

THE BUGLE

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THE BUGLE
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Commandant's Farewell

Dear colleagues, students, staff!

First, let me thank you all for the wonderful work and all the pleasant moments you have contributed to the College! As the year and my time in the College are coming to an end I would like to take a glance to the past and make a wish for the future. Every single day I have spent in the College has been enjoyable and inspiring. I have seen the progress and motivation both from staff members and students. It is the inner motivation that drives us to achievements and educational development. Apart from effort there are certain requirements for making progress. In our college these requirements are presented – devotion, persistence, motivation, initiative and last but not least – the vision.



When I had this opportunity to join the happy family of the College I imagined a collective dynamic mind that has a common goal and yet an individual approach. Let me encourage you to listen and respect your colleagues. That assures comprehensive understanding and awareness of the educational progress and keeps us on the right course. For this course the College needs open and flexible minds in order to achieve required adaptability. Baltic Defence College has always followed the same principles as progressive military or political leadership in the world. We have to do

this if we want to preserve reliability and respectability and want to be a part of a respected military educational system. We are small but we are using "Smart Defence". More with less – that is a reasonable principle to follow if you strive towards higher standards with limited resources.

So, much has been done and done very well. I assure that if you continue this path you will

achieve whatever ambitions you will set yourselves. However, I call on you always to seek new solutions and other ways of doing things. If you do that you certainly find these solutions and ways. I wish you all the best and best of luck to the new Commandant... I will be always happy when our tracks cross with anyone of you!

BrigGen, Meelis Kiili

International Night in the Baltics

On 9th November the BALTDEFCOL celebrated the annual International Night in the Baltics. All the nationalities present among staff members and students were represented and everyone had the chance to get acquainted with the dishes of different cultures. This year for the first time the participants had the chance to taste Japanese snacks and sushi. But as a tradition, in addition to good food and drinks there was also a cultural programme. Big band was playing throughout the evening, Latvian folk dance group presented Latvian national dances,



The quicker one's also got the chance to taste Japanese sushi. (Photos by BDCOL)



Lithuanian students presented a Lithuanian dance, and an Estonian musician presented a drum show. The show also included people from the audience who got to play the drums and other musical instruments.



Performances by the folk dance group and the drum show kept the evening spirit high.



According to the drum expert's orders, the volunteers got to perform an improvised drum performance.



Roundtable Seminars at BALTDEFCOL

By James Rogers

On 6th December, Andzejs Vilumsons – the Director of the Department of Security Policy in the Latvian Ministry of Foreign Affairs – visited the Baltic Defence College to discuss security and co-operation in the 'Wider Baltic' region.



Several students from the Joint Command and General Staff Course participated to ask questions relating to research for their Individual Study Papers. They were joined by several members of academic and military staff. The event was a glowing success; participants engaged with Mr.

Vilumsons for well over two hours to invoke his insights on the 'Wider Baltic'. Consequentially, further seminars are planned in the future, with an outlook to inviting other officials from other Baltic States' foreign and defence ministries.



Monday Afternoon Events in Cadets' Casino

By Eric Sibul

On Monday December 10, Major Marc Verret, Royal 22eme Regiment Canadian Army and course member in the Joint Command General Staff Course (JCGSC) 2012 – 2013 made a presentation on "The Canadian District/Village Stability Operations Experiment in Kandahar in 2009." The presentation was well received and generated a lively discussion among directing staff and course members attending. Monday afternoon events are meant to be informal gatherings usually tied to learning activities in the JCGSC starting after scheduled instructional hours. These events gives JCGSC course members the opportunity to discuss further in depth, in a comfortable environment, topics of interest with directing staff, visiting subject matter experts and guest lecturers. On December 3, there was a showing of the Estonian motion picture *Detsembrikuumus*

(December Heat) which was based on actual events in Tallinn on December 1, 1924. The film was of interest as the JCGSC had examined a key character in the film, General Ernst Põdder, as a commander as well as unconventional warfare and how to counter it. Showing of other films relevant to course topics will take place next year. Other events which took place earlier this autumn included an interactive lecture on a different way of using Tactical Decision Games to educate subordinates by Colonel (ret) T.X. Hammes USMC and Dr. Bruce I. Gudmundsson of the Marine Corps University presented an interactive example of a decision forcing case study "Storm Troops Tactics!" based on British experiences in World War I. Beverages (beer and soft drinks) and snacks are available during the events. JCGSC and Higher Command Studies Course members, Baltic Defence College directing staff and support staff and Estonian Defence Forces and Defence League personnel are always welcome to attend.

