

THE BUGLE

BALTDEFCOL NEWSLETTER



December '09 Nr. 4

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THE BUGLE
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BALTDEFCOL students' gift to the local community

For several years Baltic Defence College (BALTDEFCOL) has had a tradition of organizing Christmas charity for children with mobility impairments. This year the initiative was taken over by the students of Joint Command and General Staff Course (JCGSC). As Maj. Stig Nielsen put it, who was responsible for cooperation with Lastefond (Children's Fund), the supporting of the local charities would be like a Christmas gift from BALTDEFCOL to local community.

The project was launched on Friday, October 16th when a fundraising started to help Lastefond buy a bedside monitor for the Tartu Children Clinic. Lastefond's charity box was set up in the college lobby where it stayed until the middle of December and at the same time also direct bank transfers were promoted. In addition to these actions a small auction was held at the BALTDEFCOL's "International Night in the Baltics" with the same idea in mind.

The overall revenue from the initiative was over 20,000 EEK that was handed over to the Lastefond on December 16th. Ceremony took place in the Tartu Children Clinic where the monitor was already seen switched on. The director of the clinic Prof.

Vallo Tillmann expressed sincere gratitude for the monitor, since this kind of apparatus is always desperately needed in the clinic. Also the acting head of Lastefond Ms. Küllike Saar was very satisfied with the results of the campaign. The

the main actor behind the restoration of the old Tammistu manor for the families of handicapped children. After the monitor handover ceremony Maj. Nilsen and the JCGSC Class Leader Capt. Rene Toomse went on to bring the presents the



Prof. Tillmann introducing the new bedside monitor to Commandant BrigGen. Abols (Photo: Mr. Oliver Toots)

Commandant of BALTDEFCOL joined with the others and thought that there is no reason why the cooperation between the three counterparts should not continue.

Besides fundraising for the bed-side monitor, the students engaged themselves in other activities, such as helping with elementary maintenance works in the Tammistu manor park. There the students made close cooperation with Estonian Agrenska Foundation who is

students had gathered to the Agrenska Foundation.

Capt. Toomse said that so far the students have engaged themselves with pleasure into the charity project, but asserts that studying is still in the first place and then comes everything else. Important is that the project is far from being over and both the donation box and help at the Tammistu Family Centre will continue also in the spring semester.

Commandant's greeting

BrigGen Gundars Abols

Once again, as we busy ourselves for the fast approaching holiday season, it is worth reflecting upon the BALTDEFCOL's accomplishments over the past 12 months, even as we prepare ourselves for the challenges and opportunities that await us in the year ahead.

Year 2009 proved to be an exceptionally busy year: we have successfully conducted the AICSC 2009 and the HCSC 2009 and are on half way with the JCGSC 2009/2010. Thank you all for the good job done!

Looking ahead to next year being the last year of my term, I expect that we will remain as busy and engaged and will continue good co-

operation. I am glad to announce that the Baltic Ministers have approved the BALTDEFCOL budget for year 2010 giving us clarity about our mission for the next year: our chief tasks will be carrying out the CSC 2010 and second part of the JCGSC 2009/2010 in spring and the HCSC 2010 and first half of the JCGSC 2010/2011 in autumn.

In addition, our great attention in the first quarter of 2010 will need to be paid on setting our long term goals and drafting the new Development Plan paving the BALTDEFCOL's directions and way ahead for 2010-2016.

As next year will be challenging also in respect of large-scale personnel rotation we will face in summer then I wish Dean, Course Directors,

Head of Departments as well as all other members of the BALTDEFCOL family to have good energy and vigor to assure a smooth induction of the new personnel.

I would like to pass my gratitude to the nations participating in the BALTDEFCOL with officers as well as students and am very grateful to the countries who have taken the decision to return to the College with manpower after taking a short brake.

To all staff, students and family members of the BALTDEFCOL I extend a "Very Well Done" for another year filled with achievement. May you have a Merry Christmas and a successful New Year!

