

Interview of Daniel Perrin and Felix Fluck

CICA from the viewpoint of partners

FAKTuell: Why is IAM so interested in cooperation with CICA?

Daniel Perrin: We are interested for instance in how organisations and people react to pressure during a crisis. Armed forces and CICA have their special access to crises and disasters. By working together, we can integrate these special



practical experiences into our work and conversely bring in our research and counselling on communication into the development of CICA's products. As a training basis, CICA reaches all the military personnel that we could gain as customers for some of our services

FAKTuell: What does this cooperation look like concretely?

Daniel Perrin: For individual course modules we provide location and infrastructure for example while CICA provides the coaches. But our cooperation goes far beyond that: IAM incorporates technical and didactic considerations into the development of the courses that CICA then conducts. And together we offer a post-graduate diploma course in crisis communication that can be counted at the IAM as a module for a post-graduate diploma.

FAKTuell: Other institutes of applied sciences cooperate with CICA as well. Competition for IAM?

Daniel Perrin: Not at all. We cooperate closely with Solothurn for example. We mutually coordinate our main focuses because there would be little point in all of us offering the same services within such a limited geographical area and everybody catering for everything. Here, I find it makes sense that CICA selects those partners that wish to cooperate with CICA in a certain subject. Cooperation should take place where both partners benefit best from it. I believe that such task-related cooperation brings both partners the greatest benefit.

Prof. Dr. Daniel Perrin

is language and media scientist. He is co-founder and head of the Institute for Applied Science at the Zurich Institute of Applied Sciences Winterthur and can build on many years of experience as journalist, chief editor and coach. He advises the armed forces in communication training issues.

FAKTuell: How did cooperation with CICA develop?

Felix Fluck: Quite accidentally at the Zürcher Sechseläuten festival. Our guild had invited Maj Gen Stutz as guest of honour. As a gesture of gratitude, he invited us to visit the Tactical Training Centre in Lucerne. In his table speech, he explained



that the armed forces recruited coaches in communication training for the private sector too. I walked up to him and took him at his word. He referred me to CICA's commanding officer, Col GS Schlup who I 'besieged' long enough, until he gave me a chance.

FAKTuell: What are you able to do that a militia coach cannot do?

Felix Fluck: A seminar needs a concept, selection of the best didactic implementation method and a skilful presentation. My vocational activity comprises all three aspects, while most militia coaches are primarily engaged as competent presenters. With two or three seminars a week, I may possibly also have a little more routine than my militia colleagues.

On the other hand because of their profession and military background, militia personnel are often 'closer' to the problems of their clients (i.e. participants), and so we complement each other in an ideal way.

FAKTuell: There is currently no end to the number of self-employed communication coaches. What role does CICA play for you as a patron?

Felix Fluck: In the beginning, I had to fight for every seminar day. Since then, I am pleased that word has got around about my name and that cooperation is becoming more and more thorough. CICA has become one of my main customers and an important reference that can be very helpful for acquiring assignments.

Dr. Felix Fluck

After several years of work in career management of a major firm, Dr. Felix Fluck founded his own Humanmanagement Consulting Ltd firm in 1996. He has been conducting and designing courses at the CICA for three years.

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EDITORIAL

Training

As service enterprise for the armed forces and public administration, we place highest demands on ourselves and our coaches in order to meet the expectations of our customers. This issue of FAKTuell is focussed on the topic of training. You will hear who our coaches are, how they are selected, trained and engaged.



Solid training and regular progressive training, whether in the civilian or military field, are indispensable today. Our coaches are kept up to date through internal schooling. Because of its cooperation with universities of applied sciences engaged in research, CICA is also always familiar with the latest results in communication research.

The same advantages result from cooperating with civilian partners. Together with these, CICA offers products that have stood the test on the free market. This also makes it possible to offer courses that have been tailored to meet the needs of clients.

Since December 2002, CICA meets the standards of ISO certification. We are doing all we can to be able to offer you competitive products in the future too. With this internationally recognised mark of quality, a course with CICA has become a decisive bonus for you as well.

In this sense: Enjoy your training at CICA!

Col GS Daniel Schlup
Commanding Officer CICA

CICA's training concept

Success through combined effort

The training options of the Centre for Information and Communication Training in the Swiss Armed Forces (CICA) are generated by three different training teams. This enables instruction that meets the needs of clients and constant further development of staff and products.

The client is king! At CICA this motto has the highest priority. As service provider it is CICA's stated goal to offer its clients the best training possible. This calls for excellently trained coaches who can be engaged for its variety of customers. Therefore, CICA does not rely on its own militia coaches alone, but also works together with partners from the private sector and universities of applied sciences. These combined resources enable customer-adequate engagement of respectively qualified personnel and thus guarantee sound training.

Training at CICA is realised by the following teams:

- 1. Internal coaches:** Militia personnel that are trained as communication coaches by CICA. They are primarily engaged in officers' courses, but also in other course modules.
- 2. External coaches:** Specialists from the private sector who are contracted by CICA according to usual market rates. Depending on the course, they are engaged specifically and have extensive expertise.
- 3. Partners:** In the Zurich Institute of Applied Sciences Winterthur and the Institute for Business Communication of the University of Applied Sciences Solothurn Northwestern Switzerland, CICA has found the ideal partners for keeping its coaches and trainers informed on latest developments.

