesion among the troops,
- to create an internal order for the armed forces which is humane, conforms to the law and provides the necessary efficiency for mission performance.

203. These objectives are exemplified by the **model of the citizen in uniform**, which offers an ideal-type description of the requirements to be met by the Bundeswehr soldiers:

- to develop his personality freely,
- to act as a responsible citizen,
- to be ready at all times to carry out the mission.

204. **The principles of *Innere Führung*** constitute a standard to be met by the soldier in all his actions. They are also a guideline governing the activities of the members of the federal defense administration in the armed forces as well as their relations with servicemembers.

205. The armed forces are subject to the **primacy of politics**.

Primacy of politics means that the armed forces answer to politicians who are responsible to parliament and that they are subject to special parliamentary control, a hierarchical order pervading all aspects of service and the principle of command and obedience.

206. In their activities, servicemembers are bound by **justice and the law**. Accordingly, all internal and external measures taken by the Bundeswehr as part of the executive must be lawful and open to judicial review.

207. The **rights and duties** of servicemembers are definitively set forth in the Legal Status of Military Personnel Act.

They apply equally to all servicemembers regardless of their status and function. Superiors are also required to perform special duties.

While ensuring adequate performance of duties, it is imperative to strike a balance in each case between military requirements on the one hand and the legitimate rights of soldiers on the other. The internal order of the armed forces should, as a general principle, diverge from society's standards of behavior only where this is necessary to fulfill the military mission.

208. A servicemember who feels his rights have been encroached upon has, in addition to the usual legal protection, **special legal remedies** at his disposal. Apart from the right to lodge a complaint, he has the right to turn directly to the Parliamentary Commissioner for the Armed Forces if he believes that there has been an infringement of his basic rights or that a principle of *Innere Führung* has been disregarded.

209. The state places on its soldiers the obligation to loyally serve the Federal Republic of Germany and bravely defend the rights and freedom of the German people (a soldier's basic duty). This means that a soldier must also be prepared to risk his life in an armed conflict.

210. Every soldier is bound to uphold the basic principles of the basic free democratic order:

- observance of the human rights guaranteed in the Basic Law, above all the right to life and the right to freely develop one's personality,
- sovereignty of the people,
- separation of powers,
- responsibility of the government to parliament,

- lawfulness of the administration,
- independence of the courts,
- multiparty system principle and equality of opportunity for all political parties with a right to constitutional formation and exercise of opposition.

His entire behavior must aim to preserve these principles.

211. The state is under an obligation to provide soldiers with **care and welfare services** as well as effective health and medical care, chaplain and social services. The state's obligation includes the families of soldiers.

212. The **shape of the internal order** of the armed forces is influenced by the conflict that arises between competing goals and principles. It is necessary, for example, to strike a balance between

- functional efficiency versus the individual rights or demands of the soldier,
- a hierarchical order versus active participation of the soldiers,
- enforcement of discipline versus promotion of the soldier's sense of responsibility,
- the superior's undivided leadership responsibility versus cooperative behavior and delegation of responsibility.

The internal order of the armed forces should try to obtain a balance between these objectives and not attach priority to any one of them.

213. Nevertheless, in specific leadership or decision-making situations, it is often imperative that priority be given to one or more objectives. The personal concerns of the soldiers involved should be given due consideration.

When deciding between several possible courses of action, the choice should fall - in line with the **principle of commensurateness** - upon the option that allows the mission to be accomplished while being of the least disadvantage to the persons affected.

214. **Leadership and training** of soldiers depend on the tasks derived from the mission of the armed forces. The requirements arising from the mission of the respective unit and the function of the individual soldier serve as a yardstick. The individual soldier must be adequately trained

prior to an operation and upon deployment be willing and able to accomplish the task to which he is assigned.

215. Leadership and training must be supplemented by **education**. The yardstick to be applied is derived from the values of the Basic Law and the rights and duties of the soldiers set forth in the Legal Status of Military Personnel Act. Education in the armed forces builds on the knowledge, attitudes and patterns of behavior which the citizens have when they enter service. It promotes personal development with the aim of helping servicemembers to act as required by the model of the citizen in uniform.

216. All soldiers are required to pull together and in doing so show the necessary sense of responsibility. They should be allowed to participate in the planning, preparation and discharge of duties.

Direct **participation** is supplemented by legally prescribed modes of indirect participation. Cooperation between superiors and spokesmen or personnel representatives should seek to promote mutual understanding and trust and to achieve a balance of interests.

217. Successful leadership requires targeted **information** and constant **communication** between the levels of command. Soldiers are entitled to clear and timely information from their superiors in all matters that concern them. Superiors must also bear in mind that communication should address feelings and help create mutual trust.

218. Superiors must set an example by their conduct and performance of duty. This places special demands on their character and intellectual qualification. The development of personal skills is therefore not only an important part of advanced leadership training and development but also a personal responsibility.

219. As a citizen, the soldier helps to shape society and life in his community. Whenever matters concerning security and defense policy and the armed forces are publicly discussed, servicemembers should participate actively and express their views objectively. They should be given the opportunity to **participate in political, cultural, religious and social life** whenever the requirements of military duty permit.

220. Among soldiers there is also a pluralism of interests, opinions and values. Conflicting interests and differences of opinion should be dealt with objectively. The soldier's **right to express his opinion freely** and to engage in political activities is limited by his legally defined military duties.

For superiors, the obligation to exercise restraint in expressing personal opinions in public, especially in connection with security and defense policy matters, increases with rank and position. Superiors are expected to be knowledgeable not only vis-à-vis subordinates, but particularly in dealings with the public.

