

**Human Resources Directors  
in Armament Network**

\* \* \*

EAM Skills WG

September 27, 2004

**Skills and Requirements for  
a European Acquisition Manager  
(EAM)**

**1. General**

The general aim of the EAM training will be defined as:

**To prepare personnel to manage projects and programmes effectively in an international environment.**

For this purpose only selected personnel with the prerequisite skills and experience identified in Para.2 should be selected for the advanced international skills training.

The skills and requirements paper is divided into two parts:

- prerequisite skills, including experience, as an entry qualification
- additional skills resulting from the attendance at the EAM-course and other additional activities identified.

**2. Prerequisite Skills and Experience**

The following skills describe the performance and personal qualifications of the personnel selected for an EAM training:

- Proven ability to lead a team
- Knowledge and understanding of management matters from different positions in National defence acquisition projects and programmes
- Good language skills in the language appropriate to the future environment; the additional International training will be conducted in English
- Skills and abilities in negotiation and leading discussions from different positions in the national defence acquisition scheme
- Personal flexibility
- Correctness and politeness in interpersonal and intercultural relations
- Knowledge and/or experience from bi- or multinational acquisition activities
- Good knowledge of their own national security environment (industrial, political and operational etc.)
- Will and ability to decide

### 3. Additional skills for EAM

As an addition to the areas mentioned above an EAM should develop the skills needed to manage problems related to international projects and programmes:

Understanding of differences in national acquisition processes and procedures

- ➔ structure of the partner nations defence acquisition organisations and the related processes and procedures
- ➔ relation to other areas of the MoD (e.g. relation between defence acquisition and the operational area/armed forces)
- ➔ knowledge about the European industrial base and its relationship to the national economies and political agenda
- ➔ structure of a project in the different countries (i.e. structure, duties of a project manager, duties of the project staff, principles of staff policies)

Establishment and management of international agreements

Understanding of differences in national legislations

- ➔ how to fulfil national/international legislation/ regulations in the areas of:
  - environmental protection
  - safety conditions / use of chemicals
  - export regulations
  - customs
  - IPR (Intellectual property rights) etc.

Understanding of differences in the through life use and management of the capability in the partner nations

Exhaustive knowledge in Intercultural Competence and Management

- ➔ Understanding of the culture of the partner nations and derived from that:
  - How the nations see themselves
  - What is the basis for their decisions and behaviours
  - Sources of misunderstanding and how to overcome barriers

Understanding of international policies, agencies and bodies