

THE BUGLE

NEWSLETTER OF THE BALTIC DEFENCE COLLEGE



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Commandant's Foreword

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THE BUGLE

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personal archives of Directing
Staff members, officers and civil
servants of JCGSC and HCSC,
and BALTGIRLS

As we enter the Christmas Season, I want to express my sincere appreciation to each of you for your outstanding teamwork and dedication on behalf of the College. I really feel like the BALTDEFCOL is much like an orchestra – a melody is possible only then when every instrument plays its part well. In our well-synchronized orchestra, the symphony is truly melodious!

As we reach the end of 2013, I would like to briefly share with you how I envision the way ahead for our College. BALTDEFCOL currently operates according to a Development Plan which is valid until 2016. However, we live in a rapidly evolving world – a world in which new security challenges are constantly emerging. This, in turn, puts great demands on professional military educational systems. To remain relevant in the 21st century, BALTDEFCOL must also adapt.

Looking ahead, the College is on the verge of leaving behind its teenage years! The BALTDEFCOL will celebrate its 15th Anniversary on 27 February 2014, and thereby take its first steps along the exciting road as young adults. As the College's development is our common effort, I ask each of you to be actively engaged in the development process of BALTDEFCOL Vision 2020. Our collective goal is to have a draft ready – including your contributions – by mid-February.

To this end, our College Management Group Meetings (CMGM) will increasingly concentrate on the future development of BALTDEFCOL. We will invite experts from both the Directing and Support Staffs to contribute their knowledge and perspectives to the CMGM discussions. We will seek to make the decision-making process even more transparent and inclusive, leaving no place for hidden agendas.

Concentrating on Vision 2020 does not imply slowing down our ongoing efforts in other key areas. Constant work on the modernization plan of the College, development of our Research Pillar, creation of an educational quality control and other systems, as well as developing new Regulations and SOPs remain important priorities in the months ahead.

Of note, I would especially like to emphasise the need to modernize the College. In order to be a modern, progressive, and competitive institution, we need to



renew the BALTDEFCOL premises, as well as our technological capabilities, to ensure we continue providing a world-class professional military education to the officers and civil servants of the Baltic States, allies and partners. To achieve this, your active contribution in the modernization process is needed and valued!

We should also actively pursue deeper cooperation with our partners in NATO and the EU, including headquarters and other professional military educational institutions – both regionally and globally. There are areas where we can learn from others and areas where we can serve as advisers. The key point is that BALTDEFCOL needs to stay connected to effectively address the security challenges of the future!

Finally, I would like to emphasize that we should constantly strive for improvement through innovative approaches. We need to endeavour to be a more united team – a team of people who are honest, committed, innovative, respectful, and most importantly – excited. Only then can we maintain the nearly fifteen year tradition of BALTDEFCOL as a unique, progressive, attractive, and competitive professional military educational institution – to the benefit of the leaders we educate here. Let's harmonise our orchestral inputs, initiatives, and contributions. Only then can we play a truly melodic symphony together!

In closing, Irena and I would like to wish each of you and your loved ones a Merry Christmas. We sincerely look forward to serving together in the year to come.

Major General Vitalijus VAIKŠNORAS
Commandant

HCSC Exercise STABLE REACTOR

By COL (ret) Zdzislaw SLIWA, OPD and LTC Mirko ARROKÜLL (EST A), HCSC

The officers and civil servants attending the Higher Command Studies Course 2013 (HCSC) conducted the Exercise STABLE REACTOR 2013 on 7 – 11 October 2013.

The aim of the exercise was to enhance understanding of the NATO strategic level planning process and procedures and to improve skills of independent and critical thinking in complex planning situation. During the Exercise, 15 students of the HCSC from 9 nations, conducted planning within a Response Direction Group (RDG) focusing on the Phase 3 Military Response Options (MROs) Development of the strategic level Operations Planning Process (OPP).