Head DPS departure

Mr. Frederic Labarre

The "Introducing Marija" piece was my last contribution to The Bugle. After two years at the BALTDEFCOL, my time here as come to an end. I was the first Canadian to propose his services to the BALTDEFCOL in September 1999, and I have always held the institution in great admiration. When on 18 December 2007 I received the news I had been selected as Head of De-

partment of Political and Strategic Studies, I was overwhelmed with joy. Ironically, my last day at BALTDEFCOL also falls on the 18th of December 2009 although I remain Head of DPS until the end of my contract 4 February 2010. Leaving the BALTDEFCOL overwhelms me with sadness. Between these two extremes, I have experienced every emotion in that range in the intervening two years. For me as well as for the College, I am convinced it

was well worth it. The experience has helped me grow, but now it is time to return home. For those of you who are curious, I shall be returning to the family business of selling second-hand coffins or after-life storage devices, as we call them. If you are ever in Canada, you are all welcome, and if you need an inexpensive after-life storage device, come on over to Crazy Freddie's Crates, "We'll dig up a deal for you!"

In brief

Next Commandant

Col Meelis Kiili, who currently is holds the position of the defence attaché of Estonia to USA, will from 2011 take over the position of BALTDEFCOL Commandant, currently held by BrigGen Gundars Abols.

Promotions

In November college received good news that the Directing Staff

member Maris Tutins had been promoted to Lieutenant Colonel.

Medals awarded

Chief of Romanian General Staff Adm, Ph.D. Gheorghe Marin rewarded the merits of the BALTDEFCOL Commandant Brigadier General Abols Gundars, Course Director HCSC/CSC Col Almantas Leika and Chief of Staff LtCol Paul-Indrek Rajamäe-Volmer on the occasion of

the 150th anniversary of Romanian General Staff establishment, for special merits and support given to the Romanian Armed Forces Representatives with Emblem of Merit "Partner for Defence", Second Class.

The Medals were given to the nominees during an official decoration ceremony on 12 November.

Fresh and new Baltic Security and Defence Review

In the beginning of December arrived from the print the Baltic Security and Defence Review (BSDR) Volume 11. Though it might be considered as a traditional volume issued annually, a sharper eye can notice some relevant changes. The man responsible behind them is the Chief Editor of BSDR, Dean Dr. James Corum, who willingly shed some light to the developments.

The most important change, Dr. Corum stresses, is that Baltic Security and Defence Review has turned into a peer-reviewed publication. This means that there are high-level scholars who make certain that the quality of the articles would be worth publishing in the BSDR. That

should work also as an initiative for the future writers to contribute to the publication.

Broadening the circle of writers is another important issue, the Dean states. The rise of the number of the contributors will be achieved with spreading more information about calls for papers. Besides broadening the writer's spectrum the target is also to share the BSDR to more staff colleges and other similar institutions and hence, get more readers of the publication.

A new addition to the BSDR that, as the Chief Editor believes, will receive a positive welcome from the readers, is the special historical feature. This section will be

based on historical documents, maps and photos found in the archives, like for example the operations plan that can be found from the latest issue.

And last, but not least, one of the most palpable changes is that from the new BSDR vol. 11 the publication will be issued bi-annually. The second issue has already been sent to print and should arrive in early 2010. In addition the membership in the International Society of Military Sciences provides the college with a possibility to publish special issues.

New tradition in the BALTDEFCOL launched?

On Monday, 14 December the first Defence Industry Day was held at the BALTDEFCOL. To the Main Hall of the Estonian National Defence College had gathered several experts on defence industry, the students of the JCGSC, members of the Estonian Defence Industry Union and visiting students from University of Tartu.

The purpose of the Defence Industry Day was to introduce to the students the close cooperation between the research and development (R&D) field and defence industry, and show how beneficial this cooperation is. In the curricula of the JCGSC course the Industry Day belongs under the sub-module M3011 Resource Fundamentals. When in the previous course only two lessons were allocated to the defence industry, it was seen as not enough and for the current course the event called Defence Industry Day was created to provide a more detail overview.

During the presentations the audience got to know better about the current situation in the Estonian



For the students the day offered lots of new knowledge (Photo: Mr. Oliver Toots)

and Lithuanian defence industries, but also saw examples of products that are being built in the Baltic States.