Chapter 3

Application

I. General

301. The goals and principles of *Innere Führung* are applicable to all fields of military service both in peacetime as well as in crisis and war. Its purpose is to create an environment of trust and comradeship which is so essential for the operational readiness of the armed forces. All soldiers, but especially those in command and control functions, are required to observe and apply these principles.

302. The principles of *Innere Führung* allow soldiers considerable latitude in taking decisions and action. They should always be applied as required by the situation. Superiors must gear their **leadership behavior** to the soldiers under their command and to the situation in which they exercise command. Subordinates must learn that the leadership behavior of superiors depends on personality and the situation. It is only possible to attain the proper leadership behavior and style through intensive training of all superiors. Knowledge from the fields of history and science as well as the experience of other armed forces are to be incorporated in leadership training.

303. The purpose of training is to ensure the readiness and capability of the armed forces to accomplish their mission. It is therefore imperative in the exercise of leadership, in the planning of duty and in the conduct of training to lay the foundations for standard patterns of behavior in high stress situations and to help soldiers appreciate the importance of discipline and obedience through education. Soldiers are to be prepared as realistically as possible for real action. Their willingness to carry out a mission is strengthened by the confidence they acquire during training in the character, ability and performance of superiors as well as by their acceptance of the need for the mission.

304. Training for a mission does not always mean training under operational conditions. In daily routine duty in the barracks, didactic methods are used to teach soldiers the necessary skills. Some of the tasks to be performed by soldiers are comparable to activities and requirements in the business and administrative sectors. This must be taken into account when organizing training programs and functional duties as well as equipping workplaces.

In order to remain credible, demands made on the conduct or attitudes of soldiers must be justified by the specific task requirements. This also makes it easier for personnel management agencies to offer attractive professional prospects to qualified personnel.

305. *Innere Führung* and how to act in accordance with its principles can be taught and learnt. In addition to imparting knowledge, leadership and overall operational training must also incorporate discussion of basic issues of the military profession as well as practicing various patterns of behavior. Of central importance, however, is the **example set by superiors**. *Innere Führung* must be seen to be exercised.

306. In the following sections, conclusions will be drawn from the goals and principles of *Innere Führung* for individual areas of application. The selected areas of application are closely interrelated with one another. Of special importance here is leadership which influences all areas and which, in turn, is influenced by all other areas.

II. Leadership

307. *Innere Führung* plays a role in day-to-day routine duty, particularly in the everyday dealings with each other. Superiors must take a positive stance towards others, even in the face of stressful situations, setbacks and disappointment, and be willing to take the time for conversation and contacts.

308. The soldier will be able to bear the restrictions and burdens resulting from the tasks assigned to him more easily if he recognizes the necessity of his service and has a feeling of attachment to his comrades. Leadership focuses equally on the heart and the mind.

309. **Trust** between superiors and subordinates is a prerequisite for successful leadership, especially in stressful situations. A superior can foster a climate of mutual trust through readiness to talk, attention to matters personally, comradely cooperation, exemplary fulfillment of duty. Technical skills, self-discipline, composure, perseverance and the willingness to share information with and involve others are also important characteristics which strengthen a soldier's confidence in his superiors.

310. Leadership must allow freedom of action, sharing of responsibility, and active participation. Wherever appropriate, use must be made of **command by mission**. Before taking a decision, superiors should involve those responsible at action-officer level.

Involvement of the individual soldiers and application of the legal **rights of participation** are important elements in command and control and decision-making processes.

This lifts the self-esteem even of young soldiers, and leaves room for initiative and creativity. When subordinates are involved both directly and indirectly in the common task, their **motivation** increases considerably.

311. A **cooperative leadership style** also requires cultivation as far as possible of **teamwork**, especially with a view to carrying out tasks at short notice and, if required, make deviations from existing organizational structures.

Irrespective of organizational arrangements for allocating tasks, the personality and technical competence of each individual are decisive factors in assigning tasks.

312. Superiors must familiarize themselves with the character of their subordinates and be aware of the groupings that exist amongst them. Soldiers under particular strain require special attention.

Above all, superiors strengthen group **cohesion** by overcoming stressful situations together, and thereby promote comradeship, confidence in what they can achieve together and pride in their own unit.

313. Superiors must explain to their soldiers the **purpose and value** of their **tasks** and what their place is in the overall scheme of things. Information about essential duty matters and regular communication are continuous responsibilities of all superiors. This is especially true when preparations are made for demanding missions or special situations. Only duly and fully informed individuals who recognize the importance of their own role in such missions will feel that they are being taken seriously. Only then will they be willing to act out of conviction within the meaning of the mission and the commander's intent.

314. Superiors foster trust in their person by coping with stress together with their subordinates, and, above all, by making their presence felt and demonstrating leadership in difficult, demanding and stressful situations.

315. The Bundeswehr depends on well trained **reservists**. The short time available for training makes it necessary to carefully prepare those reservists who are to exercise command functions for their leadership tasks. All military superiors are required when dealing with older,

experienced reservists to bear in mind and make use of their civilian experience and qualifications, and to show respect for their age.

316. Knowing one's own limits makes it easier to deal with the strengths and weaknesses of others. This is why superiors must endeavor to **take a critical look at their own performance**. They must keep in mind that their behavior is under the constant scrutiny and influence of their military and civilian environment. A superior does not lose face if he asks his soldiers for advice and admits errors.