The exercise was prepared and managed by BALTDEF COL Department of Operations and the setting was based on the Zoran Sea scenario which as stated by RADM (ret) Richard JASKOT (US N), Visiting Senior Mentor (VSM) of the Exercise, 'raised the very points and intricacies of current world situations

that are being dealt with in Brussels, Mons and in capitals around the world by senior defence staffs'. The respected VSM also provided teaching about campaign planning for the course, along with



MRO development team during discussion

performing the role of SACEUR. During the Exercise, after analyzing a SACEUR Strategic Assessment, students provided an update brief enhancing situational awareness and common understanding. Then, after identifying possible MROs the latter were working within sub-syndicates, headed by COL Leonids KALNIŅŠ (LVA A) and LTC Devis MARTUCEVIČIUS (LTA AF), related to each MRO selected



Civil-military cooperation in HCSC

CEUR on the main elements of the MROs and proposed recommendations.

The exercise is an important component for facilitating civil-military interactions to promote comprehensive approach to contemporary operations.

RADM (ret) Jaskot recognized the importance of enhancing better understanding among students saying that, 'it was good to see how the civilian students brought their ministry's experience into the discussions to add to the strategic thought as military options were being considered, emphasizing the underlying focus of involvement of civilian ministries as an imperative for senior defence staffing'.

The exercise was very challenging, as only few students of HCSC had little past experiences in developing MROs at the strategic level. However, very detailed exercise preparations, made by BALTDEF COL staff, gave the HCSC students great opportunity to focus on planning and achieving exercise aim.

The exercise was recognized as a valuable and important educational event to move from the operational level to campaign operational concerns and strategic imperatives. The international environment, including officers and civil servants from three Baltic States, NATO and Partnership for Peace countries was a unique opportunity to share experiences and perception of strategic level concerns. Sharing knowledge and exchanging points of view among the students was also contributing to learning one from others, building also personal relations which will last in the future.

JCGSC Case Study

By Dr. Eric Sibul, OPD and MAJ Steven Tierney (US A), JCGSC

On 7 – 9 October 2013 the BALTDEFCOL's Joint Command General Staff Course (JCGSC) visited Saaremaa and Muhumaa to conduct their case study on Operation Albion.

The case study on Operation Albion, the German amphibious landing in October 1917 during which Sõrve Peninsula of the island Saaremaa controlled the western entrance to the Gulf of Riga and hence the island was of great strategic and operational importance during the World War I, stopped at several locations on the islands of Saaremaa and Muhu.

Many students commented that this type of hands on



Site of the Pappisaare Naval Air Station

training has helped them to better understand the principles of war and the value of a well trained staff. German Air Force Lieutenant Colonel Reinhard Schroder made a touching and somber comment, 'For me, as a German officer, it felt a bit awkward to stand close to the location, where 96 years earlier German forces conducted this operation. Had I lived back then, it would have been my task to shoot at most of the members of this trip. Now in 2013, I stand among Allies, even friends, to study the magnitude of this historic event, whose principles still apply today. Let's all hope that we never have to use what we learned here'.

Norwegian CDR Iris Fivelstad stated, 'Operation Albion is a great historic case to exemplify the principles of war we have been studying the weeks previous to the excursion'.

'The material was not only land centric,' Latvian Lieutenant Commander Armands VIRBICKIS stated, 'the discussions allowed me to understand the concept of the operation from the point of view of all three components and the value of joint doctrine'.



Officers climbing down to Tuga Bay – site of main German landing in October 1917

Operation Albion

has been widely studied in staff colleges and by various militaries including the US Marines and Army, Germans, Soviets, Japanese, British, Danes, Swedes and Estonians as it is perhaps the first modern truly joint operation and a good example of maneuver warfare.



Ferry across the Muhu Channel

The learning activities of the study trip used the case method, where the officers looked at the problem from the point of view of the historical protagonist - the actual person who had to devise and apply an appropriate solution to the problem. The case study allowed the course members to see the practical connection which exists between tactical actions/capabilities and the

achievement a strategic end state.