As the Project Officer LtCol Vidas Zabiela told, there were some students who were quite surprised by

the equipment built in the Baltics, and added that actually in many occasions the quality shown here is comparable with the one of the other NATO countries.

JCGSC students ended their first semester

As one of the last tests before leaving to their homes for Christmas, the JCGSC students went through the two-week Collaborative Effort One exercise. This exercise was the culmination of the teaching efforts from the first five months of the course which had the aim of preparing the students to conduct the operational planning process (OPP).

The exercise was based on the very complex Zoran Sea scenario used in the NATO School in Oberammergau, Germany and by many other NATO countries. The scenario used has been modified and carefully tested for Baltic Defence College by the Canadian Forces College in close cooperation with the project officer Maj Kerlins, the entire Operations Department, and other Directing Staff. According to the Course Director, LtCol (ret) Ron LaGrone, the resulting scenario and supporting material is an excellent package and "makes it possible for us to produce a very high quality exercise with minimal amount of directing staff that we have."

Throughout the course, the BALTDEFCOL continues to enjoy significant support from outside of the College. One of the events with high importance to the overall success of the exercise program was the OPP Seminar held in the BALTDEFCOL in early October. The seminar was supervised by a delegation from Canadian Forces College which included BALTDEFCOL former staff member LtCol Daniel Lortie as well as LtCol Yves Luc Turgeon. Among other tasks accomplished during the seminar, a detailed overview was given to the Directing Staff about the Zoran Sea scenario.

During the exercise, the College was supported by visiting Subject Matter Experts (SMEs) from Strike Force NATO, German Response Forces Operations Command and Canadian Forces College, whose work especially on providing air



Students took the exercise very seriously (Photo: Mr. Oliver Toots)

force and maritime expertise was a big help to the exercise, said LtCol (ret) LaGrone, and he added that this kind of support is needed the most in particular areas where the Directing Staff lacks certain expertise.

In the CDs opinion, the exercise was running well and as proof of the complexity of the exercise and the hard work the students were doing he said that some students, especially those with more responsibility, showed some signs of fatigue before the end. Moreover, the lengthy professional discussions about war gaming and operational design among the whole staff led the visiting SMEs to remark about the value of the exercise not only for our students but as a professional development opportunity for them as well.

Visiting SME Cdr Andy Müller said the cooperation with the students and the staff in the College was very good. Cdr Müller said

they tried to support the students with bringing in some real world expertise and mixing it with the College environment and hopefully succeeded in passing on this knowledge. He also stated that when they would be needed here in the future for their subject matter expertise and especially on operational level, they would feel glad to offer their expertise, or as needed, send somebody else.

Student LtCol Paul Fuller, who acted as one of the two OPG chairmen, said that the task was a challenge, but believes that his planning staff did a good job and accomplished the aim of the exercise. Another challenge was merging three syndicates into one functioning group, but it went fairly well. LtCol Fuller also thought that even though there are not so many air force and navy students for the task given, they still managed to cooperate and learn from one another. He concludes that there is always room

for improvement, but overall it was a success.

The Project Officer and the Operations Department have a plan to incorporate the results of this exercise into the next exercise so the students can build on what they did before Christmas and then

create the planning process at the component level after Christmas. The most important exercise for using the OPP will be SWEDEX in April 2010. SWEDEX is a staff exercise in Sweden together with students from similar courses in e.g. Sweden, Norway, Finland and Swit-

zerland. Traditionally, the Baltic Defence College performs very well during this exercise and with the high quality of our current JCGSC students, we expect that they will do even better.

HCSC 2009 running smoothly

LtCol Harri Ints

"In today's challenging international environment is very important that our defence institutions are ready to transform if they are to make an effective contribution to addressing the security challenges of the 21st century. In recognition of this need the BALTDEFCOL has developed the HCSC. The value of the Course has been recognized by the Allied Command Transformation - it has been accredited as a NATO course and included in the NATO Course Catalogue," says the Commandant of BALTDEFCOL in his address on the Course Plan for HCSC 2009.