III. Personnel Management

317. The personnel management organization exercises control over the careers of all soldiers. Its decisions influence job **satisfaction** and **attitudes toward duty**. By selecting military leaders, personnel management also has an impact on leadership in the armed forces and thus on the implementation of the principles of *Innere Führung*.

318. The principles of *Innere Führung* require of the personnel management organization that it

- inform soldiers fully, directly and in a timely fashion, and involve family members as appropriate,
- select personnel fairly and support them,
- exercise discretionary powers in favor of the soldiers concerned,
- base actions on the awareness that soldiers and their families are entitled to care and welfare.

319. In taking personnel decisions, the personnel management organization takes into account not only aptitude, qualification, and performance, but also the personal situation and desires of the soldier. It also helps ensure that the interests of the individual are not ignored in the military decision process and are given due regard. This is particularly important when units, formations and agencies are disbanded, restructured and/or relocated.

320. When selecting military leaders, the personnel management organization must primarily take into account **personal aptitudes and leadership capabilities**.

This is a factor that has a decisive influence on the atmosphere prevailing in the armed forces, on job satisfaction and preparedness of the soldiers.

321. Superiors contribute to the **selection of personnel** by evaluating the personal aptitude, skills and performance of their subordinates. To do this, they get to know their subordinates as well as possible. They are frank in pointing out strengths and weaknesses, but avoid offending the ratee.

322. Superiors also function as intermediaries between their subordinates and personnel management agencies. On the one hand they highlight the concerns of the employer's side vis-à-vis their subordinates and, on the other, they represent the interests of the subordinate vis-à-vis the personnel management agencies. To this end, it is imperative that all relevant information be passed on, and that a personal effort be made to ensure that each side endeavors to understand the other's situation.

323. Vis-à-vis personnel management agencies and superiors, **all soldiers** are required to state their viewpoints openly, critically and realistically assess their own aptitudes and abilities compared to others and to show the necessary understanding for duty requirements.

324. For most men subject to military service, the interview with the recruiting agencies is their first real encounter with the state and the Bundeswehr. How a citizen subject to military service experiences the process of **conscription for basic military service** (registration, preinduction examination, aptitude and assignment qualification and call-up test) can influence his personal attitude to compulsory military service and his willingness to enlist as a temporary-career volunteer. *Innere Führung* begins with the provision of detailed information and advice to draftees on all aspects of conscription and basic military service.

325. The willingness of **reservists** to participate in reserve duty training benefits from long-term planning, from giving due consideration to their personal and professional concerns, as well as from timely information.

This is why close cooperation is necessary between the agencies responsible for mobilization, the superior officers of the mobilization units, the Bundeswehr Personnel Office, the Enlisted Personnel Office, the Selection and Induction Offices, employers and the reservists concerned.

There should be regular contact between reservists and their units.

IV. Law and Military Discipline

326. Through the Basic Law the Bundeswehr, as part of the executive power, is embedded in the body of law. From this constitutional obligation it follows that soldiers must always act within the prescribed legal framework.

327. Essential principles of *Innere Führung* are therefore anchored in the Basic Law, in military legislation and in various ordinances and directives (Enclosure 2). Superiors should use the latitude afforded by these regulations.

328. Where military action is concerned, it is often necessary to **balance the various legally protected rights**. Protection of the life and health of soldiers and third parties, and protection of the environment have priority in peacetime. This must be taken into consideration when establishing training objectives and in the conduct of training. During operations it is imperative for mission accomplishment to limit damage to a minimum.

329. **Knowledge and awareness of the law** are conveyed in legal courses and through the exemplary application of the law by superiors. Superiors must keep abreast of changes in the law and of continuous developments in the administration of justice and from this derive their standards for applying the law. This applies in particular to the principles and provisions of **international humanitarian law in armed conflicts**.

330. **Military** discipline is the basis of life in the military community and provides a guideline for the conduct and behavior of soldiers in public. It focuses on military duties, it is a part of military tradition and contributes to the identity and self-assurance of the soldiers. It plays an important role in the image of the armed forces both at home and abroad.

Where troops have an exemplary image, it is a reflection of their self-confidence.

331. The rules of military discipline also seek to promote preparedness, motivation, cohesiveness and camaraderie. On the one hand, they define the demands placed on the individual soldier in the line of duty and by the community, and on the other they guarantee him a certain personal freedom.

They are not an end in themselves. Their purpose must be explained. They are limited to the extent necessary for living together in the military community and for the functioning of the armed forces. All superiors must enforce these rules and set an example by complying with them.

332. Military discipline is not limited to formally obeying regulations, ordinances and directives. It is rather an expression of an internal, value-bound attitude that is influenced, strengthened and consolidated by leadership behavior and the personal example of superiors.

V. Care and Welfare

333. The right of the soldier to care and welfare is based on the mutual ties of loyalty and allegiance between himself and the Bundeswehr as his employer.

The obligation to provide care and welfare requires the Bundeswehr and the agencies acting on its behalf to look after the welfare of career and temporary-career soldiers and their families, even after they have left the service. This obligation also covers conscripts during their military service and their families.

334. Care and welfare services are effective leadership tools. Above and beyond compliance with statutory and other regulations, the obligation to provide care and welfare includes a constant endeavor to protect soldiers from damage or harm and support them depending on their abilities and personal goals.

In all personnel-related measures, special importance is attached to the provision of housing. Soldiers and their families should, where possible, be able to move without their quality of life or housing being affected.