HCSC Study Trips – From Central Europe to Baltic States

By Mr James Rogers, DPS

The Higher Command Studies Course 2013 (HCSC) has been on two trips over the past two months – first one to Central Europe on 23-30 October, and the second to the Baltic capitals on 24-29 November.

Central Europe study tour

The first study trip of HCSC, headed by the Commandant MG Vaikšnoras began travelling on Wednesday, 23 October in Berlin. As it travelled across Central Europe, the HCSC visited the German Ministry of Defence and the German Foreign Office, to learn more about German foreign and military policy, and the Bundeswehr Operational Command. There, the students were taught how this command is structured and how it executes Germany's current military operations.



Briefings at German MOD

Patch Barracks, home of the United States European Command, was the HCSC's next destination. There, the students were engaged by several American generals and high level civilian officials who went on



Visit to EUCOM

to answer their questions on the future of the Atlantic Alliance. This was followed by a visit to Africa Command, where briefings were provided by the HCSC's American hosts on the role and responsibilities of American armed forces in Africa.

HCSC visited NATO's Headquarters and Supreme Headquarters Allied Powers Europe, where it was given presentations on the impact of the new



HCSC at NATO Headquarters

strategic environment on NATO and current operations and the NATO Response Force. Also on the agenda was the Belgian Ministry of Defence, where the HCSC discovered how the Benelux Countries had initiated a series of reforms to better coordinate their military co-operation.

During the field study trip, cultural activities included visits to the Bundestag – the German federal parliament – and Zossen, today



Course lined up in front of SHAPE

a small 'Book Town' to the south of Berlin. During the World War II, however, the town was critically important, as it was home to the German Supreme Command. Another cultural activity included a guided tour of the Field of Waterloo, where students discovered how a combined British-Dutch-Prussian coalition finally crushed Napoleon's dreams, changing irrevocably the trajectory of European history.



Historical field of Waterloo

To be continued on PAGE 5

Baltic Capitals tour

The second tour, headed by BALTDEFCOL Deputy Commandant/Chief of Staff, COL Ingemar Gustafsson, went to the three capital cities of the Baltic States – Tallinn, Vilnius and Riga, beginning on 24 November.

This tour kicked off in Tallinn, where the HCSC visited the Estonian Parliament, the Estonian Ministry of Defence, and the Headquarters of the Estonian Defence Forces, to receive briefings on Nordic Defence Cooperation, Estonian foreign and security policy and Estonian defence policy in the context of reforms and NATO. The field study trip included cultural activities to the Seaplane Harbour in Tallinn,



HCSC 2013 in Estonian Parliament

where the HCSC perused Estonian submarines, wooden vessels and seaplanes from the inter-war period.

The HCSC then flew to Vilnius to visit the Lithuanian Parliament, the Lithuanian Ministry of Defence and the Lithuanian Ministry of Foreign



HCSC submarine crew in Seaplane Museum



Lithuanian Presidential Palace



Hill of Crosses in Šiauliai

Affairs. There, it received presentations and briefings on the Lithuanian defence system,

building Lithuanian capabilities, Lithuanian participation in international operations, the parliament's role in security and defence and Lithuanian security policy priorities in relation to NATO. En-route to Riga, the HCSC stopped off at the Control and Reporting Centre in Karmelava and Šiauliai air station, where it toured the facility. The HCSC also took part in a visit to the Hill of Crosses



Group photo in Latvian Parliament

north of Šiauliai.

The final day was spent visiting the Latvian Parliament, the Latvian Ministry of Defence and the Joint HQs of the Latvian National Defence Forces in Riga. There, the HCSC received presentations on Latvian society's support for defence, Latvian security policy, recent developments in Latvia's defence system.

Support to NATO School in Oberammergau

By LTC Michael Christensen, OPD

As the OPD project officer for the teaching of Operational Planning at BALTDEFCOL, I recently had the opportunity to join other NATO planners in delivering the latest training course. I will hereby give update on what NATO is currently teaching, and how that knowledge is applied throughout NATO.

