



The Finnish Defence Forces
Annual Report 2011





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On the cover:

The Utti Jaeger Regiment's special operations detachment was on standby for the European Union's NLBG11 (Netherlands Battle Group) in 2011. In the photograph, the special ops detachment's soldiers are training fast rope abseiling from an NH90 transport helicopter.

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2011 A YEAR OF CHANGE

Many world events in 2011 were so significant that we can say that they changed the course of the future. From Finland's point of view, the effect of events in distant lands reaches our country more rapidly than before, either directly or indirectly, whether we want it to or not. This is an important fact vis-à-vis the country's overall security and safety, readiness for disturbances and exceptional conditions, as well as the Defence Forces' development and participation in crisis management.

During 2011, factors relating to change abroad that affected the Defence Forces the most were the international economy and security situation developments in crisis areas. In the case of the latter, it is good that the development in the area of operation enables focusing activities of international crisis management forces on supporting the functional capability of the states' own security authorities. Although our crisis management forces are smaller compared to earlier, considering the effect of our activities is more important than looking at numbers.

International and national economic development was the most important factor relating to change to affect the Defence Forces. Even though the budget savings set for the next four years will result in numerical cuts in contributory factors of everyday activities of the Defence Forces, the quality of activities must still be maintained at a high level. The intent is that numbers are to be returned to the appropriate level in connection with the defence reform. Despite the fact that the financial outline of the Government Report on Security and Defence Policy of 2009 was not realised as such, it is important that the next Government Report due to be completed during 2012, outlines the financing of the Defence Forces also for the time after this term of government. This is essential due to the long-term span of defence planning, as the time needed for e.g. larger materiel procurements is often five to ten years.

The need for carrying out an extensive reform of the Defence Forces by the beginning of 2015 is widely recognised in society. The main questions for the next phase are what has to be done and how. The Defence Forces' planning and the decision on the reform made by the government at the beginning of the year 2012 form a good basis for follow-up work in 2012. The aim of the reform is that after the middle of the decade, Finland will have Defence Forces capable of fulfilling their statutory duties, close to the ordinary citizen, that use government funds economically and remain a good employer of Finnish men and women.

In order to achieve this we need cooperation - cooperation between the Defence Forces and political decision-making, between the Defence Forces and national defence organisations as well as with voluntary national defence work. Cooperation is needed within the Defence Forces between employer and personnel organisations, superiors and subordinates as well as the different parts of the organisation. Constructive criticism is in order. Our own personnel have responded calmly to the situation, where we know that change is coming, but not yet its full content. Our personnel deserve special thanks for this.

However, one cannot describe 2011, this year of change, without mentioning also some positive aspects. Over 80 percent of Finnish citizens support general conscription. During the last year and a half, job opportunities for civilians have received on average 25 applications per vacancy. In opinion polls among university students on a list of one hundred employers, the Defence Forces place 11th among information technology students and 16th in the technology field. Among young professionals, the corresponding placements are 8th and 10th. In the autumn of 2011, the Defence Forces were chosen as the country's most active employer in maintaining their personnel's working capacity. Let these individual examples be an indication that we have a sound foundation, on which to also build our defence reform.



Commander of the Finnish Defence Forces
General

Ari Puheloinen
Ari Puheloinen



BALANCE THROUGH REFORM

DURING 2011, THE DEFENCE FORCES' MOST IMPORTANT CORE FUNCTIONS WERE MAINTAINED AT AN ALMOST NORMAL LEVEL. PLANNING FOR THE DEFENCE REFORM AND PREPARING FOR A DECREASED FINANCIAL FRAMEWORK IN THE YEARS TO COME HAVE POSED A HEAVY CHALLENGE FOR THOSE IN CHARGE OF PLANNING IN THE DEFENCE COMMAND, THE SERVICES' COMMANDS AND DEFENCE FORCES' SUBORDINATE ESTABLISHMENTS.



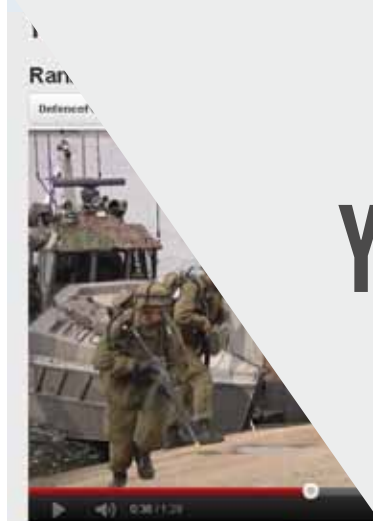
The results of the Defence Forces' training and exercise activities were reached using on average 30 days in the terrain per conscript in the Army, a total of 1,250 vessel days in the Navy and 8,900 flight hours in the Air Force. The training level of the reserve was maintained by training 27,000 reservists. The activities implemented do not, however, represent the level that our experience has shown to be necessary. This year's effort was realised by tightening the belt in other activities. Already for several years in a row, the Defence Forces have saved on travel costs, among other things.

Tied to procurement contracts, defence materiel procurement appropriations planned for 2011 will be transferred to the year 2012. For the main part, the reason is the complexity of extensive system procurements, but there is still room for development in the Defence Forces' own procurement processes.

Reforming conscription

The reform of conscription continued based on measures recommended by a working group that surveyed the social impact of conscription. A central aim of the reform is lowering the threshold between civilian life and military service, increasing the amount of information and mutual feedback between conscript and Defence Forces, maintaining conscripts' motivation and increasing the positive social effects of conscription.

Some recommended measures were started within the Defence Forces' units already at the end of the year 2010 and their imple-



THE AIM OF REFORMING CONSCRIPTION IS AMONG OTHER THINGS TO LOWER THE THRESHOLD BETWEEN CIVILIAN LIFE AND MILITARY SERVICE.

Long-term effects through savings

In the years ahead we will face large-scale economic challenges. The cuts required of the Defence Forces in the budget proposal derive from the need to save hundreds of millions of euros over the next four years. Internal cost pressures recognised already earlier, as well as the cost of realising the defence reform, also increases the need for cost savings.

In the next few years, cuts and savings will be aimed directly at the Defence Forces' everyday activities. This means that deficiencies will arise in the know-how of both conscripts and personnel, the effects of which will be long-term. In addition to this, some essential materiel procurements that have already been planned will have to be abandoned, which will result in a significant deficit in our defence capability.

Aim: securing activities

The focal point of the Defence Forces' activities in 2012 will be beginning the implementation of the Defence reform. Adaptive measures have already been started up in order to ensure everyday activities. An example of this is the privatisation of the Defence Forces' catering services, the reorganisation of the Army's explosives branch's functions as well as shortening the length of military service by 15 days.

Until now preparations for the defence reform have been seen by only a small group of people, however, the implementation phase will concern the entire personnel of the Defence Forces. The reform to be carried out during the next three years that will decrease the Defence Forces' peace and wartime structure and change the organisation and modes of operation has been in preparation already for a long time. The political decisions taken in the spring of 2012 are difficult. They will require of the personnel the capacity to manage and adjust to the changes.