December 18 is the date of the graduation of the HCSC 2009, which started on August 10. HCSC as that was launched in 2004, at the request of the Ministers of Defence of the Baltic States, so this year's course is already sixth one. All 14

students from 11 countries – in addition to traditional three Baltic countries we have students from Albania, Croatia, Czech Republic, France, Georgia, Poland, Romania and Ukraine – have successfully graduated the course.

Two HCSC graduates - Ms Kristīne Rudzite (Latvia) and LtCol Christophe Taczanowski (French Air Force) – were awarded Transformation Studies Writing Award. They respectively wrote papers on the British Army and the French Air Force in the interwar period. Their papers will be published in the College's research journal *Baltic Security and Defence Review*.

Estonian Defence Ministry's Permanent Undersecretary COL (Ret.) Riho Terras and the Latvia's Training and Doctrine Command Commander and Chairman of the BALTDEFCOL Coordination Group COL Igors Rajevs spoke at the ceremony and congratulated the

graduates. The ceremony was honoured by the attendance of the Polish Ambassador of the Georgian Ambassador.

The overall course length was 25 weeks, comprising 6 weeks intended for dispersed preparation and the accomplishment of required reading prior to arrival for the residential part of the course, and 19 weeks for the residential part itself. Every course has its own face. From the DS point of view we will remember HCSC 2009 students as a good company of highly motivated and bright people who expressed from the very beginning of the course strong social bond and ability to work in teams.

We wish to the students of HCSC 2009 all the best in their following career and great success in serving their countries in the jobs of greatest responsibilities and challenges!

Introducing Marija

Mr. Frederic Labarre

Marija is the new name for the BLASECD, the BALTDEFCOL Limited Area Searchable Electronic Contact Database. The fruit of cooperative work between Head DPS, Mr. Villu Varjas, the IT Office and Ms Kadi Salu, the database contains the contacts that staff members have been able to feed into it over the years and allows searching for guest lecturers, conference participants from a number of precise search criteria. For example a user can search the database, located at bdc.bdc/contacts by topic of expertise, geographic

area of expertise or current location. In addition, the database provides the possibility to narrow the search down to people who have presented at the BALTDEFCOL in the past. This enables the College to develop its own pool of expertise distinct from the transitory nature of staff at the BALTDEFCOL.

Keeping this database alive is the work of Mr. Villu Varjas, your trusted Bugle editor and BSDR managing editor. As per the Commandant's directive, staff is required to submit the contact details of their guest lecturers and conference/seminar participants to Mr.

Varjas so that these can be included in the database. As of time of writing, Mr. Varjas was hard at work developing the mechanisms whereby the database details should be presented to him. In addition to correcting some glitches in the presentation of the information, the IT Office remains committed in improving this new tool by developing the ways in which email lists can be created for the distribution of call for papers as well as for the mass-delivery of the BSDR. Marija's charms will definitely help in putting the BALTDEFCOL out there!

Men in dappled uniforms conquered autumnal Saaremaa*

Ms. Anu Vares (Oma Saar)

On Tuesday and Wednesday tens of men in dappled uniforms moved around in Saaremaa. 70 students from the BALTDEF COL came to the island with the teaching staff to look over the venues of operation Albion, executed in the I World War.

LtCol Aivars Spriedejs, who is teaching tactics of land-defence in BALTDEF COL in Tartu, told to Oma Saar that in the action plan of the institution belongs also visiting places, where important battles of the Baltic region have taken place.

"This year we chose Saaremaa, because in October, 1917 happened here the famous military operation Albion, during which Germans conquered the islands of Western-Estonia," explained Spriedejs, a Latvian himself. He added, that before coming here the students of the defence college familiarized themselves thoroughly with the written materials about the operation and in Saaremaa they were driving around and looked over the most important venues regarding to the operation Albion. LtCol Aivars Spiedrejs said that there were 70 Baltic Defence College students from 17 countries in Saaremaa. "Most of the group represent the three Baltic States, but there participants also from USA, Canada, Norway, Denmark, Germany, Ukraine, Georgia, Moldova and Croatia", told Spiedrejs.