For some time the NATO School in Oberammergau, Germany has offered a Comprehensive Operational Planning Course (COPC). The course is open for NATO member states and PfP countries and is widely regarded as the essential core course of the NATO School. It educates personal in planning at the operational level and uses the NATO Comprehensive Operational Planning Directive (COPD) as the framework for driving an operational level planning process forward. The target audience contains a core of NATO future planners as well as representatives from national HQs.

NATO has long ago embraced the need for having a Comprehensive Approach to the threats the Alliance face and the missions it undertakes. The Alliance has through a number of versions of the COPD formulated a possible way to structure the thinking and analytical marathon that every planning task constitutes. I have had the good fortune to follow the various versions of the COPD going from the Guidelines for Operational Planning (GOP) to where we are today with the most recent version just released in October. I have followed many discussions about if a COPD was the right way forward for the Alliance. Many have been skeptical fearing that the COPD would be used rigidly, much like a recipe for baking a cake, and thereby making us predictable to our adversaries. I have also heard questions like "What is this "Comprehensiveness" about"? I am not to judge the skepticism but I note that most of these voices have been silenced leaving only the most stubborn still being skeptical. What I can see instead is nations, forces, HQs and Military Educational institutions who are embracing what the COPD has to offer.

On the Operational Level, being situated between the Strategic and Tactical level, it becomes apparent just how important it is to align the planning process to some degree between the different command levels. NATO not only needs to be competent when planning but also needs to be fast. The COPD helps us with that and offers a common framework and language that allows different command levels to communicate ideas and intentions, and to support and advise each other while the planning process is moving forward on each level. The days where the lower level was waiting for the higher levels plans to be developed before starting its own planning process is long gone. Now it happens concurrently and in close coordination between the levels so that lower level plans are nested within the plan of the higher level and developed with very little delay. The ever increasing interest in the COPD means busy time at the NATO School. Their two week courses are very popular and always overbooked by several hundred percent. The increase in demand constitutes a

challenge for the NATO School who would like to educate as many as possible. As a way to maximize the number of courses run, NATO School calls upon help from the small community of planners with extensive COPD experience to augment their staff while they run their courses. BALTDEFCOL has just answered that call for help and trusted me with the job of providing the support needed while they ran their course in Sweden in October. A course where College was also represented by two students, Directing Staff members LTC Jolanta Armalovica-Rauza and LTC Toomas Möls.

The support implies extensive preparation and long working hours in order to be ready to teach the COPD which in itself can be challenging to understand let alone to teach. NATO School is quite ambitious in the two week programme they have put together, however they have had to only lightly touch on, or even skip, certain parts of the planning process, due to time constraints. Two weeks is not enough even though the resources allocated to the course are quite impressive. Course Director, CDR Claus Rasmussen (DEN N) said that when running the course they are often close to having a ratio of one to one between teachers and students. The variety of specialists is broad and deep, having representation by UN, IO/NGO, Senior mentor from NATO Senoir Mentor pool, INFO OPS specialists etc, all having solid knowledge and capability of teaching their field. As the Course Director puts : "We are just not able to run the courses without the broad spectrum of augmentees with a quality that allows them to engage in the teaching without much preparation".

The colleagues from NATO School are running the courses several times each year and are involved in planning 24/7 all year. The augmentees they use have earned their spurs on previous courses and are often coming from either a NATO HQ, where they are planners, or from institutions like BALTDEFCOL, where they teach planning. Regarding the latter I had the pleasure to work together with LTC Phil Clark and LTC Bjørn Trygve Hansen. They are my counterparts from Staff Colleagues in Schriivenham and in Oslo, both educational institutions that have Operational Planning as a key part of their curriculum. We could all agree that being brought together with peers who understand the importance of professional planning is invaluable. We all came with solid knowledge of the COPD but we all left even more knowledgeable and full of new ideas and inspiration on how to teach Planning.

We will soon at BALTDEFCOL start our education in Operational Level Planning on the JCGSC and the CSC where our own students will have the chance to dig deeper into the planning process. We will use the COPD as the framework for our planning education and the students will revisit some topics from previous OPD modules, like Centre of Gravity, capabilities, Operational Design, Commanders Intent and put them into a structure that drives the development of a plan forward.