As the Defence Forces' tasks remain unchanged, it is essential to be capable of more cost efficient modes of operation and procedures. Simply closing down garrisons and lowering the command and administration system is not enough. The aim is to bring into balance the Defence Forces' entire size and activities on the one hand, and the available funding on the other. Another aim of the reform is to guarantee the division of costs into three parts; activities, personnel as well as material procurements and maintenance - as this has proven to be successful.

mentation is monitored continuously. At the end of 2011, all in all two thirds of the proposals in the report are being implemented or have been completed. A practical approach was taken to the implementation of measures. Easily implemented recommended measures were quickly put to use, while the effect of some measures must be further investigated. Easily implemented measures have been e.g. the staggered increase in per diems, the increase in fitness-related activity among conscripts, improving the transferability of credits for skills achieved during military service and the use of social media in increasing information availability. Measures that require an evaluation of resulting effects are e.g. developing call-ups and information services for conscripts.

Experiences relating to the recommended measures have been gathered in numerous pilot projects during 2011. These have included e.g. digital barracks, wireless network for barracks, the call-up event, the connection between military service and studies, the preliminary questionnaire for conscripts, increasing social media information and fitness-related activities as well as orientation days in garrisons.

Social responsibility and cross-boundary cooperation

The Defence Forces have born their social responsibility also by drawing up an environmental strategy and an environmental plan. As measures according to the plan, work has begun to draw up environmental surveys and take measures to diminish the effects of noise from shooting ranges and other detrimental environmental effects.

International operations in Kosovo, Bosnia and Herzegovina, Afghanistan, Chad, Sudan and Liberia, as well as in the Indian Ocean were carried out according to plan. Finnish troops were on standby for two European Union battlegroups. In addition to this, new operations were successfully prepared, among which the most significant is the starting up of the new UNIFIL operation in Lebanon.

Nordic Defence Cooperation (NORDEFCO) was further developed. Practical results of the cooperation are e.g. the Army's vehicle procurements, exercise activities among all services and the combining of strategic transports in support of the ISAF operation. During 2012, joint Nordic teaching, training and exercise activities will be further developed, capabilities relating to operations will be confirmed and preparations will be made for Finland's presidency in 2013.

DEFENCE REFORM, THE RESULT OF YEARS OF WORK

TO DATE, A COUPLE OF HUNDRED PERSON YEARS HAVE BEEN INVESTED IN PLANNING THE DEFENCE REFORM. IN PRINCIPLE, ALL FUNCTIONS HAVE BEEN UNDER REVIEW. IN OTHER WORDS, WE CAN SAY THAT NO ROCK HAS BEEN LEFT UNTURNED, NOR HAS ANY ALTERNATIVE BEEN SHELVED WITHOUT FIRST UNDERGOING INVESTIGATION.

PREPARATIONS FOR THE REFORM
ARE BASED ON POLITICAL BOUNDARY CONDITIONS
AND THE BEST POSSIBLE MILITARY EXPERTISE.

Planning for the defence reform began already in connection with preparing the previous White Paper in 2008, when the need for reform became apparent. The first step was to concentrate on identifying the need for reform and the fundamental reason for it - i.e. the fact that fixed costs were rising unsustainably, and that it was necessary to catch up with the size of the organisation. After this, different alternatives were investigated objectively from many different viewpoints, e.g. from that of a professional or so-called techno army as well as retaining the present situation. In relation to these alternatives, also changes to the doctrine were investigated, such as a transfer to mobile defence.

At the same time, we received the political boundary conditions for the reform, the most important of which were retaining the present tasks, general conscription and military non-alliance. As a result of this second phase we gained the necessary grounds for the more detailed planning of the reform. Then, in the third phase we went deeper into the detailed planning of the reform, based on which the government made the decision concerning the outline of the reform.



Planning Group WG15 – a key player in the concept

The first years, the reform was planned under the lead of the Defence Command Plans and Policy Division with the participation of the services and branches. However, it very quickly became evident that a group separated from other routine work was needed to conduct the planning. Therefore a separate planning group was established for the last two years of planning. “Working Group 2015” or WG15, was placed under the guidance of the Deputy Chief of Staff Operations. It was not possible to gather together expertise from every field, so the working group worked in close cooperation with the Defence Command, service commands and the high command of the Defence Forces. The final outline was determined by the Commander of the Defence Forces.

Alongside of planning the actual defence reform, WG15 also had to ensure that the cuts ordered simultaneously by the government were implemented in one way or another.

Planning for peacetime begins with wartime tasks and the defence plan. The wartime principles also define the peacetime organisation. Thus the defence reform concept must be built on realism also in relation to the declining level of financing. The concept's most important point of departure was that cuts be made in such a way that we lose as little of our defence capability as possible and are able to fulfil the tasks we have been given also in the future. In fact it is simply a question of how and with what kind of troops Finland is to be defended in the future.

The defence reform is a carefully considered entity made up of multiple factors. It is based on political boundary conditions and the best of military expertise.

In February 2012, headed by the President of the Republic, the Cabinet Committee on Foreign and Security Policy determined the outline for the defence reform. After the decision is made, it is time for implementation. The basic idea is that the line organisation is responsible for this. It is clear that the Defence Forces still face a hard task. We are on the right road, a road we must take.

WE ARE ON THE RIGHT ROAD,
A ROAD WE MUST TAKE.

A GOOD EMPLOYER NOW AND IN THE FUTURE

IN 2011, THE FOCAL POINT IN THE PERSONNEL BRANCH WAS ON PREPARING AND PLANNING THE DEFENCE REFORM, ENSURING THE FUNCTIONALITY OF CONSCRIPTION, INTRODUCING PERSONNEL-RELATED PARTS OF THE DEFENCE FORCES SAP SYSTEM (PVSAP) AND IN CONNECTION WITH THESE; DEVELOPING THE ENTIRE PERSONNEL SYSTEM.

The Defence Forces are a sought-after employer. This is seen in e.g. the high number of work applications received: each open position has received an average of 25 applications. With the current defence reform, it is necessary to ensure that the Defence Forces' competitive capacity and appeal remain important in the recruiting of skilled manpower also in the future.

During the year of operation, preparations for the defence reform were made e.g. by verifying war and peacetime personnel needs. At the same time, preparations were also made for developing the personnel system with an eye to coming policies and decisions. Principles for the coming changes relating to personnel policy were prepared in cooperation with the Ministry of Defence, and they will be more closely defined according to the demands of further planning. The aim is to ensure that the principles of a good employer are realised by means of steering, measures and training in the personnel field, also during the current state of transformation.

Maintaining the good employer image continued according to plan, with an emphasis on especially NCOs and crisis management personnel in recruiting. In connection with reforms, the focal point of the next few years will be on the relocation of personnel.

Focus on ensuring the functionality of conscription

One of the essential aims was ensuring the functionality of general conscription by improving the content of training, the meaningfulness of service and the possibility for the transfer of credit for military service. Important tools in this were the program of measures ordered by the Commander of the Defence Forces and the recommended measures of the Finnish report on conscription. Training was developed e.g. by renewing the teaching material for conscripts on security policy, piloting the preliminary interview for conscripts and the digital barracks project as well as conducting a study on the possibility of transfer of credit for skills gained during military service. In accordance with the recommended measures of the working group on conscription, a trial run of the MarsMars.fi social media fitness service for young people at call-up age was conducted during a call-up experiment in Kangasala.