Looking Back on HCSC 2012

By Col Andrej Boičišin
CD HCSC

December 19 is the date of the graduation of the HCSC 2012, the course that started on August 13th. 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 ninth in a row. We set out to provide our students with the knowledge, understanding and tools necessary for them to become catalysts, leaders and managers of change in our defence organizations. All 14 students from 9 countries – in addition to three host Baltic countries we have students from United Kingdom, Japan, Moldova, Georgia, Ukraine and Slovenia – who have completed the course.



HCSC study tour to Georgia & Belgium. (Photos by BDCOL)

Through a highly participative program of studies the HCSC students had received some new challenges having formally introduced new student assessment system. The students had displayed their ability to learn rapidly and adapt quickly to changing situations through participation in a broadened Field Study Trips program, comprehensive Campaign Planning at strategic level, renewed agendas for Team Research Projects and many more activities implemented during this course.

As every year, a traditional Transformation Studies Writing Award is waiting for its owner — it will be presented during the graduation ceremony.

Every course has its own face. From the DS point of view we will remember the HCSC 2012 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, being highly committed to achieving strong future performance. We wish to the students of the HCSC 2012 all the best in their following career and great success in serving their countries in positions of great responsibilities and challenges!



Students of the HCSC 2012.

The graduation will be held in the Main Hall of the BALTDEFCOL with participation of invited honorable guests such as Estonian Defence Minister, high ranking officials and officers of Defence Ministries and Armed Forces of the three Baltic States, BALTDEFCOL former Commandant Danish BG (ret) Michael Clemmesen as well as other honorable guests among them Ambassadors, Defence Attaches, and heads of military colleges. The graduation ceremony will be combined with the ceremony of Change of Command of the BALTDEFCOL.

Exercise STABLE REACTOR

By LtCol (ret) Ron LaGrone

Conducted within the framework of a Zoran Sea scenario as tested by the Joint Command and General Staff Course (JCGSC) exercise program at the Baltic Defence College, the High Command Studies Course (HCSC) 2012 participated in the strategic level planning exercise STABLE REACTOR during the week of 8-12 October 2012. The exercise required each of two Strategic Operations Planning Groups to prepare a draft SACEUR Strategic Assessment (SSA) of a situation in the employing the comprehensive approach as outlined in the Allied Command Operations Comprehensive Operations Planning Directive, COPD Interim V I.0.

Planning for the exercise began last academic year when the current HCSC Course Director Colonel Andrej Boičišin requested that the Operations Department plan and conduct a strategic level exercise for the HCSC as part of the Formulating Strategy teaching module. Drawing on the expertise and exercise experience within the College, the HCSC Course Director, the College leadership and Director of the Operations Department formed a team with Colonel Ingemar Gustafsson and Colonel Zdzisław Sliwa, PhD as primary Syndicate Guidance Officers (SGOs) to lead each SOPG during the process.

When framing the exercise, the planning team relied on a combination of College capabilities to prepare for and deliver the exercise. The generous contribution of the Canadian Forces Staff College provided the basic exercise material including maps and supporting documents. Lieutenant Colonel Ugis Romanovs prepared the exercise web page including ready access and a web working space for all exercise materials. Other materials and a table top exercise rehearsal were prepared to see if the two SOPGs would have adequate resources for their staff work and if the SGOs would have adequate time to provide feedback for the HCSC attendees.