Students on a tour in the medieval castle of Kuressaare (Photo: Peeter Saar)

Eric Sibul, who teaches military theory and history in the BALTDEF COL is born in the United States and served for years in the US Navy, but his parents are from Võru County and left Estonia in 1944. "Operation Albion is very interesting for research and studying, because it was very well planned and successful for the Germans," explained Sibul. "It is a good example of manoeuvre warfare and military planning," he added. Eric Sibul states that it is critical for every military officer to learn from earlier operations – to read, analyze and see, where everything actually happened. Since Operation Albion took place in the middle of October, 1917, the participants also got an idea of the weather circumstances that could have dominated back then.

Both LtCol Aivars Spiedrejs and Eric Sibul expressed hope, that the study group of BALTDEF COL lege,

could come to Saaremaa also next year. "The main attention will still be on Operation Albion, but maybe we will look closer to some event from the times of the 2nd World War. Saaremaa is a very interesting place with captivating history," said Sibul, who teaches military theory and history.

"Kuressaare, the dam of Väike strait, Taga Bay, Pammana, Oti manor," counted Eric Sibul the places visited in two days. Yesterday the students shared their observations about the Operation Albion and participated in germane discussions. The study trip to Saaremaa was ended in the Kuressaare castle.

* The article was published in newspaper Oma Saar on Oct. 15th 2009.

Baltic Defence College now on Twitter

Merely a month ago the BALTDEF COL Commandant BrigGen Gundars Abols came out with an idea, to make BALTDEF COL a part of the Twitter network. A couple of weeks later, that plan was brought into action, and now one can follow the College's action easily, by clicking on the Twitter logo on the main screen of the home page or by going to the address www.twitter.com/BALTDEF COL.

College's Twitter page offers updates about the events happening in College, newest developments in all the levels where BALTDEF COL is involved and everything else we feel necessary to share with those interested in our everyday life.

Twitter's main idea is to stay connected to one's social network through exchange of quick, frequent messages. People write short updates, often called "tweets" of 140

characters or fewer that will be posted to their Twitter page, but also to other social media networks in the internet.

To receive these tweets automatically one must add him/herself as a follower. After clicking on the icon to do it, news starts to drip in. Among the followed ones can be friends, companies, news agencies, politicians and whoever else that use Twitter.

BALTDEFCOL participated in Work Shadow Day project

On Thursday, 19 November the Chief of Staff of BALTDEFCOL LtCol Paul Indrek Rajamäe-Volmer was followed by Tartu Art Gymnasium senior Madis Metsmägi as part of the Work Shadow Day project.

Work Shadow Day is a project initiated by Junior Achievement Estonia and carried out in cooperation with Estonian gymnasiums and high schools and various institutions and enterprises. The purpose of the project is to give the youth an overview of the everyday tasks and obligations of several outstanding leaders, as well an image of the essence of leadership. Among the participating persons are for example the Prime Minister of Estonia Andrus Ansip and the rector of the University of Tartu Alar Karis. For BALTDEFCOL it was the first time to participate in the project.

Madis chose the BALTDEFCOL because he had been in the opening day of Estonian National Defence College, and big was his surprise when he found himself behind the doors of the neighbouring institution. For the same reasons he also did not have many expectations. However, the experience was fruitful, as he was not waiting for such a friendly and free working environment and cooperation between the staff and rather thought it would be more diplomatic.

Madis "the Shadow" also got a glimpse of the study process in the syndicates and described it as highly professional, where everybody took it with heart what they were doing.

About his main target, the Chief of Staff, he thinks that he knows very well how to communicate with people, which is important in his task to see that everything would be functioning and in order. At the time of the interview he expressed that he "really couldn't imagine anybody else filling that place".

Since weighs also army career

as a future option he thinks that is very useful for him to create a picture of such an institution as the BALTDEFCOL. Also in general he believes that actually before graduation one should have more of such kind of experiences as the Work Shadow day offers. Concluding the day in the BALTDEFCOL, he saw much new and surprising, but added moderately that still there was not much that would

that he followed his everyday route, to show how the management and acting on this level works. "That was an important thing that he saw, on their own level these problems might often be unseen" explained LtCol Rajamäe-Volmer. During this route Madis saw various problems the Chief of Staff has to meet in his everyday work and as the latter concludes, he did not only see how



Madis was impressed by the dedicated work of the students (Photo: Mr. Oliver Toots)

make one jump to the ceiling.