Continual further education – also for civilians

During 2011, Master of Military Science degree studies were opened up also to civilian students. Detailed planning relating to the reform of officers' post-graduate and further education was started up and the development of the NCO training system was continued based on observations gained. The Defence Forces' main exercise, Pyörremyrsky, was the focus of refresher and voluntary exercises in the summer of 2011.

In the development of learning environments, emphasis was placed on inter-authority and Nordic cooperation. The old education portal was replaced by a solution based on the MOODLE course management system and the development of tools and functional models for leading and managing know-how was continued.

THE NATION'S BEST PERSONNEL FITNESS PROGRAM

In October 2011, the Defence Forces won the competition for Finland's best workplace fitness program. The recognition as Finland's Most Active Workplace is based the Active Workplace program started up by the World Health Organisation (WHO) and on good practices for workplace fitness developed by the Finnish Sport for All Association together with experts in the field.

In the reasons for granting

the award, it was stated that the Defence Forces' Strategy on Sports and Physical Education and operational practices emphasise the importance of physical fitness and physical activity in maintaining working capacity. The Defence Forces' decision to value physical exercise and the physical fitness of their personnel is part of the overall strategy. At the same time, the implementation of the fitness program has been integrated

nationally as part of the leadership of personnel resources.

The Defence Forces have an extensive network of fitness experts that covers the entire organisation and is responsible for the development of and practical implementation of fitness services. The role of the leadership and the cooperation of occupational health care in the implementation of the fitness program, the setting of specific aims and regular

realisation of follow-up testing are at an exemplary level.

The Defence Forces wish to act as a physically active employer also in the future, as the high quality fitness program offered by the employer is a competitive asset also in the more intense recruitment markets of the future. As "Finland's biggest fitness centre", the Defence Forces challenge the rest of society to join in the work to promote our citizens' physical fitness and health.

Enjoy a fit life!



THE MASS-AGEING OF MATERIEL CHALLENGES THE ENTIRE SYSTEM

THE AIM OF THE PERSONNEL BRANCH IS TO ENSURE THAT THE DEFENCE FORCES HAVE COMPETENT, SKILLED, CAPABLE AND MOTIVATED PERSONNEL THAT ARE SUFFICIENT IN QUALITY, CAPABILITY AND NUMBER FOR ALL SECURITY SITUATIONS.

SUSTAINABLE AND COST-EFFICIENT TRAVEL

The Defence Forces have developed the administration of travel as required in the government travel strategy and administrative development guidelines. In order to identify travel administration procedures and the potential for making them more effective, expert services in relation to travel were bought from a contracting

travel agency (Travel Manager). Especially reservation procedures and follow-up of travel were developed through the expert service and hidden costs of travel were surveyed.

With regard to travel, the Defence Forces adhere to the principles of sustainable development. The aim is to make the adminis-

tration of travel more effective by centralising the management of administrative units' travel arrangements. In support of the control of travel, a guideline on official travel has been drawn up. The guideline contains principles and objectives relating to decreasing the amount and cost of travel, the introduction of substitutive

conference technology as well as the development of travel management procedures.

A government aim is to decrease the amount of travel and costs derived from travel by 8 percent from the level of 2008 by the end of 2011. In 2011, travel costs of the Defence Forces' personnel are € 26.8 million, and thus the Defence Forces have reached their aim.

Support, security and equality

The Defence Forces personnel's ability to act is an important factor in building and maintaining the combat-efficiency of the troops. This task is the focus of especially the Defence Forces' personnel support, whose task is to promote and support the personnel's physical, psychological and ethical capacity. During the past year, psycho-social support for military crisis management personnel was developed in accordance with the requirements of operations, and in order to make compensation practices in case of injuries to persons more effective, a military accident advisory committee was established under leadership of the State Treasury.

The focal point of personnel safety work was on building safe modes and methods of action. Products, modes of action and methods were introduced for trial in the North Karelia Brigade starting with the July contingent.

Focal points of equality work were joint Nordic gender activities and a broad equality survey for personnel and conscripts. According to the survey, the equality situation in the Defence Forces was similar to that in civilian working communities in the reference material. Special strengths of the Defence Forces were the good team spirit in the work community and the support it offered. Civilian women working in expert positions saw the most need for development in the field of equality. Based on research conducted and our own work atmosphere surveys, the measures implemented in the

Defence Forces have improved the equality situation in the working communities.

Work to incorporate the information systems of the personnel sector as part of an extensive Defence Forces' SAP system (PVSAP) continued and also brought challenges. Due to the system change there were some disturbances in salary payment. Measures to correct these will continue into the beginning of the year in 2012.

Success in Finland and abroad

Maintaining personnel working capability by means of physical exercise has always played an important role in the Defence Forces: the personnel is both encouraged to exercise and offered possibilities for it. The systematic work in the area of personnel welfare was rewarded in 2011, when the Finnish Sport For All Association granted the Defence Forces the award Finland's Most Active Workplace.

In the field of military sports, the most important events were the Military World Games in Rio De Janeiro in Brazil, and the Open Military Championship in Military Pentathlon organised in Lahti. The Defence Forces' military sports team won seven medals in the Military World Games. During 2011, an International Congress on Soldiers' Physical Performance was arranged in cooperation with the University of Jyväskylä. In all 350 experts from 31 countries participated in the congress.

WHEN EXAMINING THE CAPABILITIES OF THE DEFENCE, THE FACT THAT WEAPONS, WEAPONS SYSTEMS AND EQUIPMENT IS BECOMING OUT-DATED HAS BECOME A SIGNIFICANT FACTOR LATELY. IN ORDER TO SECURE THE DEFENCE CAPABILITY, EITHER CONSIDERABLE FINANCIAL INVESTMENTS OR A MORE EXTENSIVE CHANGE TO THE SYSTEM IS NEEDED, OF WHICH THE LATTER IS NOW TOPICAL.

The Defence Forces' current wartime strength is approximately 350,000 soldiers. A massive amount of materiel is needed to equip them for war. At present, the capability of the large field army is still largely dependent on equipment procured during the Cold War or immediately after it, which is about to reach or has already reached the end of its life span. In such a situation we can talk about the mass ageing of equipment. This means not only the ageing of an individual large group of materiel, but also the loss of the operational value of an entity made up of several different armaments. The removal of out-dated equipment is essential already in order to ensure the safety of conscripts and personnel, and also e.g. because of the loss of functional effect of weapon systems, and in view of this due to the notably large maintenance costs.

Part of a greater whole

With regard to weapon systems, it is also necessary to consider their effect also for the part of the functional possibilities of larger units. An individual weapon system is always part of a greater whole and dependent on the functioning of other systems relating to it. Reciprocally, other systems functioning in relation to a certain weapon system are also dependent on this individual weapon system. In other words, the capability of the defence is dependent on not only the level of training and defence will of its soldiers, but also on the efficiency of the systems used and above all on the combined effect of all of these. If an important capability is missing, the effect of the entire defence system will fall significantly.

Better equipment, smaller forces?

Already in their basic plan, the Defence Forces' point of departure is that the capability of the existing weapon systems is to be used until the end of their life span. Weapons, ammunition and other important materiel are under continuous supervision, and decisions on removal are made based on this. Procurements concentrate on the most critical systems and in procurement, solutions suited for an army based on conscription are sought.