Several unexpected events resulted in the loss of the Visiting Senior Mentor, a scheduled VTC, and our



SOPG chairmen Egils Leščinskis and Dalius Polekauskas did an excellent job leading the two SOPGs. (Photos by BDCOL)

role player for SACEUR's representative for the exercise. However, some staff wargaming during the planning process paid off and the Directing Staff of the College was able to adjust the exercise to maintain a high quality teaching event.

The conduct of STABLE REACTOR HCSC 2012 marks a transition for the College and the course. It represents our first attempt to use the comprehensive approach to conduct a strategic planning exercise for the HCSC without extensive reliance on external VSMs and SGOs. The exercise represents the direction in which HCSC teaching is going as we rely more on College internal resources to deliver the course.

Report on HCSC Study Trip to Georgia and Belgium

By Ms Chihiro Imai, Student of HCSC2012 (Japan)

HCSC organized a study trip to Georgia and Belgium on 24-31 October 2012. The main objective was to analyse the security environment and defence policies and approaches to transformation of Georgia and their relationship with NATO, the EU and their member states, and to consider the practicalities of operational planning and transformation programs at the strategic and operational levels. The trip was led by the Commandant, the HCSC Course Director and six other directing staff members.

Georgia

Country Profile. Georgia contains two self-declared independent regions, Abkhazia and South Ossetia, which are limitedly recognized by the international community after the 2008 Russo-Georgian War. Georgia considers the regions to be part of its sovereign territory under Russian military occupation. At the 7th parliamentary election in October 2012, the oppositional Georgian Dream coalition of Mr Bidzina Ivanishvili won a majority of seats and President Mr Mikheil Saakashvili accepted his party's loss. A new government had been formed just before our visit to Georgia.

Program. We visited Ministry of Defence, National Security Council, Ministry of Foreign Affairs, Vaziani Military Base, and Georgian Foundation for Strategic and International Studies. The briefings provided an excellent insight as to how Georgian officials view the current state of their country. In their speeches, following remarks were particularly noteworthy for us.

'Withdrawal of Russia from Abkhazia and South Ossetia, start negotiations on the two regions, and seek for the political resolution of conflict. This is our fundamental stance.' Mr Davit Nardaia, Deputy Minister of Defence answered to the question

on the end state of Georgia. 'Current international security arrangement on Georgia is not efficient enough to take conflict prevention measures. NATO membership is the only possible solution.' Mr Batu Kutelia, the NSC Deputy Secretary emphasized the importance of being drawn into Western organizations. For Georgia, it is an international conflict with Russia. However, the international community calls it as a domestic conflict between our government and the two regions.' Mr Nikoloz Vashakidze, Acting Deputy Minister of Foreign Affairs explained about the perception gap on the 2008 war. 'Russia forces Georgia to realize the fact that it lost two regions. I don't think Georgian government admits it because it is equal to committing suicide for the government. For any Georgian government, Russia is a serious problem. How the government manages the equi-



Special thanks to Lithuanian Air Forces crew who carried us by Spartan C27J all the way from Estonia to Ukraine, Georgia and Belgium.

librium between Russian interest and its foreign policy direction towards the Western membership is the issue for us.' Dr Alexander Rodeli, President of the Foundation (former MOFA official) concluded his fluent speech with the sorrow of a weak state under the strong influence of a superpower.

Impression. What the study trip taught us? First, while Georgia views NATO membership as a means of addressing the Russian threat, NATO/EU is likely to view the mitigation or removal of the Russian threat to Georgia through improving the

bilateral relationship as a pre-requisite for the Georgian membership. Attempts at improving relations with Russia or a more realistic appreciation of the desire and ability of the West could not be found.

Second, security is not only about military and diplomatic affairs but also about the broader context of economic development and interdependence, energy vulnerability, and domestic governance. Third, Georgian wine and food were very tasty and sharing the dining table became one of the happiest memories during the whole course for all of HCSC students.

Belgium

Country Profile. Belgium is a founding member of the European Union and hosts the headquarters of the EU, NATO and other major international organizations.

