

Command and Control System of the Country's Defense

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Abstract. The article reveals the nature and content of the Defence of the country and compares the nature of the leadership, command, and control concepts. It also reveals the purpose and content of the leadership, command, and control system. Based on this research, the author offers a definition of the leadership, command, and control system of the country's defence.

Keywords: *Command; Control; Leadership; Leadership, command, and control system of country's defence.*

I. INTRODUCTION

The strategic security environment in the long term will be mainly characterized by increasing dynamics, acceleration and complication of destabilizing processes, and increasingly difficult identification of the origin and scope of threats and risks. Globalization will continue to be the main factor influencing geopolitical trends.

The boundaries between external and internal security are increasingly blurred. The combined use of classic and hybrid means to achieve the intended goals is becoming increasingly intense, and these factors will make the sources of threats difficult to identify, and respectively will make it difficult to prevent and deal with them. Hybrid threats will have an increasingly negative impact on national and collective security, and in this context, the boundary between the state of classically known war and peace will blur. The military tool alone is insufficient to address hybrid threats [1].

To optimally use the available resources and effectively deal with the challenges of the security environment, the Republic of Bulgaria implements a security policy based on preventive and proactive approaches and solutions, coordinated and complementary efforts involving the political, military, economic, civil and the information resources of the country.

Although our country considers its security as an integral part of allied security and relies on collective efforts to successfully counter modern risks and threats,

the main goal of our security policy is the creation and maintenance of national power to ensure the security of the country. We can argue that in contemporary security environment, the role of non-military components as part of the national power to guarantee the security of citizens, territorial integrity and sovereignty of the country is significantly increasing. At the same time, the role of the military component, created and maintained to neutralize military threats and ensure military security, is preserved, as evidenced by the war in Ukraine and the conflict in the Middle East. Therefore, we can claim that the main goal of the security policy is achieved by actively creating a favourable international environment, which excludes the occurrence of a military crisis against the country, and in the event of such a crisis, provides sufficient potential, allowing adequate reflection of aggression, and if necessary, creating conditions for conducting allied operations to guarantee the sovereignty and territorial integrity of the country.

The above mentioned is confirmed by what is written in the National Defence Strategy that "The country's defence is planned, prepared and implemented within the framework of NATO's collective defence and the Common security and defence policy of the EU with effective use of national armed forces." [2].

To successfully implement the country's defence tasks in the indicated manner, it is necessary to build and maintain a sufficiently ready system for leadership, command, and control. An analysis of the available literature on these issues shows that some of the existing regulations no longer fully meet the challenges of the contemporary security environment. Therefore, it is necessary to take appropriate action to overcome the existing deficits.

To be able to take such actions, it is imperative that we fully understand the nature, purpose and content of the leadership, command, and control system of the country's defence. Therefore, the purpose of the present study is to analyse and reveal its nature, purpose, and content and

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based on this to propose a new definition of the system, to adequately address the issue and actualise the existing regulatory framework.

II. MATERIALS AND METHODS

To achieve this goal, the nature and content of the country's defense is revealed. A comparative analysis of the essence of the concepts of leadership, command and control is done, as well as a functional analysis of the purpose and content of the system for leadership, command and control of the country's defense.

III. RESULTS AND DISCUSSION

A. *Nature and content of the country's defence*

The nature and content of the country's defence are discussed in the main conceptual and program documents for national security. They are regulated in the Law on Defence and the Armed Forces of the Republic of Bulgaria and in the resulting by-laws. According to the Law on Defence and the Armed Forces, "The defence of the Republic of Bulgaria is a system of political, economic, military, social and other activities to ensure a stable security environment and to prepare and implement armed protection of the territorial integrity and independence of the state. It is part of national security, which is determined by national interests." [3].

The above mentioned gives us reason to claim that the defense of the country is part of the national security system and is, in its nature, a system of military and non-military activities of state bodies and institutions, the armed forces, non-military organizations and citizens aimed at strengthening international peace and security, creating conditions for preventing a military threat against our country, building, maintaining and, if necessary, using defense capabilities to prevent and counter crises of a military nature, threatening our national security.

According to the article 6 of the Law on Defence and the Armed Forces "Defense of the country ensures: creation, maintenance and use of the country's necessary resources for the formation and maintenance of a stable security environment; protection of the territory and the population in case of military threats and in wartime; creation, maintenance and management of the national resources and means of defense of the country outside the resources and means of the strategic plans and the plans of operations of the armed forces.