Naturally, the equipment available also affects the training of conscripts. Training conscripts to use weapons nearing the end of their life span should be ended 5 - 10 years before the weapons

are taken out of use. After this, units are maintained through refresher exercises.

Modernisation is planned for many systems, in order to extend their useful life. In procurements, the Defence Forces strive to buy suitable equipment from abroad that is used but still has a long useful life, such as e.g. MTLB multi-purpose armoured vehicles or all-terrain carriers. It is not possible to replace all of the equipment with new materiel. This means that the number of wartime troops will inevitably decrease after the first half of the decade. During the transformation phase, the removal of outdated equipment and the procurement of equipment to replace it must be done in a controlled manner, so that the troops retain a sufficient level of capability throughout the process.



LEADERS WITH EXPERT ABILITIES

COMPLETING A UNIVERSITY DEGREE IN MILITARY SCIENCES ACCORDING TO THE STANDARDS OF THE COMMON EUROPEAN EXAMINATION SYSTEM IS STILL UNIQUE IN THE WORLD. HERE, THE NATIONAL DEFENCE UNIVERSITY IS CLEARLY A FORERUNNER.

In accordance with the University's strategy, which was updated in 2010, the National Defence University trains leaders with expert abilities for duties in war as well as peacetime. In 2011, this principle became rooted at all levels as a central foundation for the instruction. Creating good leadership skills for wartime is still the starting point for the studies, but the leadership skills required in peacetime command and planning tasks have been integrated into the required studies more than earlier.

In addition to leadership, a special theme of 2011 was the development of the quality control system. The audit of the quality system carried out by the Finnish Higher Education Evaluation Council provided good prerequisites for this. We received the results of the audit in March 2011. When comparing the results achieved with corresponding results of other universities, the National Defence University clearly placed among the best. The result encouraged us to extend quality control also to the service and branch schools as well as to produce pedagogical manuscripts for all degree levels.

High percentage of graduates a strength

Bachelor of military science studies in accordance with the requirements of the new examination system introduced in 2006 have now



been realised on three cadet courses producing almost 400 officers for the Finnish Defence Forces and Border Guard. The three years of study include a lower university degree worth 180 credits alongside of which and interlaced with which professional military studies lasting approximately half a year are completed. These studies are a requirement for appointment to a post and for promotion.

In the spring of 2011, approximately 600 reserve officers and NCOs applied to bachelor of military science studies. Around one fourth of these applicants began their studies at the National Defence University in the autumn. To a certain extent, gaining admission has become more difficult during the last few years and now the percentage of those admitted corresponds with the overall average of the Finnish universities. The emphasis of the entrance exams has been slightly adjusted so that the applicant's suitability for the officer's profession now carried more weight than earlier success at school.

In August 2011, 119 Bachelors of Military Science graduated from the cadet course, which is 90 percent of the number starting the studies. In addition to the high percentage of graduates, the prompt

ACCORDING TO AUDIT RESULTS
THE NATIONAL DEFENCE UNIVERSITY
WAS AMONG THE ELITE

completion of the studies within the given time is an absolute strength of the National Defence University on which we do not want to compromise. The four-year phase in the work life that follows the study phase is also a speciality of the officers' examination system that creates prerequisites relating to practical know-how for the next study phase.

Masters are addressed as first lieutenants – nearly always

The first Masters of Military Science to complete their studies according to the new examination system graduated in the autumn of 2011. 77 officers completed the degree, which is 92 percent of the total number to begin their studies. Masters phase studies were realised based on personal study plans. Around a third of the degrees were completed through distance learning and making use of the possibilities offered by electronic study.

When planning the examination, it was widely discussed whether it was possible to realise the studies in a decentralised manner and at the same time guarantee graduation in two years with good enough results.





Based on experience of the first master's course, the partial renunciation of the rigid course-like in-class instruction has proven to be the right solution. Students have understood their responsibility in taking the degree, and the practical preparedness gained during the work life phase was a clear advantage for the master's studies.

Until now, civilian students were accepted into the National Defence University only for doctoral studies in military sciences. The Act on the National Defence University passed in 2009 opened up the possibility for civilians to apply to study towards the degree of Master of Military Science and in the entrance exams held in 2011 based on this, six students were accepted onto two branches of study. The first branch provides the skills needed for leading national cooperation between authorities and the other produces experts with the necessary skills for international duties along the boundary between military crisis management and civilian crisis management.

The studies of the new student group will begin in 2012 after the necessary bridge studies. After this, not all Masters of Military Science will graduate as First Lieutenants.

General Staff Officers and Doctors

As a post-graduate degree in military science, is possible to take a two-year general staff officer's degree with emphasis on the professional, or a doctoral degree in military science. In 2001, all of the 64 officers participating in the General Staff Officer Course

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completed the degree, including two foreign students. No doctors of military science graduated, but more than 60 post-graduates are preparing dissertations. 11 percent of these are foreigners.

In 2011, an amount of approximately 5,600 days of continuing education was provided at the National Defence University, mainly for different personnel groups of the Defence Forces.

Know-how is emphasised in reforming the Defence Forces

The National Defence University's own outlook is that, based on the feedback from both students and their current superiors, at present, the different degrees' theoretical and professional skills correspond well with the requirements of officers' duties. The coming defence reform will increasingly emphasise the know-how of personnel, both military and civilian. In the future, the necessary tasks will have to be carried out with a smaller number of personnel, without a dip in the level of skill in any area - and especially not in safety during service.

From the point of view of the National Defence University, instruction combining wide-range and versatile theory, usages and best practices provides the skills to act with initiative and in a goal-oriented manner when facing the challenges of the future. Know-how continues to be a resource that cannot be achieved by sacrificing the amount or quality of instruction.

A SYMBIOSIS OF THEORY AND PRACTICE

After military service I stayed with the Defence Forces to work as a member of the contractual military personnel, a job that I only half seriously applied for. I wasn't thinking about a military career, I planned to work for half a year and then apply elsewhere to study technology. But then, as a result of the more or less whole-some pressure of my colleagues, I applied to the bachelor of military science programme, even though I had envisioned that I would apply a year later, if I still felt inclined. My expectations concerning

the education were very complex. There was no-one in my circle of friends with experience of military educational institutions, so my expectations were based mostly on my own thoughts and guesses. I thought that the main emphasis of the studies would be on lectures and exams, but on the other hand being in the terrain and living there is a fundamental part of the soldier's profession and it felt unrealistic that such things would be left out. Stories told by colleagues of traditions and customs shrouded

in mystery also caused some confusion, especially those that are known to test the first year students. The thing I was sure I could expect was that military bearing and conduct would be required of the cadets. Now that I have studied at the National Defence University for almost a semester, I can say that I am satisfied with my choice. Studies so far have proved to be a symbiosis of theory and practice, where lectures and exams interlink with exercises in the terrain and other practical training. In

my experience the alternation between academic and professional military studies has proved to be good from the point of view of staying alert. Contrary to the warnings, the first year course has not been subject to bullying in the name of tradition or otherwise. The older courses and staff have received us in a good and matter-of-fact manner. The pace of the studies that felt intense at the beginning seems to have eased up and I have managed quite well to get along with my studies.