The obligation to provide care and welfare services includes helping couples who live apart as a result of long-term deployments and assignments a long way from home.

335. The Bundeswehr's obligation to provide care and welfare services and the obligation of superiors to look after the well-being of the soldiers entrusted to them are laid down in statutory provisions. These are translated into administrative regulations that must be made a subject of training for superiors-to-be. In cooperation with the accounting, pay and quartermaster organization and the Federal Defense Administration, especially the Social Services, the superiors ensure that their troops know what rights they have to social benefits and how to claim them. In these matters superiors offer advice and support and also point out that help can be obtained from the administration when applying for benefits.

To fulfill their obligation to provide information and advice, superiors must have at their disposal an up-to-date overview of all the regulations affecting care and welfare.

336. In fulfilling their **task to provide care and welfare**, superiors must take the rights of spokespersons and personnel representatives into account, make available the means for organizing care and welfare programs while encouraging initiative through motivation and guidance. Where possible, the dependents of soldiers and the civilian employees of their organization will be involved in the process.

VI. Medical Care

337. The Bundeswehr as an employer must provide effective **medical care** which is an important prerequisite for personnel readiness of the armed forces. The quality of medical care affects the willingness of soldiers to perform their duties and their confidence thereby contributing to the credibility of the Bundeswehr as an employer.

338. In the interest of their patients, medical officers (physicians) must cooperate closely with the responsible superior, the Bundeswehr Social Services, and the chaplaincy.

Exchanging information concerning all matters relevant to maintaining and restoring the health of soldiers facilitates the provision of medical care and helps superiors initiate additional measures to maintain and restore the health of their troops. Where soldiers are under special threat (e.g. risk of suicide, alcohol and/or drug abuse), medical officers must, without violating medical confidentiality, inform the responsible superior as soon as possible and, in a talk with the soldier concerned, draw his attention to possible help from the Bundeswehr Social Services.

339. Military superiors cooperate with the medical officer (physician) on a basis of trust. It is part of their responsibility to support their subordinates in all measures relating to preventive medical care, as well as maintenance and restoration of health. They will best protect the health of their soldiers and give the physician the necessary respect if they follow the medical advice they are given.

VII. Chaplain Service

340. Under the Legal Status of Military Personnel Act, soldiers are **entitled to pastoral care and to practice their religion undisturbed**. The religious freedom embodied in the Basic Law ensures the inviolability of the freedom of faith and confession, religious or ideological, of a soldier even when on duty.

341. Religious ministry by the **Chaplain Service in the Bundeswehr** is part of the overall activities of and is supervised by the churches. Military chaplains, as representatives of their

church, provide pastoral care to the soldiers and families in a military community. The Chaplain Service is a separate organizational area alongside the armed forces, the Bundeswehr Administration, and the administration of justice. Chaplains are subject only to canon law in their pastoral activities, and are not bound by government directives. They are directed to cooperate with military superiors.

342. In the Bundeswehr compliance with the Basic Law granting freedom of religion, conscience and confession must be ensured. This imposes specific tasks on military superiors irrespective of their personal attitude towards religious questions, such as providing support for and cooperating with military chaplains.

VIII. Organization of Duty and Training

343. Military duty mainly comprises the following:

- Operational tasks
- Mission and mobilization preparations
- Training²
- Material support
- Internal functions
- Administrative functions.

344. The **organization of duty** depends primarily on the requirements of the mission. Military duty must be realistic and provide useful experience through training. This is best done by practical duties which place physical and mental demands on the soldier, thereby making him able and willing to fight.

Furthermore, it is important to provide conscripts and reserve duty trainees the expert training they expect while taking into account their existing knowledge and skills. It is equally important to make military duty meaningful, safe and environmentally friendly in keeping with the pertinent legal parameters and in line with the views and perceptions of parliament and the public.

² Training as part of military duty is understood to be a general term which encompasses educational aspects as well as advanced and continuation training.

345. **Training** is the primary task of the armed forces in peacetime. In addition to imparting knowledge, skills and capabilities, attitudes and patterns of behavior are developed in soldiers to prepare them for life in a military community, especially in danger and distress.

This require of superiors that they show

- discipline by setting an example in the conscientious fulfillment of all duties and tasks, and by ensuring that their soldiers are disciplined,
- self-reliance and a sense of responsibility, and promote among their soldiers self-reliance and a willingness to assume responsibility,
- a willingness to cooperate and promote comradeship, thereby strengthening cohesion.

In practice, these requirements can be achieved best during long exercises which are challenging both to the individual and the group.

346. **Leadership behavior and training methods** must be tailored to the age, maturity, and experience (both general and professional) of the troops, and conform to the principles of adult education. Due consideration must also be given to weaknesses in the individual soldier's powers of understanding and physical endurance capabilities.

347. Mutual trust and understanding are important prerequisites if training is to be accepted both as meaningful and necessary. Exemplary conduct and actions (showing the way forward, joining in), open dialogue and putting things in a meaningful perspective are just as important in the behavior of superiors as sharing hardship with subordinates during practical training.

Soldiers who feel that they are put to the test for a worthwhile purpose and who receive acknowledgement through success, gain in self-confidence and self-reliance. During emergency situations they appreciate the necessity to endure hardship and deprivation to the limit of their capabilities.

348. Successful training depends decisively on the superior's ability to be a role model in terms of attitude, conduct and professional capabilities. This is why great importance is attached to selecting the right superiors and to their personality development and training. In training, prospective superiors must be able to experience the application of the principles of *Innere Führung* and adult education and learn them through behavioral training.