The above mentioned activities are carried out through:

- joint action with NATO allies, European Union member states and international organizations to create a stable security environment.
- forecasting military threats and defence planning.
- preparation and maintenance the armed forces of the Republic of Bulgaria in the necessary combat, operational and mobilization readiness, as well as the ability to deploy.
- preparation of the country's infrastructure for defence.

- conducting surveillance and intelligence.
- logistic support and maintenance of the armed forces.
- protection of the state border.
- preparing the population and the economy of the country for action in the event of military threats and/ or in wartime.
- preparation and maintenance of the armed forces to be use in disasters relief.
- development of an integrated communication and information system.
- maintaining cooperation with allied and other countries, international governmental and non-governmental organizations.
- military-patriotic training and education of the population of the country.
- conducting defence and mobilization training." [3].

The above mentioned activities actually determine the content of the defense of the country. Analysing these provisions of the Law on Defence and the Armed Forces we can argue that leadership, command, and control system is a crucial part of the country's defense. Therefore, in order to be able to explore this system we should well know nature and content of the country's defense.

B. *The nature of the leadership, command, and control concepts.*

Leadership is an activity based on the existing legislation in the country, which covers the activities of managing the entire resource of an organization and especially its human resources. According to the Doctrine of the Armed Forces of Bulgaria, "leadership is a process that encompasses all personnel and includes a leader and subordinates. The purpose of this process is to make decisions, give tasks, organize, and control their implementation to achieve defined goals. The leader is a person who occupies the highest position in the hierarchy of the organizational structure and carries out leadership. The leadership is the activity and responsibility of the political and military-political leadership of the country." [4].

Taking these statements into account, we can assume that leadership is carried out by political leaders, and supreme military commander and the main task of this activity consists in defining political goals and providing the necessary resources to achieve the goals.

Command is an activity carried out within the armed forces and "includes the processes by which the commander makes a decision, imposes his will and communicates his intent to his subordinates. Command at all levels is the art of decision-making, motivating and directing the actions of subordinates to accomplish assigned missions and tasks. This requires a clear vision for achieving the desired results and a common understanding of the concept, mission and priorities, as

well as the ability to adequately allocate resources, manage subordinates and risks, and assess the situation.” [4].

Subjects of command are the persons who have rights, obligations, and responsibilities to direct the activities of their subordinate formations. Holders of such attributes of power are commanders, and superiors, who are at the top of the hierarchical pyramid of organizational units of the armed forces.

A comparative analysis of the concepts of leadership and command shows that both imply powers given to an individual to exercise his will over subordinates and structures, with the difference that the leader is usually a civilian (political) person who leads military and non-military persons and structures, and the commander is a serviceman who commands servicemen and military structures. At the strategic level, leaders can also lead and manage military structures, if this is regulated by law.

According to the Doctrine of the Armed Forces of the Republic of Bulgaria, “Control is the power exercised by the respective commander over the activities of his subordinate structures or other structures that are not usually under his command. This power includes responsibility for the execution of orders or directives. All or part of the power may be transferred or delegated. Control allows the commander to monitor the actions and their effectiveness in realizing the intent of the senior commander and achieving the objectives of the operation. Command and control are interrelated and relate to the activities of the commander and staff. There can be no sign of equality between them. Control is just an aspect of command.” [4].

The analysis of these statement allows us to conclude that control is a purposeful activity through which the leader (commander), assisted by his working body (headquarters), organizes, coordinates, and controls the activities of his subordinates in performing their assigned missions and tasks. Control as a process includes continuous collection, study, analysis, and evaluation of information; decision making; assignment of tasks to subordinates; operations and actions planning; organizing interaction and coordination; organizing a control system; organizing and conducting constant effective control for the implementation of the assigned tasks and achieving the set results.

The significant similarity in content and functionality between the leadership and the command gives grounds to argue that when considering the control processes in non-military structures we can assume that a special system is built in them, called leadership and control system, like the command and control system in the Armed Forces.

To better understand the essence of the system of leadership, command, and control of the country’s defence, in addition to issues related to the nature of the concepts of leadership, command and control, it is necessary to analyse the purpose of this system.

C. Purpose of the system for leadership, command, and control of the country’s defence

According to the Doctrine of the Armed Forces, “the main goal of the command and control system is to

maintain command through forming a common operational picture; supporting decision-making by reducing time and improving accuracy; preparation and dissemination of directives (orders).” [5].

The analysis of these statements, as well as above mentioned for the nature of leadership, command and control concepts give reason to conclude that in the Doctrine of the Armed Forces the purpose of the system of leadership, command and control is incomplete.