LtCol Rajamäe-Volmer finds the program very useful as it gives an image of where these young people can find themselves in the next 15-20 years. During the day it is possible to reflect on the Shadow's thoughts and influence the young student in a positive way.

The Chief of Staff explained

the problems were solved, through constant explanations he also understood why they were solved in that way.

As the most useful aspect of the day he thinks was the experience of seeing and understanding the leadership on such a level that often might remain unseen to the students like Madis.

Decentralized Command and Control in Counterinsurgency

Maj Andrew M. Del Gaudio*

"War is both timeless and ever changing. While the basic nature of war is constant, the means and methods we use evolve continuously." (1.)

The above quote forms the basis of Marine Corps understanding relative to the concept of war. If we acknowledge war as a complex and fluid open system of intense violent social interaction, then we must see war like the immutable nature of man himself. The fluid and chaotic nature of war finally recognized in the mid-twentieth century required military professionals to change their thoughts regarding command and control to a system of centralized command with decentralized

"Tempo in the fluid environment of counterinsurgency can only be gained and maintained through a military force's use of decentralized command and control techniques."

control, closely mirroring their conduct of battle. The asymmetric nature of counterinsurgency as a form of war requires professional soldiers to develop a deeper, more meaningful understanding of John Boyd's "OODA" loop. (2.) Tempo in the fluid environment of counterinsurgency can only be gained and maintained through a military force's use of decentralized command and control techniques. This short work explores the command and control technique of *auftragstaktik* as a method for generating tempo in the counterinsurgency environment, specifically focused through the lenses of subordinate initiative and decentralized decision making.

Executing *auftragstaktik* or mission type orders as a method for generating tempo in the counterinsurgency environment requires a highly trained professional force

who can cultivate speed born of rapid decision and subordinate initiative. Initiative can only be grown in learning organizations that permit and encourage critical thinking. From a discourse of educated exchange amongst subordinates, organizations emerge transformed with creative techniques to cope with complex open systems such as war. The required speed of decision can only be generated by training and trusting subordinate judgment and decision making skills. Giving the subordinate commander the assets needed to accomplish a given task is not enough. Leaders must develop and maintain an accurate estimate of the situation to inform their decision making, while permitting rapid decentralized action. The subordinate commander is given the latitude to make decisions at the focal point of effort, while retaining the freedom of action required to exploit the enemy as he sees fit. Subordinates then provide feedback in the form of reports to senior commanders allowing them to maintain awareness of the overall situation, while continuing to build tempo over an opponent.

In summary, the nature of war is unchanged because the nature of man himself remains unchanged. Only these factors can be counted on as consistent when discussing the notion of war. Military professionals

"In summary, the nature of war is unchanged because the nature of man himself remains unchanged."

must accept the nature of war, recognizing war as a complex open system in which expending energy to tame it is deemed fruitless. Instead, organizations must strive to orient themselves on the environment, while adapting and violently executing a plan to break the will of the enemy. The key to this rapid transformation and adaptation is a

subordinate of character who possesses a broadly educated intellect and the will capable of coping with the fluid nature of war. Rapid decisions born of acute understanding are then implemented through the will of the commander to enjoin action with the enemy to produce a decision. In essence, *auftragstaktik* comprised of decentralized command and control facilitates the latitude necessary to compete in any time sensitive environment against a wilful and thinking enemy.

* Maj Andrew M. Del Gaudio, USMC, is currently serving as a student at the United States Marine Corps School of Advanced Warfighting at Marine Corps University in Quantico, Virginia, USA

Footnotes:

1. Headquarters U.S. Marine Corps, United States Marine Corps, *Warfighting MCPD-1* (Washington, DC: U.S. Marine Corps, June 20, 1997), 17.

2. Observe – Orient – Decide – Act