Professional qualifications recognized in civilian life should be obtained for successfully completed leadership training, education, and training methodology just as for other training progressions.

349. Successful training is also the result of careful and rational **use of the time available**. Superiors should create the necessary prerequisites for the effective organization of training by carefully and responsibly planning the time set aside for training, special projects and special services on the one hand, and the soldiers leisure time on the other. They must ensure that just and equal demands are placed on their soldiers and that instructors are given sufficient time for planning and preparation.

350. Senior-level superiors must set achievable training goals, make available the necessary means for successful training, and relieve their subordinates of all tasks that would prevent continuous training progress and impede achievement of training objectives.

351. The knowledge, skills and abilities of soldiers in general military and special subjects must be oriented towards operational tasks. They should be taught in such a way as to make their need obvious and understandable in the overall context, as well as to ensure that they can be carried out independently even under difficult operational conditions. Soldiers must appreciate that the assurance needed for mission accomplishment in an operational environment requires drill-type practicing of skills and patterns of behavior.

352. Whenever possible, soldiers are to be involved in the planning and organization of duty and required to participate actively.

Collective experience is vital for the self-confidence and cohesion of the troops. This is especially important for soldiers who mostly carry out routine work or who do duty in isolation from their comrades.

353. Superiors must make it clear that the availability and operability of materiel are an important step towards mission accomplishment. This is why those duties that are less well liked and more monotonous require careful organization and regular involvement of superiors. Such duties should be kept to the minimum necessary.

354. **Adequate material supply** is a prerequisite for the smooth organization of duty. Appropriate measures must be planned and prepared so that the required resources are available when needed. Superiors must make every effort to ensure that any shortages that occur are remedied without delay, or at least alleviated.

355. **Supervision** has a decisive influence on the organization of duty. This is time consuming and requires first and foremost the superior's personal presence and approachability. Supervision does not involve just control, but above all assistance in the form of explanations, guidance and support.

IX. Political Education

356. The purpose of **political education** is to instill in soldiers the values and standards of a free and democratic constitutional order and to help them recognize and appreciate the importance of their duty for peace, freedom and justice.

357. Citizens should not look upon serving in the armed forces as something alien to their accustomed way of life, and should experience in their day-to-day duties those basic values which they are to defend and preserve. Political education is therefore inextricably tied to leadership.

By looking at situations, experience and conflicts in the everyday lives of soldiers, political education is realistic and goes beyond the mere passing on of knowledge.

358. Political education is the duty of all superiors and must be a special area of concern for disciplinary superiors. It should be in evidence at every possible opportunity and build on specific occurrences of daily military life. For political education to be successful, superiors must not only have the necessary expertise, but also have a viewpoint of their own, be open for discussion and have personal credibility.

359. Soldiers must be involved in the planning and implementation of civic instruction. Subjects which are politically and socially controversial must be presented and discussed as such. This strengthens their critical judgement and reduces the risk of soldiers receiving one-sided information or being influenced by party politics.

X. Information Activities

360. The citizens of the Federal Republic of Germany have a right to be informed about the Bundeswehr. Through its **information work**, therefore, the Bundeswehr offers a candid presentation of security policy, the Bundeswehr mission and military service.

361. The main objective of the Bundeswehr's information activities is to establish trust, obtain public acceptance, win new recruits, and enhance the professional self-image of the soldier and

his appreciation of military duty. The Bundeswehr makes every effort to communicate directly with the public.

362. Vis-à-vis the outside world, information activities include public relations and press work, as well as recruitment, while internally they involve information of the troops.

363. In the judgements they make about the organization of duty, equipment and training, and through their manner and conduct, soldiers influence public opinion. Soldiers must be aware that, intentionally or not, whatever they do has a bearing on public relations.

364. Putting into practice the principle of *Innere Führung* enhances the way the public sees the armed forces, and creates the basis for successful **recruitment**.

365. The objective of information of the troops is to provide the soldier with adequate service-related information so that he can form his own opinions, act as a politically mature citizen and do what is required for the purpose of mission performance. Information of the troops also serves as a leadership tool for conveying intentions and decisions.

Soldiers are free to gather their own information from generally accessible sources, particularly from the press, radio and television. Sources of information are officially made available through official channels.

366. Use and distribution of information made available through official channels is a task of military leadership. Information of the troops is not, however, restricted to the mere passing on of information. It also involves talks and discussion. Presentation of a personal viewpoint increases credibility.

367. Before and during operations, information activities are particularly important.

Leaders inform their soldiers as early as possible about the mission and the conditions they can expect, thereby preparing them mentally and emotionally for the task ahead. During the mission, military leaders at all levels ensure that their soldiers are adequately informed by distributing available information on the situation in the area of operations and at home, as well as on regional and global developments together with pertinent background information.

XI. Organization

368. Established structures and clearly defined organizational procedures are a prerequisite for accomplishing the many and varied tasks of the Bundeswehr. This provides the necessary framework for responsibilities and cooperation, delineates tasks, and produces legal certainty.

369. The principles of *Innere Führung* must be taken into consideration both in the modification of existing structures and procedures as well as in the development of new forms of organization. Organizational parameters, such as personnel structure, infrastructure, technology, logistics, administration and the budget have a substantial bearing on achievement of the objectives of *Innere Führung*. They should be organized in such a way that superiors, with the necessary time and care, can look after the soldiers entrusted to them. In this way, it is also possible to avoid working under pressure of time, the need for constant improvisation, undue stress and a lack of the necessary resources.