Cadet **Joonas Lind**
98TH CADET COURSE

EXERCISE PYÖRREMYRSKY 2011 – INTEROPERABILITY PUT TO THE TEST

THE ARMY'S BIGGEST EXERCISE, CALLED "PYÖRREMYRSKY" ("HURRICANE"), TOOK PLACE IN JUNE 2011. THE EXERCISE HAD TWO PHASES AND INVOLVED ARMY CONSCRIPTS, RESERVISTS AND REGULAR PERSONNEL - A TOTAL OF 9,500 PEOPLE. TROOP ACTIVITIES WERE PLANNED SO THAT EACH UNIT COULD PRACTICE THE COMBAT AND SUPPORT TASKS THEY HAVE BEEN TRAINED FOR. THIS EXTENSIVE EXERCISE ALLOWED FOR COOPERATION BETWEEN BRANCHES, AUTONOMY OF ACTION IN UNITS AND SITUATION-SPECIFIC LEADERSHIP. THE EXERCISE ALSO INVOLVED JOINT MANOEUVRES.

Above all, Pyörremyrsky was an exercise that set the scene for the Army to train and exercise conscript and reservist units in their wartime compositions and in their wartime tasks. The units completed their assigned tasks in exemplary fashion.

NH90 in pivotal role

The first phase of the exercise had Army elements focus on the protection of a substantial potential target in Lohtaja. The major part of Army troops were formed of soldiers trained in air defence and urban combat. The training objective was to secure the area of Lohtaja using troops from the Helsinki metropolitan region. A company of Guard Jaeger Regiment conscripts were transported from Vantaa straight to the battlezone in Kauhava using a NH90 transport helicopter. This was the first time NH90 helicopters were used so extensively. The ability to transfer troops quickly from one end of Finland to the other was successfully tested. The helicopters had a high rate of utilisation throughout the exercise. The transfer of a company, for instance, was executed using eight NH90s simultaneously.

Significant advances in interoperability

The focus of the second phase for the Army was the repelling of an attack in the Eastern Command area. This phase involved troops from all Army Branches. The exercise concentrated on joint interoperability and on cooperating with other authorities. The Army has taken great strides in interoperability in recent years. Developments in C4, materiel and technology have vastly improved interoperability between the Services and authorities by making it seamless thanks to an enhanced situation picture. In practice, the cooperation was between the command headquarters that took part in the exercise as well as the law enforcement and rescue authorities. This cooperation between authorities supported the goals of the exercise and was very well carried out.

Interacting with the private sector, watching out for the environment

The Army's logistics system was reorganised in 2008, and the Army was keen on testing the functionality of this new system in exceptional circumstances. This was the first time that the new logistics system was being tested in such a comprehensive manner by involving numerous strategic partners and businesses. The exercise yielded satisfactory results in terms of reliability and efficiency, and confirmed that the outsourcing of certain maintenance functions is not a problem even in exceptional circumstances.

One of the most important aspects that will determine the nature of an exercise are the environment and the surrounding community. The great number of people or the heavy equipment involved should not damage the environment or deteriorate relations with the inhabitants and community immediately concerned by the exercise. To prevent any damage, the FDF engage in full cooperation and inform local inhabitants well in advance. They also make detailed environmental plans and impact assessments so as to reduce the damage to a minimum right from the start.

Big exercises ensure our defence capability

Big exercises such as Pyörremyrsky are vital, as they provide the opportunity to train troops and have the services, branches, arms and various authorities cooperate on a large scale. The exercise demonstrated the capabilities of the troops and echelons. It also brought to light the weak points that need to be worked on. The outcome of the exercise was all in all satisfactory.

PYÖRREMYRSKY 2011

The Army had set the following aims for the troops and command elements:

- ▶ Four-day combat exercise for units in force generation and those ordered to take part in a refresher exercise
- ▶ Interoperability between the services, arms and branches as well as with the Border Guard
- ▶ Planning, leading and executing helicopter transport as part of national defence
- ▶ Training air defence troops in protecting big potential targets, forming a single integrated air picture between all the commands and troops
- ▶ The functioning of Army C4 with the support of the Defence Forces' C4 Agency
- ▶ That the Army's logistics system, and its logistics regiments be used by partners and businesses and by the FDF's field maintenance troops
- ▶ Cooperation between the Army's logistics system, and the logistics systems of the other services and that of the Border Guard

THE NH90'S ABILITY TO
TRANSFER TROOPS QUICKLY
FROM ONE END OF
FINLAND TO THE OTHER
WAS TESTED SUCCESSFULLY



MID-LIFE UPGRADE FOR HORNETS

THE F-18 HORNET FIGHTERS PROCURED FOR THE AIR FORCE IN THE 1990s ARE APPROACHING THE HALFWAY MARK OF THEIR LIFE SPAN. THE STRIKING POWER OF FINLAND'S PRIMARY AIR DEFENCE ASSET IS GUARANTEED ALSO IN THE FUTURE BY UPGRADING THE FLEET ACCORDING TO A PLAN ESTABLISHED DURING THE PURCHASE PROCESS. AT THE SAME TIME THE AIR FORCE GAINS THE CAPABILITY TO SUPPORT THE COMBAT OF ALL SERVICES USING AIR-TO-GROUND WEAPON SYSTEMS.



The main contributors to Finland's air defence effort are the Air Force's sixty-two Boeing F-18C and F-18 D Hornet multi role fighters. The government endorsed their purchase in 1992, and deliveries took place in 1995–2000. With the Hornet, the Air Force moved from obsolescent MiG-21 and Draken interceptors to an aircraft that was at the top of its class on worldwide scale.

Already then it was understood that in order to maintain the fighter fleet's capability in the rapidly changing operational environment of air defence, systematic and continuous development work would be required. The Hornets are expected to remain in service into the latter half of the 2020s, by which time the technology of the 1990s would be hopelessly obsolete without regular upgrades. With this in mind, even during the beddown of the Hornet fleet, a project plan for aircraft life cycle upgrades was prepared and the aircraft's life cycle costs over its anticipated 30-year service life were calculated.

Guidelines for the upgrades are found in Government White Papers on Security and Defence Policy written during the 1990s and 2000s and in

MLU 2 (MID-LIFE UPGRADE)

- › Communication and navigation system updates
- › Link 16 multifunctional information distribution system for interoperability
- › Installation of liquid crystal (LCD) displays and other cockpit updates
- › Sensor and self-protection suite updates
- › New version of AMRAAM active radar guided missile
- › Provision for precision guided air-to-ground weapons
- › LITENING targeting pod
- › Mission computer updates for new ordnance
- › Spares purchases and structural reinforcements
- › New flight test instrumentation

UPDATE ALSO ABOUT
EXERCISING FULL POTENTIAL OF
THE HORNET

the Defence Forces Striking Capability Report issued in 2004. The reports called for an upgrade to the Hornet's counter air capability to meet challenges posed by changes in the operational environment. The Air Force was also tasked to incorporate provisions for the delivery of stand-off air-to-ground munitions in the Hornet. The new capability is an element in an overarching extended combat force projection program of the Defence Forces and is intended to give the Air Force the possibility to swiftly support joint operations of all services using long-range weapons.