Program. We visited Supreme Headquarters Allied Powers Europe (SHAPE), Chievres Air Base, NATO HQ, Ministry of Defence of Belgium, Military Staff of the European Union (EUMS), European Defence Agency (EDA) and Crisis Management Policy Department.

At SHAPE, after the welcome remarks by BG Gintautas Zenkevicius, we received briefings for all the day: 'Allied Command Operations general briefing' by Commander Paul Gravel (CAN N), 'Operations update briefing' by COL Giorgio Cuzzelli (ITA A), 'NATO Response Force briefing' by LTC George Coutts (GBR A), and 'NATO Defence Planning Introduction' by LTC Leon Meier (EST A). The participants visited NATO Special Force Headquarters at the end of the day. NATO HQ provided us with a series of briefings: 'NATO's Current Military Operations' by Mr Richard Froh, Deputy Assistant Secretary General, 'NATO's Current Political Agenda and Partnerships' by Mr Alexandros Papaioannou, 'NATO's Defence Policy and Planning' by COL Andrew Budd, 'NATO's Ballistic Missile Defence' by Mr Jakub Cimatorsky. Belgium MOD gave us briefings in a very systematic way on 'Belgium Defence Policy' by LTC Rudy Baert and 'A Belgian Framework for Multinational

Cooperation Programs' by LTC Geert Leeman. EUMS provided four presentations: Common Security Defence Policy (CSDP): Future Strategies by Mr Timothy Clarke, 'Role of the EUMS in CSDP' by LTC Desmond Doile, and 'The EUMS Capability Development' by CPT Helmut Von Schroeter, and 'Enhancing European Defence Capabilities: The EDA Approach' by Mr Michael Simm. After lunch at the EUMS, we flew directly from the military airport in Brussels to Tartu.

Impression. NATO is a very familiar name for us. Throughout the lectures at BDCOL, we hear the name at least once a day. After an eight-hour flight from Georgia, the real NATO was waiting for us with quite intensive lectures. For first time visitors, it was a really precious opportunity to see how it operates. For those who had worked at or visited NATO HQ before, it was also valuable to see what are their current and future operations. One of the NATO's top priority issues was how to design a road-map to withdrawal in 2014. Some of the HCSC students were involved in the Operation Enduring Freedom since 2001. When we thought of those days, we felt we are now living in a different age. How does NATO conclude the ISAF mission in Afghanistan? What will be the major lessons identified? Where will we be in 2014? The three days spent in Brussels was the time for us to review the past and to imagine the future.



BALTDEFCOL Field Study Trip members in front of NATO HQ.

JCGSC in Reflection

The first semester of the Academic Year has certainly flown by! This year's Joint Command and General Staff Course, comprised of fifty Officers from 16 countries, has already begun to distinguish itself for its positive attitude and intellectual curiosity.

To date, the Learning Areas have covered myriad topics. These included Leadership, Military Theory, Defence Management, Armed Conflicts in the 21st Century, Joint Operations, and Crisis Response Operations. During each module, Officers were exposed to a host of gifted experts and guest lecturers. *"The most enjoyable part has been the lecturers from experts with serious experience behind their knowledge. For example, **Wing Commander (ret) Geoff Yapp's** ability to tie together theory, practice, and real life examples was very good and I enjoyed those lectures a lot,"* said **Major Margo Grosberg**. **Major Raimundas Germanas** agreed, *"I mostly loved the shared knowledge by experienced and highly qualified lecturers, such as Col (ret) Kevin Benson and Deputy SACEUR General Sir Richard Shirreff.*

*I also enjoyed hearing about **Major Marc Verret's** "Experiences in Afghanistan" – all of these persons did not simply tell about the theoretical parts, but also shared brilliant experiences of the practical approach and I think this is invaluable for an Officer's development."*

When asked about the most challenging aspects of the course, Officers' answers were diverse. **Major Dainius Pašvenskas** said, *"The most challenging is leaving our 'comfort zone' as we attempt to think, estimate, plan, and express ourselves at an operational level...even daily tasks are accompanied by the 'fog of war'".* **Major Māris Kaldavs** had a different slant: *"The main*

challenge for me is time management. Multi-tasking requires self-prioritization and knowing what to study more deeply."