370. The following organizational requirements for the Bundeswehr can be derived from the principles of *Innere Führung*:

- As a matter of principle, decentralization is to be preferred. This requires clear tasking, adequate assignment of decision-making authority and appropriate allocation of personnel and resources.
- Scope for initiative and flexible action must be ensured at all levels while the organizational framework must prevent interference from higher command levels.
- The organizational framework must provide for the necessary exchange of information.
- Functionality, economy and thrift as well as the exercise of control must be commensurate with the mission, while giving due regard to the needs of the soldiers.

Annex

Guidelines for the Practical Application of Innere Führung

General

1. These guidelines are to be seen in the context of this regulation. They translate the objectives and principles of *Innere Führung* into general requirements governing the conduct of all soldiers, and into special requirements for the behavior of superiors.

2. It is not possible for these guidelines to cover every conceivable situation. In specific cases for which there are no rules soldiers should fulfill their duties as part of their civic responsibility. Superiors will respect the dignity and independence of the soldiers entrusted to them, and further the development of their character with a view to enhancing their self-reliance and sense of responsibility.

3. All soldiers will receive instruction on these guidelines. They should be familiar with them and understand that *Innere Führung* requires a personal contribution from each of them and is not merely something to be demanded of others.

The training of officers and NCOs is to be organized in such a way that they experience exemplary application of these guidelines in their own training and can act accordingly in the future.

Guidelines

Guideline 1 The Professional Self-image of Soldiers

The soldier supports the basic values of our constitution, acts in accordance with the purpose of the mission and the principles of *Innere Führung* and takes an active interest in the basic issues of the military profession. It is on this basis and by meeting with other soldiers that his professional self-image is developed.

A soldier who is also a superior encourages his subordinates to take a close look at the basic issues of the military mission. He fosters their understanding for the special nature of military service, prepares his soldiers for possible deployment, especially armed combat, and makes sure they can cope with the conditions and dangers they will have to face.

Guideline 2 The Soldier's Basic Duties

Each and every soldier has the basic duty to loyally serve the Federal Republic of Germany and bravely defend the rights and freedom of the German people which may even necessitate risking his life. The basic free and democratic order guarantees freedom and justice. The soldier must respect this basic order and uphold it in all his actions.

As a superior, the soldier must ensure that in his area of responsibility all duties and requirements of the military mission are fulfilled conscientiously using appropriate means, in accordance with the law.

Guideline 3 Discipline and Authority

In the performance of his duties, the soldier subordinates his personal interests to those of the military community and to the performance of military tasks. His aim is to always exercise self-discipline.

As a superior, the soldier acquires authority by setting an example in the way he conducts himself and performs his duty, by sharing hardship and deprivation with his subordinates, and by helping them cope with the demands made of them.

Guideline 4 Law and Justice

The soldier is aware of the fact that his actions are subject to legal parameters. He complies with the law at all times even if this restricts his options for action or makes accomplishment of the mission more difficult.

As a superior, the soldier enforces the law and, in exercising command authority and disciplinary power, ensures that the basic rights of his subordinates are respected, and that sight is not lost of the situation of each individual.

Guideline 5 Order and Obedience

The soldier must obey his superiors. To the best of his ability, he carries out his superior's orders in full, conscientiously and without delay, and he is aware of the limits his duty of obedience has. He brings his influence to bear on fellow servicemen to prevent them from behaving improperly, and to encourage them to act as the mission requires.

As a superior, the soldier can only give orders for service-specific purposes and in accordance with the law. He explains their context and enforces them in a way appropriate to the circumstances. He avoids hurting others through harshness or coldness. In cases of misconduct, he listens to what the soldier involved has to say, explains to him the personal and material consequences of his actions and demands that he conduct himself properly in the future.

Guideline 6 Cohesion

Superiors and subordinates alike are responsible for maintaining cohesion in the Bundeswehr. This is not possible without trust, which must first be earned and then cultivated, and respect for the dignity and freedom of others, as well as tolerance and consideration for others. Cohesion is based on comradeship and discipline.

The soldier promotes cohesion by assuming responsibility, bringing to bear his expertise, displaying courage and openness in discussions, supporting his fellow soldiers to the best of his ability and by acting independently within the mission framework. He admits errors and accepts criticism.

As a superior, the soldier involves his subordinates in the planning and organization of duty activities. He does not consider their participation and involvement to be an obstacle, but rather a necessary and important contribution to the decision-making process. This will also enhance his acceptance.

He does his best to personally get to know his subordinates, encourages them to talk, and takes the necessary time to attend to their concerns. He promotes a relaxed and pleasant climate in which it is a joy to serve.

He provides information in good time and in detail, even on long-term plans and fundamental directives, and gives them a chance to discuss matters. He strengthens self-confidence and initiative by delegating tasks and authority, by encouraging the individuals to take action, and by giving them the necessary latitude.

Whenever possible, he applies the principle of command by mission. By reacting calmly to initial errors, he ensures that his soldiers gain in confidence, master difficulties better and feel able to assume greater responsibility.

Guideline 7 Organizing Duty Activities and Training

The soldier brings to bear his professional and personal experience, and participates in the organization of duty activities by making suggestions and by assuming tasks and responsibilities.

As a superior, he plans and organizes duty and training activities in close cooperation with his soldiers and ensures that they are varied, demanding, realistic and eventful. He avoids slack periods. He explains to his soldiers the functions they have in the context of the overall task and helps them understand the need for particular burdens or unpleasant tasks.