Exercising the fleet's full potential

With the Hornet now approaching the halfway mark of its calculated life span with the Air Force it can be stated that the principles of the upgrade program as drafted during the purchase process in the early 1990s have been implemented as planned. The program consists of two separate upgrades designated Mid-Life Upgrade 1 and 2 (MLU 1 and 2). The first is completed, the second is now under way. Air Force partners in the program are Boeing as the manufacturer of the Hornet, the United States Navy in the capacity of an upgrade design organisation and equipment supplier, and the Finnish defence industrial concern Patria, which provides life-cycle support services for the aircraft.

Planning work for the second upgrade known as MLU 2 was launched in 2004 with the purchase and integration of air-to-ground weapon systems as the primary objective. Thus the upgrade is also about exercising the full potential of the Hornet in its intended use as a multi-role fighter.

Cost-effective modernisation

The Hornet's air-to-ground weapon suite was selected to meet a wide variety of mission requirements in a cost-effective package.

It is made up of short-range smart bombs, medium-range glide bombs and long-range air-to-ground missiles. For target acquisition purposes, the Hornets will also be fitted with an electro-optical targeting pod.

Also, MLU 2 further improves the Hornet's capability in the air combat role and introduces modern self-protection, communication, and information distribution systems. One aim is to improve the aircraft's capability for international operability and improve its interfacing with civil air traffic control services. The upgrades also contribute to increased reliability and cost-effectiveness in maintenance and operation. MLU 2 also includes local structural improvements and purchases of line replaceable units and other spares to ensure the availability of aircraft at operational units until the end of its life cycle. The entire upgrade program and associated purchases of materials have resulted in significant synergy benefits through cooperation with other Hornet users.

From planning and procurement into practice

The design and procurement phase of MLU 2 was followed by a design and evaluation program that ended in the autumn of 2011, during which the Air Force Flight Test Centre conducted MLU 2 flight tests with two prototype aircraft and which also included ground testing in cooperation with Patria. Results from the flight test and evaluation phase will be utilised in MLU 2 serial productions that are scheduled to begin at the Patria production facility in Halli, near Jämsä in Central Finland, in 2012.

The first batch of thirty-five modified Hornets will be modified in 2012–2015, and the upgraded platforms will be fielded from the spring of 2013 onward. The plan calls for the completion of the upgrade on all sixty-two aircraft by the end of 2016, after which air-to-ground weapons employment will be an integral part of Air Force operations.

RATIONALISATION A BRIDGE TO THE DEFENCE REFORM

IN THE NAVY, WORK AIMING AT THE RATIONALISATION OF ADMINISTRATION HAS BEEN UNDER WAY ALREADY FOR SEVERAL YEARS. IN 2010, MORE DETAILED PLANNING OF THE ADMINISTRATIVE STRUCTURE, PERSONNEL COMPOSITION AND INFRASTRUCTURE WAS CARRIED OUT, IN RELATION TO WHICH THE IMPLEMENTATION OF MEASURES WAS SCHEDULED FOR THE BEGINNING OF 2012. FOR ITS PART, THIS DEVELOPMENT OF THE NAVY'S INTERNAL ADMINISTRATIVE STRUCTURE AND FUNCTIONS SUPPORTS THE AIMS AND OBJECTIVES OF THE DEFENCE FORCES' REFORM

Central aims of the rationalisation of the Navy's administrative functions are eliminating overlapping functions, developing logistics as well as centralising maritime surveillance and preparing for the defence reform.

Efficiency by means of consolidation

The cutting of overlapping functions with the aim of streamlining functions began at a practical level at the beginning of 2012. The greatest changes concern the consolidation of the battalion-level structure and the centralisation of conscript training. In the area of the Gulf of Finland Naval Command, the Naval Training Centre and the Suomenlinna Coastal Regiment were merged, transforming the latter into a battalion-level unit responsible for training and readiness. The Porkkala Coastal Battalion was made a battalion-level unit responsible for the logistics and guarding of the entire brigade-level unit by transferring the Logistics Centre under it.

Both the decrease in the number of conscripts entering service and the requirements relating to the economy of functions demand the centralisation of conscript training. Even a small independent conscript unit needs to have a support organisation assembled around it consisting of the Navy's own administration and logistics as well as Leijona Catering, the Centre of Military Medicine (CMM), Construction Establishment, Soldier's Home Association and other partners. For these reasons, basic training at Isoaari Fort will cease and be moved to Upinniemi. As of 2012, basic training in the Navy will be given in the Uusimaa (Nyland) Brigade in Raasepori (Swedish speakers) and within the Gulf of Finland Naval Command in Upinniemi and at Kirkonmaa Fort in Kotka. Although basic training is now moved to the mainland, exercises will naturally continue to be realised in the planned area of operation of the troops, i.e. in the archipelago and at sea. This is where the troops learn the special characteristics and challenges of their area of operation.

CENTRAL AIMS OF THE RATIONALISATION

- ▶ Eliminating overlapping functions
 - concentrating the battalion-level unit structure
 - centralising conscript training
- ▶ Developing logistics
 - centralising Navy level II maintenance
 - centralising the logistics and support units of the naval commands
- ▶ Centralising maritime surveillance
- ▶ Preparing for the Defence Forces' reform

THROUGH THE RATIONALISATION
OF ADMINISTRATION,
OPERATIONAL APPROPRIATIONS
CAN BE ALLOCATED
TO IMPROVE THE QUALITY OF
TRAINING AND MAINTAIN
MATERIEL READINESS

policy for Defence Forces logistics, support battalions for the naval commands were established to act as regional command echelons for logistics arrangements.

The rationalisation of administration enables not only the allocation of personnel for core functions, but as activities are transferred and downsized it enables also the reallocation of operational appropriations to improve the quality of training as well as the maintenance of materiel readiness.

Extensive effects on personnel

Naturally, the centralisation of functions and partial downsizing also leads to premises being vacated. Some of the premises that have been and are to be vacated in connection with the transformation will be taken over by other FDF units and others will be relinquished. In the archipelago, however, there are few potential users for premises, as their location, with a few exceptions, is challenging for use for e.g. business purposes. Negotiations have been started with the proprietors, the aim being the termination of maintenance and upkeep contracts.

The rationalisation of administration affected every fourth Navy employee directly. Hundreds of job descriptions changed and almost a hundred people changed administrative unit in the same area. Only just over 30 people had to be transferred to a different region. Without the personnel's commendable commitment and capability to be flexible, it would not have been possible to see the change through.

The project has also prepared the Navy's personnel with a view to the defence reform. The development of the Navy's administrative structure acts as a bridge to the defence reform over the challenging next few years and is thus an important part of the preparatory measures for the reform.

The Turku Coastal Battalion was made a battalion-level unit responsible for the logistics and guarding of the Archipelago Sea Naval Command by discontinuing the Logistics Centre and transferring its functions to the Battalion.

A lighter structure enables high quality training

The garrison repair shops subordinate to the naval commands were transferred under the Navy Materiel Command and they now form maintenance centres in Pansio and Upinniemi. The change achieved a decrease in levels of activity, lightened the administrative structure and concentrated maintenance under one command. At the same time, some of the planning personnel working in the headquarters of the brigade-level units were transferred to the Materiel Command. Brigade-level units were left with the responsibility for logistics required for readiness and training tasks as well as the role of intelligent buyer. In accordance with the development

MILITARY CRISIS MANAGEMENT AND INTERNATIONAL COOPERATION DEVELOP NATIONAL DEFENCE

INTERNATIONAL COOPERATION SUPPORTS ALL OF THE TASKS OF THE DEFENCE FORCES. THE BENEFITS GAINED FROM COOPERATION ENHANCE OPERATIONAL CAPABILITIES AND SAVE COSTS.