Bearing in mind the considerations made above about the nature of leadership, command and control, it can be argued that, apart from the formation of a common operational picture, support for decision-making and the preparation and dissemination of directives, the purpose of the leadership, command and control system must also address issues related to collecting and analysing information, determining goals and desired results, defining tasks and their distribution among available capabilities, as well as in time and space, and last but not least, performing control of the tasks implementation and desired results achievement.

Therefore, the main purpose of the of leadership, command and control system of the country’s defence should include the following:

- continuous collection and analysis of information for assessment of the military-strategic environment and formation of a common operational picture.
- based on the assessment formulating goals and defining tasks for their achievement.
- decision making how to assign the tasks, both among the available capabilities and in space and time, to achieve the defined goals.
- preparation and dissemination of directives, orders, guidance, and instructions.
- providing feedback and control for the implementation of the tasks and achieving the desired results.

Knowing the nature of the leadership, command, and control concepts as well as the purpose of the leadership, command, and control system, to understand fully this system it is essential its content to be revealed.

D. Content of the system for leadership, command, and control of the country’s defence

According to the Doctrine of the Armed Forces the content of leadership, command and control system “includes:

- the personnel performing the planning and management processes, as well as the personnel ensuring activities of the former.
- infrastructure and equipment (command posts with the relevant equipment for the work and life of the personnel) and an integrated Communication and information system (CIS).

- Procedures - Standard Operating Procedures (SOPs)" [6].

Careful reading of the main regulatory documents shows that the personnel carrying out the processes of leadership, command and control include the country's top political leadership, including the President, the Council of Ministers, and the Minister of Defence, as well as commanders, and superiors at all levels of the Armed Forces, including the Chief of Defence, the commanders of the Joint Forces Command and services, the commanders of the formations of the Bulgarian Army and the commanders and superiors of the structures directly subordinated to the Minister of Defence.

Infrastructure and equipment usually include command posts with the appropriate equipment for work and life of personnel and an integrated CIS.

The command posts are specially equipped and provide places from which the leadership, command and control of the armed forces is carried out when bringing them to higher states and levels of combat readiness, preparation, planning and conduct of operations. These are the places where the flow of information about the situation is concentrated, the data is processed, the information is analysed, the situation is assessed, the decision is made, the tasks are assigned, the implementation of the tasks and the achievement of desired results is controlled.

An integrated CIS for the management of the country and the armed forces in a state of emergency, or state of war is a single, integrated organizational and technical complex of forces, equipment, and software to provide commanders and staffs, at any time and place, accurate, timely and protected information flow, ensuring effective and precise management and interaction between troops.

According to Allied Administrative Publication-6 NATO Glossary of Terms and Definitions (AAP-6) "the SOPs is a set of instructions applicable to those features of operations that lend themselves to a definite or standardized procedure without loss of effectiveness." [7].

The SOP may be presented as a sequence of actions or operations that must be performed in the same way to obtain the same result, under the same circumstances. Each system needs certain and effective procedures to function properly. SOP represent an algorithm for the functioning of the elements of the system as a single organism. They help create synergies and acquire new qualities of the system.

Each complex system, created by many subsystems, quite naturally is characterised by tendency for chaos and disintegration under the influence of various internal and external factors and the striving of individual subsystems to gain independence. To preserve the integrity and prevent the breakdown of the complex system, rules for the functioning and interaction of the individual

subsystems must be introduced. One of the ways to introduce such rules is the SOPs.

CONCLUSION

Bearing in mind all the considerations made above we can conclude that the establishment and development of the leadership, command, and control system of the country's defence in peacetime, in crisis and in wartime is essential for the effective functioning of the national security and defence system.

All of the above presented analyses about nature, purpose and content of the leadership, command and control system of the country's defence allow us to arguably propose a new definition – *Leadership, command and control system of country's defence is a complex of interconnected subsystems, including leaders and commanders, command posts, communication and information system and rules for functioning, which is built in peacetime at the political, strategic, operational and tactical levels and maintains readiness for leadership, command and control of the defence, the armed forces and the non-military components in peacetime, in crises and in wartime.*

The analysis of the purpose of the leadership, command and control system shows that a review of the regulatory documents is necessary, and in addition to the issues reflected now, the issues related to the collection and analysis of information, the determination of goals and tasks, and control or their execution should be addressed.

Issues related to the nature, purpose and content of the leadership, command and control system of the country's defence considered and analysed in this study do not fully exhaust the content of the topic. Nevertheless, the proposed material provides opportunity to study it and could be a good basis for discussions and debates to further improve it.

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