Speaking of challenges, many await the Officers after the Christmas holiday. First and foremost will be the integration of six Civil Servants from each of the Baltic States. The combination of the Joint Course and the Civil Servants Course is a deliberate effort to foster an enhanced understanding of the comprehensive approach within the BALTDEFCOL. From January



through April, both Courses will be exposed to the Operational Planning Process – the “bread and butter” of the Joint Course. Instruction in this Learning Area will culminate with the Combined Joint Staff Exercise, also known as SWEDEX. “Before we get to the exercise in Sweden, I would like to learn more about the operational environment and improve my operational staff skills,” said **Major Anar Eyvazov**. “I am looking forward to working in the operational planning process and the SWEDEX – I think this will open more ‘boxes in my mind’ and will give the opportunity of practical application of theory,” echoed **Major Raimundas Germanas**.



Skudra and the one-legged **LtCol Eligijus Senulis**, that dominated the volleyball completion...to include a still-controversial victory over the Directing Staff.

As the year 2012 comes to a close, the JCGSC leadership thanks each of you for your part in making the Baltic Defence College the first-rate institution it is. Have a Merry Christmas and look forward to learning alongside each of you in the year to come!

Finally, it is important to recognize three notable accomplishments during the first semester. During the Strategic Country Study, **Raštikis Syndicate** distinguished itself with its superb presentation on Somalia. During the group effort, the Syndicate effectively conveyed an intellectual understanding of the region, country, and conflict. During the first session of Team Building Athletics – a new initiative being piloted within the Joint Course – **Laidoner Syndicate** emerged as the victor in Ultimate Frisbee. A few weeks later, it was **Raštikis Syndicate**, spearheaded by **Major Juris**



OPD Challenge Cup Stays Home

By LtCol Aare Tuvike

There was another attempt in November to remove the OPD Challenge Cup from OPD Director's Office. As a tradition OPD Challenge Cup competition was held in the Bowling Hall. As said, Operations Department was the Cup Holder as the last winner of the Go Cart Race in May. The principle of the bowling competition was simple – scores of the team-members were summed and team with the highest sum won. OPD defended their property with dignity – their Bowling Team scored successfully and the Cup stayed in the department.

The Operations Department Challenge Cup was initiated by the Operations Department of the BALTDEFCOL in April 2010.

The intent of the Challenge Cup is to encourage and promote informal social activities for the entire staff of the BALTDEFCOL in order to promote good internal communication and to contribute to a friendly working climate within the College.

Final Results:

The Cup Holders:

744 points - **OPD A** – Jan Erik, Saulius, Marek, Robert, Kristiina, Ceslovas

II Place – The Cup Followers

681 points - Support Staff – Taivo, Paavo, Oliver, Alar, Merily, Risto

III Place – The Cup Chasers

656 points - Management Group – Ingemar, Igors, Olavi, Viljar, Aare, James

IV Place – OPD B – 644 points

V Place – HCSC – 576 points

And a trophy for the best individual bowler went to LtCol Roman Timofejev for the highest individual score.

How to win Bowling Cup in 9 simple steps:

Step 1



1. Concentrate! If necessary do quick meditation exercises...

Step 2



2. Choose the perfect ball carefully... You can only do the roll once...



Step 3
3. Focus on the goal and take a deep breath...



Step 6
6. Relax before the next roll. Consulting a physiotherapist and consuming refreshments is allowed...



Step 4
4. Roll the ball!!!!



Step 7
7. Don't forget to cheer for the whole team to keep up the positive vibe...

Hit a strike!



Step 5
5. Analyze your achievement with fellow team members, identify lessons learned and take-aways for the next roll. Civilians should also be included to ensure a comprehensive approach.



Step 9
8. After a successful tournament — proudly accept the trophy!