Current cooperation with the two universities of applied sciences is to continue in the future as well. CICA is already negotiating with another partner - the University of Bern. CICA sees its cooperation with the universities of applied sciences as a win-win situation that provides the best possible way of satisfying the needs of its clients. Because, as you know: The client is king!

PAGES 2/3

Tailor-made training thanks to coaches that can be specifically engaged



PAGE 4

Interviewed partners: Prof. Dr. Daniel Perrin and Dr. Felix Fluck



Tailor-made training thanks to coaches that can be specifically engaged

A solid basis – militia coaches

Military personnel that do their military service as coaches with CICA form the backbone of our training personnel.

CICA's courses are primarily conducted by coaches that do their military service as communication coaches. Such militia personnel already bring with them certain experiences relating to training, media and communication before they are prepared at CICA for their future task. Because of the expertise these coaches have gained in their civilian environment, they can be rapidly engaged in practical tasks.

Last year's advertisements and campaigns for training as armed forces communication coach were highly effective. The number of reallocations from refresher course units to coach activities at CICA has risen since to a pool of about 350 persons. This number enables us to flexibly plan our extensive range of courses.



How does one become a militia coach?

You become a militia coach for CICA in several steps of which each one is selective.

1. On the basis of their letter of application, persons interested are subjected to a primary selection process with regard to their civilian experience in training, media and communication. Military ranks play no role here as CICA's courses do not take them into account.
2. Within the context of a one-day procedure at an assessment centre, the applicant's aptitude is evaluated by professionals.
3. After passing the evaluation test at the Assessment Centre, candidates visit the 10-day course for coaches. Here, they receive instruction and practise the necessary skills for their function. Only after successful completion of their coach course, can they be engaged as coaches.

The new coaches begin with their first lessons in communication at officers' courses. After further training, they also teach the participants of staff and leadership courses as well as the students of other CICA training modules.

During the courses, coaches are regularly observed and individually coached afterwards. This ensures that the quality of the coaches and thus of the courses is always of supreme quality.

Training by external coaches

With an extended range of course options, coach requirements are also more demanding. Therefore, CICA engages external specialists where necessary.

External coaches work in their professions as communication coaches, journalists or media coaches, and are specialists in their own fields. While militia coaches are mainly trained for schooling cadets in officers' courses and teach the basics of effective communication, external personnel is also engaged for training customers other than the armed forces. That means: external coaches train both militia personnel and people from public institutions. As most external trainers are self-employed, they can be called up more flexibly and with greater spontaneity than militia coaches doing their military service. The latter always have to be mobilised through marching order which makes it impossible to assign them to serve at short notice.

Otherwise there is no difference between the two types of coaches. For they are all professionals.

Advantage: Specialists

CICA employs up to 50 external specialists who can be specifically engaged to meet course requirements according to their professional function. This makes it possible to give customers the best possible training in individual courses. Most of our specialists also have a history of military training that facilitates understanding and interaction with students many times over as they know their audience and how they should be treated. External coaches are employed according to the usual free market wages.

Universities of applied sciences – our research link

Institutes active in research are interesting partners for CICA. Both sides gain from the relationship, but primarily the customer.

During the past years, communication has become more and more important. To lead successfully is to communicate correctly. That also applies to the Swiss Armed Forces. With its new range of courses, CICA is meeting the demands and needs of its customers.

The necessary expertise and understanding of latest developments in communication are, therefore, an important requirement for sound training. In order to guarantee this, CICA obtains its understanding from practice, cooperates closely with the Institute of Applied Sciences (IAM) of the Zurich Institute of Applied Sciences Winterthur and the Institute for Business Communication of the University of Applied Sciences Solothurn, Northwestern Switzerland. Both institutes are active in research and advise CICA in specific development issues. Conversely, the institutes benefit from our access to new potential clients.

Jointly organised courses and modules are tuned to the mutually adjusted focuses of the cooperation partners. This also has the advantage that other course locations can be offered apart from Bern. First courses have already been held in Winterthur and Olten, which has led to positive reactions. But as in the past, we will continue to con-

duct courses where they are desired. CICA is present where its clients are.



CICA's partner at the University of Applied Sciences Solothurn, Northwestern Switzerland is the Institute for Business Communication (FHSO).

Together with the partial schools University of Aargau (FHA) and the university of Both Semi-cantons of Basel (FHBB) the FSHO forms the University of Applied Sciences of Northwestern Switzerland.

It was founded in 1979 and recognised as university of applied sciences in 1999.

The selection of seven courses of study is attended by about 850 students. Today, the FHSO teaches some 450 post-graduate diploma students.



CICA's cooperation partner at the Zurich University of Applied Sciences Winterthur (ZHAW) is the Institute of Applied Sciences (IAM). It offers study courses in journalism, communication for organisations as well as several post-graduate diploma courses.

In 1998, the ZHAW was formed through the fusion of the Technical College in Winterthur, the Interpreters' School in Zurich and the Advanced Economics and Administration School of Winterthur. More than 2,000 students are registered there for 13 study courses. Its progressive training courses are attended by about 1,300 persons annually.

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