The superior takes as much time as necessary for command supervision. He covers all fields of duty and in discussions gives explanations, offers guidance and provides assistance. He uses praise and encouragement as effective leadership tools and promotes the personal development of the soldier with a view to ensuring that they are able to act commensurate with the citizen-in-uniform concept.

Guideline 8 Political Education

The soldier keeps abreast of political events and their background to help him better determine his place in society as a citizen and a soldier. In political debate, he should bear in mind the principles of comradeship.

As a superior, he is personally required to provide his soldiers with instruction in civic education. He devotes time and attention to the experiences, interests and opinions of his soldiers, presents his own point of view and is tolerant of other opinions. His credibility and open-mindedness are put to the test especially when dealing with controversial issues.

Guideline 9 Morale and Welfare

The soldier makes it properly known in good time, if he, fellow soldiers or dependents require assistance. He provides help himself to the best of his ability. By bringing in his own ideas and taking action himself, he contributes to the effective planning and organization of leisure time.

The superior is responsible for his subordinates; he takes care of them personally and protects them from harm or unfair treatment. To this end, he puts aside his own concerns. If necessary, he arranges for additional support quickly without allowing himself to be influenced by the general conduct of the soldiers concerned. For this purpose, he first makes full use of the capabilities of the Bundeswehr and ensures that appropriate counseling is provided. He works

closely with the Federal Defense Administration, the Accounting, Pay and Quartermaster Section, the social services, medical officers and the chaplain service.

The superior also supports his soldiers in the planning of off-duty activities. He encourages them to show initiative and provides the necessary means.

Guideline 10 Chaplain Services

The soldier has a right to pastoral care and undisturbed worship.

As a superior the soldier must respect the religious preferences of his subordinates. Religious freedom and the non-compulsory nature of worship must be guaranteed. The superior works closely with the chaplain service which not only offers its own counseling and welfare programs but also functions as the point of contact for arranging assistance from counseling centers run by the churches.

Guideline 11 Information Activities

Through his conduct and, in particular, his appearance and by portraying the duties he performs in an objective and responsible way, the soldier helps to enhance the Bundeswehr's public image.

Information activities are a responsibility of the superior. As part of his mission, he provides information, answers questions and explains how the armed forces see themselves.

Guideline 12 Personnel Management

The soldier seeks advice in career matters. He contributes to effective personnel management by making his objectives, personal concerns, ideas and wishes known as early as possible. He realizes that personnel decisions must take the needs of both the employer and the soldier into account.

As a superior, he informs and advises his subordinates in career matters. He does not offer any more than general information, particularly in connection with individual personnel decisions, without consulting with the appropriate personnel management agencies.

He strives to take an objective view of his subordinates and to evaluate their abilities impartially. The superior must be aware that his assessments have a decisive influence not only on the careers of his subordinates but also the performance of the armed forces in general. He rates

leadership abilities with special care, thereby influencing the quality of *Innere Führung* in the Bundeswehr and playing a key role in the selection of future leaders.

The Rights and Duties of Soldiers

1. Soldiers have **basic rights** (Art. 1 to 20, 101 and Art. 103 of the Basic Law (GG - Grundgesetz)). They have both the right to vote and to run for political office (Art. 33 GG).
2. The following basic rights are restricted as far as soldiers are concerned:
 - a) Freedom of movement (Art. 11 (1) GG) is limited by the requirement to live in communal accommodation (Section 18 of the Legal Status of Military Personnel Act (SG -Soldatengesetz));
 - b) **Right of Petition** (Art. 17 GG) is limited as regards the right to lodge complaints jointly with others (Section 1 (4) of the Military Complaints Regulations (WBO - Wehrbeschwerdeordnung));
 - c) Freedom of expression (Art. 5 (1) sentence 1 GG) is limited by the duty to serve loyally (Section 7 SG), to uphold the free and democratic basic order (Section 8 SG), to exercise restraint as a superior in comments made (Section 10 (6) SG), to behave in comradely fashion (Section 12 SG), to **ensure secrecy** (Section 14 SG), to adhere to the regulations governing **political activity** (Section 15 (1), (2) and (4) SG); by the duty to maintain **discipline** and conduct oneself honorably (Section 17 (1) and (2) SG) and by the duty, as an officer and NCO not to engage in activities detrimental to the free and democratic basic order, and that includes after having left military service (Section 17 (3), 23 (2) No. 2. SG);
 - d) **Freedom of assembly** (Art. 8 GG) is limited by the duty to uphold the free and democratic basic order (Section 8 SG), by the regulations governing political activity (Section 15 (1) and (2) SG), by the duty to exercise discretion in political activities (Section 15 SG), to maintain discipline and to conduct oneself honorably as a soldier (Section 17 (1) and (2) SG), and also by the duty to serve loyally (Section 7 SG);
 - e) Right to physical integrity (Art. 2 (2), sentence 1, GG) is limited by Section 17 (4) SG;
 - f) Liberty of the individual (Art. 2 (2), sentence 2 GG), is limited where deprivation of liberty must be accepted under the Military Disciplinary Code (WDO - Wehrdisziplinarordnung) and the Military Penal Code (WStG - Wehrstrafgesetz).

3. The following basic rights are explicitly confirmed by the Legal Status of Military Personnel Act:

- a) **Equality of rights and equality of treatment** (Art. 3 GG) as well as equality of political status (Art. 33 GG) by Section 3 and Section 6 SG;
- b) Right to undisturbed practice of religion (Art. 4 GG) by Section 36 SG.