The central aim of the Defence Forces' international activities is to develop national defence capabilities. Some of the principal ways have been participating in international military crisis management and in Nordic defence cooperation (NORDEFCO), as well as cooperating with the European Union (EU) and NATO. This cooperation is the result of continuous planning, commitment and putting words into action. Thanks to this groundwork, the Defence Forces are seen as a credible partner committed to international cooperation.

International cooperation is primarily planned from a national perspective so that it supports and enhances the Defence Forces' capabilities. This ensures that the benefits of international cooperation can be used to their full potential while building up national defence. The secondary aim is to ensure cost effectiveness by forming bigger entities together with international partners.

Finnish capabilities across borders

The Defence Forces' international activities are an integral part of the implementation of the Defence Forces' statutory tasks. Finland's military defence has been developed by training and exercising our wartime troops in international exercises both in Finland and abroad, in different situations and settings. Examples include Nordic artillery unit exercises in Niinisalo within the NORDEFCO framework; air defence exercises in Norway and cross-border Air Force exercises. In addition to multinational exercises, NORDEFCO has supported the development of our troops by offering opportunities for cost-effective cooperation in materiel acquisitions as well. One such example are the used armoured personnel carriers that were brought from Sweden in 2011.

Within the EU the development of the Defence Forces has been based on the development of a crisis management capability that conforms with the Common Foreign and Security Policy. In this instance, European know-how and resources have enhanced national defence. The theme for 2011 in European cooperation was the pooling and sharing of capabilities.

The difficult international economic situation has increased the member states' willingness to increase cooperation. Suitable initiatives for pooling and sharing were examined at various EU levels and a process was developed whereby member states' objectives could be promoted.

NATO's standards and criteria, which form the basis of international cooperation, have been taken into account when building the Defence Forces' capabilities. The capabilities of troops that have developed and trained according to these standards and principles of action have an immediate positive effect on national defence. Finnish troops that have passed NATO's assessment and feedback programmes have demonstrated a high level of interoperability and effectiveness. In 2011, the Utti Jaeger Regiment's rapid reaction forces successfully complied with NATO's assessment and feedback programme.

Crisis management and cooperating with authorities

The FDF continue to make the most of the experiences gained from operations overseas in the planning of national defence. Finland has participated in numerous international crisis management operations in 2011. It also took part in two European Union battlegroups (EUBG) that were on standby in 2011; first in the Swedish-led EUBG with a jaeger company and the second time round in the Dutch-led EUBG with a special jaeger company. National command and support elements were added to both standby units. The Navy for its part contributed to the Atalanta Operation in Somali territorial waters, which was a novel experience for the Finnish Navy.

The ability and readiness of the Defence Forces to cooperate with other authorities has been enhanced by international cooperation. We have developed our interagency procedures by comparing them to the practices and experiences of other countries. Real-life examples include EU-level cooperation between authorities in the event of natural catastrophes, the maritime situation picture shared



by various authorities and the cooperation in mine clearing that was done within a NORDEFCO context. In addition, the European Union has led an initiative to map out military capabilities that could be used to support civilian authorities. The objective has been to send help to possible crisis areas faster.

The Defence Forces' participation in international crisis management is often the most visible form of international cooperation. From the perspective of national defence, cooperation and activities in, for e.g., Afghanistan have resulted in even more efficient procedural models. The capabilities that were used in the EUBGs and Operation Atalanta have also been successfully developed. The Defence Forces are now even better prepared to take part in demanding international operations at short notice.

Nordic cooperation has traditionally played a significant part in international crisis management operations. In 2011, the operation in Afghanistan was supported within the framework of NORDEFCO by combining, for e.g., strategic transports and by each

country specialising in its own strengths within logistics and then offering that service to other countries.

International networking: even more important in the future

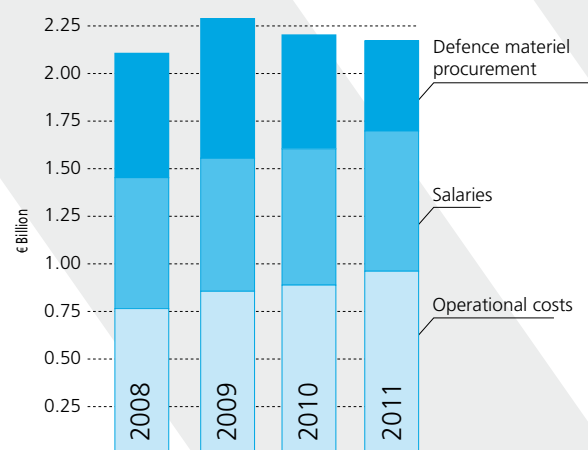
International cooperation is a tool that enables activities to be more cost-effective. When planning accurately anticipates upcoming challenges and changes, the development needs of the Defence Forces can be met. The results of 2011 are a good example of how cost-effectiveness and operative added value can be combined for the benefit of national defence.

Building a good and reliable partnership takes time. It requires responsible action, a credible national defence and the ability to operate on several international forums at once.

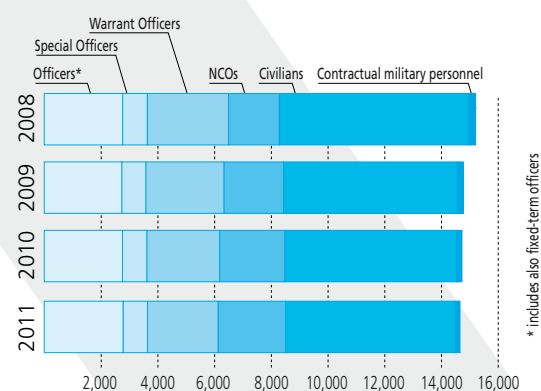
These all contribute to the fact that the Defence Forces are and will remain an important international partner.

INTERNATIONAL COOPERATION AND ACTIVITIES HAVE CONTRIBUTED TOWARDS MORE EFFICIENT PROCEDURES

OPERATIONAL COSTS AND DEFENCE MATERIEL PROCUREMENT



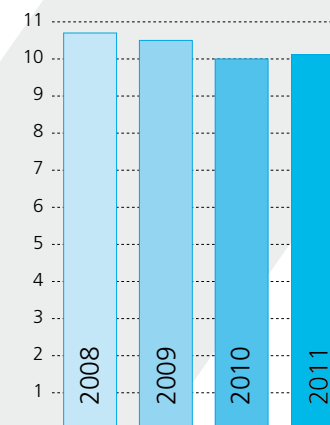
PERSON YEARS



The number of person years has been reduced in accordance with the obligations set in the Government's productivity programme. The number of personnel employed using operational costs in 2011 was approximately 14,630 person years. When the person years used for persons employed using employment funding and those retiring during the interim period relating to Millog Oy as well as for the promotion of network security, the total amount rises by around one hundred person years.

* Includes also fixed-term officers

SICKNESS ABSENCES



During the last few years, the annual number of sickness absences in the Defence Forces has been approximately 10 days per person year.

NUMBER OF PERSONS IN CRISIS MANAGEMENT SERVICE

	2009	2010	2011
Kosovo	401	214	21
Bosnia and Herzegovina	22	5	8
Afghanistan	144	154	190
Sudan	1	2	1
Liberia	2	2	2
Chad	74	35	0
Atalanta	3	3	54
EUTM Somalia	0	3	4
Libya			2
Military observers	20	19	20
Total	667	437	302

Figures are annual report figures and based on an annual average

In 2011 Finland participated in the Atalanta Operation in Somalia. The total strength of the operation was approximately 100 soldiers during the first six months of the year. The average also includes four staff officers that worked for a full year.

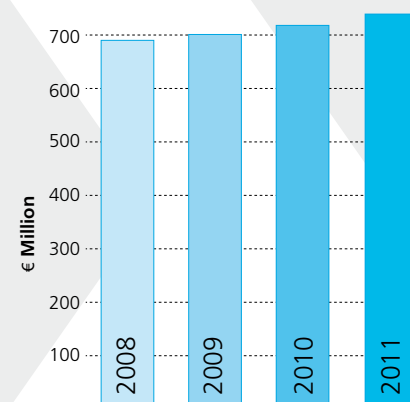
In addition, EU battlegroups have been in training or on standby at home as follows:

EU battlegroups	3	300	300
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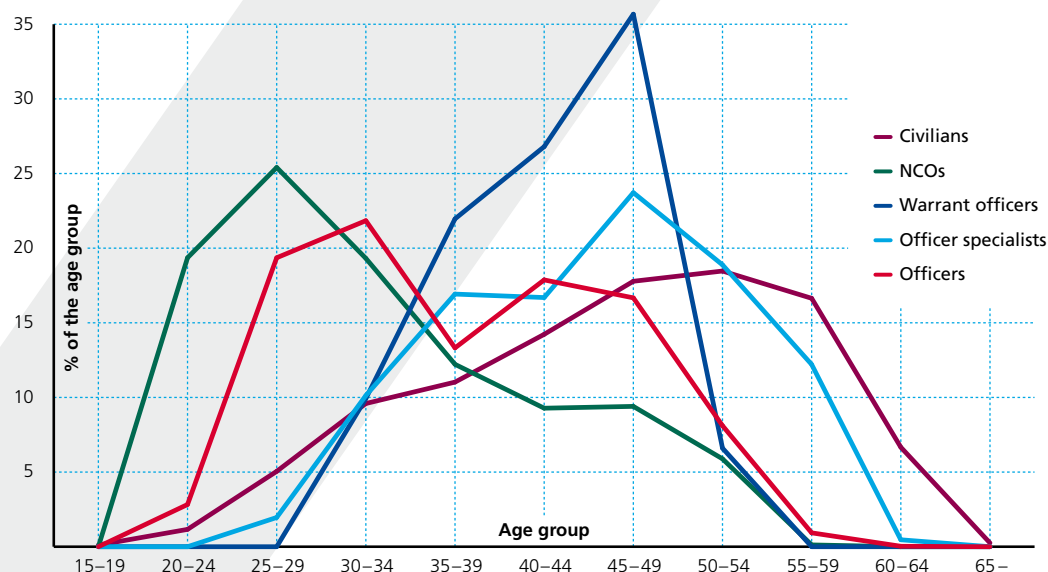
FIGURES

	2010	2011
Number of days in the terrain of conscripts in live exercises	27	30
Number of refresher training days	105,767	131,766
Flight hours (Hornet)	8,870	8,904
Flight hours (Hawk)	3,518	4,360
Helicopter hours	2,272	2,444
Vessel hours	1,254	1,164

ACTUAL SALARIES AND RELATED COSTS

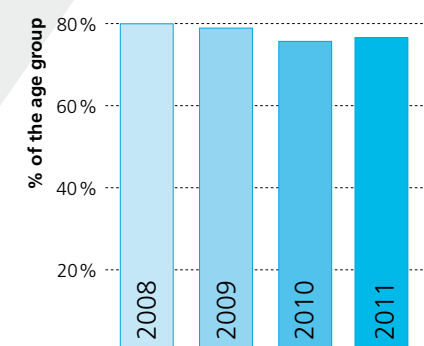


AGE STRUCTURE OF PERSONNEL GROUPS



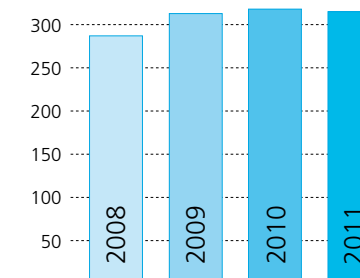
In 2011, the average age of Defence Forces' personnel was 41.4 years. The age structure varies considerably according to personnel group. The age structure of civilians is more accentuated in the older age groups than the age structure of military personnel.

COMPLETED MILITARY SERVICE



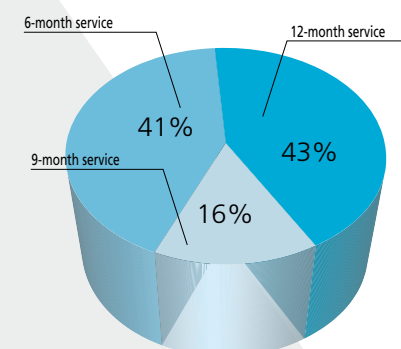
In the age group of men who have turned 30, slightly less than 80% have completed their military service in recent years. This is sufficient for troop production.

NUMBER OF WOMEN



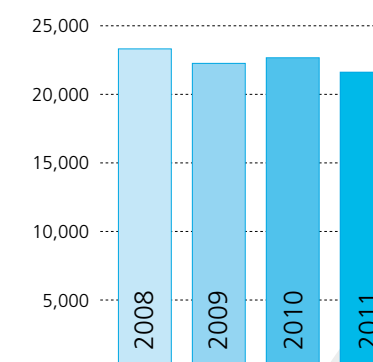
The number of women in voluntary military service has stabilised at approximately 300.

DIVISION OF SERVICE LENGTH



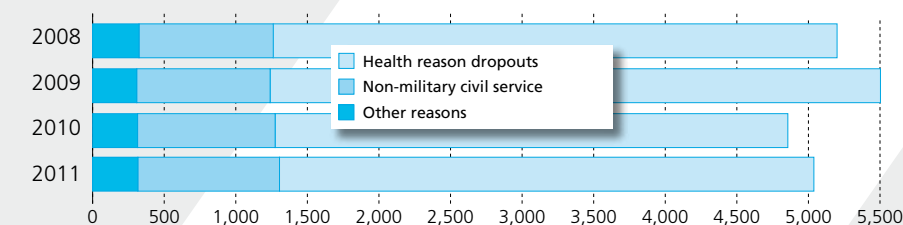
The proportion of those who served for 12 and 6 months is approximately the same.

TRAINED CONSCRIPTS MUSTERED OUT



During the past few years, the number of conscripts trained and mustered out has turned toward a slightly downward trend.

ATTRITION DURING MILITARY SERVICE



In accordance with the new physical examination guideline, fitness for service is evaluated throughout the period of liability for military service, which is likely to have increased attrition during military service in the last few years. In the most recent contingents, this trend has been broken.



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