4. The statutory **duties of soldiers** are derived from the requirements of military service.

a) The **basic duty** of all soldiers is to serve "the Federal Republic of Germany faithfully and to bravely defend the rights and the freedom of the German people" (Section 7 SG). Ultimately, this includes risking their lives. The free and democratic basic order guarantees justice and freedom. Accordingly, soldiers must acknowledge this basic order and uphold it (Section 8 SG).

b) "The soldier must obey his superiors. He must carry out their **orders** completely, conscientiously and immediately" (Section 11 SG).

c) To preclude any abuse of the duty to obey orders, the parameters of obedience are legally defined:

- Exercise of the **power of command** is the prerogative of superiors and is limited to the category of persons listed in the Ministerial Directive Governing Superior-Subordinate Relations (Vorg. V - Vorgesetztenverordnung) (Section 1 (4) SG, Sections 1 to 6 Vorg. V).

- The superior may give orders only for service-related purposes and only with due regard for the rules of national and international law, and service regulations (Section 10 (4) SG).

It is not deemed **disobedience** to ignore an order which violates human dignity, or was not given for service-related purposes (Section 11 (1), sentence 3, SG).

"An order must not be obeyed if a crime or offense would thereby be committed" (Section 11 (2), sentence 1, SG).

d) The cohesion of troops depends on **comradeship** (Section 12 SG) and **discipline** (Section 17 SG). Consequently, these duties are also applicable during off-duty hours.

e) The soldier must tell the **truth** in service-related matters (Section 13 (1) SG).

f) Once he has left military service, the soldier must still maintain secrecy with regard to matters which have become known to him in the course of his service (Section 14 (1), sentence 1, SG).

5. Special duties are imposed on the **superior**.

a) The superior is required to set an example by his conduct and performance of duty (Section 1-0 (1) SG).

b) The superior bears the responsibility for the orders he gives. He must enforce orders in a manner appropriate to the circumstances (Section 10 (5) SG).

c) The superior may give orders only for service-related purposes and only with due regard for national and international law, and service regulations (Section 10 (4) SG).

d) The superior has the duty to supervise his subordinates and is responsible for their discipline (Section 10 (2) SG). Accordingly, certain superiors have **disciplinary powers**.

- Exemplary fulfillment of duties as well as outstanding achievements are commended by the disciplinary superior (Sections 3 to 6 WDO). Excellent performance receives praise and recognition (Directive on Commendation/Corrective Measures).

- It is the duty of the superior to take action where **disciplinary offences** or breaches of duty occur (Section 10 (2) SG, Section 29 WDO and Directive on Commendatory/Corrective Measures). In doing so, the superior must "take into account the overall conduct of the soldier both on and off duty" (Section 7 (2) WDO). If disciplinary action is necessary, mild action should initially be taken, and only in the case of renewed disciplinary offenses will more severe disciplinary measures be resorted to (Section 29 (1) and (2), Section 34 (2) WDO).

- Exercise of disciplinary powers requires considerable care, a keen sense of responsibility, and precise knowledge of the law (especially Sections 28 to 37 WDO).

e) The superior must concern himself with the welfare of his subordinates (Section 10 (3) SG).

6. Superiors and subordinates are equally responsible for cohesion within the Bundeswehr. This requires both **trust and mutual respect**.

a) The **participation** of soldiers is achieved either through spokespersons, their committees, or through personnel representatives. Details are contained in the Military Participation Act (SGB - Soldatenbeteiligungsgesetz). **Spokespersons / personnel representatives** should contribute to responsible cooperation between superiors and subordinates as well as to the effective organization of duty activities and help ensure that the concerns of individuals are duly considered, thereby strengthening the internal order of the Bundeswehr.

b) "**Officers and NCOs** must exercise in the comments they make both on and off duty the restraint which is necessary to acquire the trust of their subordinates" (Section 10 (6) SG). This restraint is required in all controversial matters, not simply political statements.

c) The soldier is required to show respect for the status of the superior both on and off duty. His conduct must reflect the Bundeswehr's good reputation as well as the respect and trust placed in him as a soldier (Section 17 (1) and (2) SG).

d) While on duty, the soldier is not allowed to engage in activities for or against a political movement (Section 15 (1), sentence 1, SG). Off duty, freedom of expression is limited within military accommodations and installations by the duty to act in accordance with the principles of comradeship (Section 15 (2), sentence 1, SG). The superior must not influence his subordinates for or against a political point of view either on or off duty (Section 15 (4) and Section 33 (1) SG).

7. The soldier who feels that his rights have been violated has special legal remedies available to him above and beyond the general legal protection he enjoys.

a) The soldier has the right to complain "if he believes he has been treated incorrectly by his superiors or by Bundeswehr agencies, or his interests injured as a result of a breach of duty by fellow soldiers" (Section 34 SG in conjunction with Section 1 ff. of the Military Complaints Regulations WBO - Wehrbeschwerdeordnung). The process is regulated by the WBO and the directive "Instruction of Military Personnel on Legal Remedies under the VwGO, WBO and WDO" (VwGO - Verwaltungsgerichtsverordnung/Code of Administrative Court Procedure). A **notice** complete with reasons in support of the decision must be delivered in writing for each complaint (Section 12 WBO).

b) The soldier has the right to directly address the Parliamentary Commissioner for the Armed Forces if he believes a basic right has been violated or a principle of *Innere Führung* ignored.

8. Soldiers receive instruction in civics and international law, particularly in connection with duties and rights in peace and war (Section 33 SG).