Introducing Estonia Trip to Paide and Põltsamaa

By MAJ Christopher GIORGI, JCGSC

In a usually chilly morning on 12 October over seventy BALTDEFCOL Directing Staff and Support Staff members, students, and families hurried onto the warm buses to start a trip to prominent sights across central Estonia—to discover Paide and Põltsamaa.

The group met at 0745 at the BALTDEFCOL then travelled by coach to Ida Street dormitories—there it became quickly obvious that early Saturday mornings were not normal for the students!

ownership of such manors was given to local governments of Estonia. Soon after, the castle of Puurmani Manor was refurbished and established as a school. Currently, the castle houses the Puurmani Upper Secondary School. What lucky students!



Magnificent colours of autumn in the park of Puurmani Manor



Back on the warm buses, we proceeded to the very strange Gotham Theme Park at Müüsleri. This is a theme park dedicated to the wise men of Gotham, the Gothamites. They are the characters of one funny legend and they are famous for their senseless and aimless activity. The stories originated

in Germany over 400 years ago and were translated by the Estonian popular writer Fr.R. Kreutzwald.

The first stop of the day was to the magnificent Neo-Renaissance style Puurmani Manor. As we walked through solid metal gates attached to a white stoned fence, we were quickly in awe of this architectural masterpiece that rose before us in the early morning sun. None of us knew that this mammoth of a building belonged to just one wealthy man, nor would we have guessed that it is now a secondary school! This splendid building was built for G.J. Mannteuffel, a wealthy German aristocrat. Walking inside, we were awestruck by the luxuriousness of the decor, the ornate woodwork, and indeed, the tiny desks and chairs for the little students!

Our tour guide, dressed in 19th century women's fashion, described in detail the history of the manor

and how it came to be a school. In 1919, the year of Estonian independence, under a new land reform act,

The group was split into two perplexed smaller groups as we watched our tour guides, lovely ladies indeed, 'horseback ride' on wooden horse sticks!

We were lucky enough to visit a replica house built by the Gothamites, only they forgot to install windows! It's a good thing that Estonia has so much sun during the long winter months...



Ladies dress style in 19th century

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Introducing Estonia Trip

The best part of this trip was the two story outhouse; there was always a line for the second story latrine for some reason... We ended this visit with a site to the souvenir shop where we found the famous three handle coffee mug. Legend has it that three Gothamites would try and drink from the same mug at the same time and knock their heads together and passout!



Style example of horseback ride...

Though a very interesting visit, we were glad to be back on the warm buses and headed off to eat some hot Estonian food for lunch and sightseeing at the History Centre Wittenstein in Paide. The centre is situated between the ruins of the former Wittenstein Castle. On the 8th floor of the Tower, we had remarkable views of

from each different era, from prehistoric to the present. Walking throughout the eight levels of the museum, we learned about the first settlers to Estonia, through the dark days of Soviet occupation, to the glorious Singing Revolution.

One memorable moment occurred while a group of us waited for a tour to start and one Estonian waitress decided to play the piano and sing a popular Estonian song, (you know how Estonians love to sing!), the next thing all of us non-Estonians heard was all of the Estonians in our group stand up and sing along! It is all too obvious to see that this country, though it has a troubled past, has nothing but a bright shiny future!



...and Gothamites house!

Our last stop was at the historic Põltsamaa Castle which was built in 1272 by the Livonian Order. This massive stone fortress is as impressive as it is old. Originally built as a defensive crusader fortress, it was occupied by the Livonians, Swedes, Russians, and the Germans until the Estonian government claimed it in 1919. Most of the castle was destroyed during a WWII air raid but the church was rebuilt in 1952. Walking through the open courtyards and touching the ancient stone walls, we could almost feel the 741 years of history.



History Centre of Wittenstein

the surrounding country side and the original castle. The food was hot and tasty, exactly what we needed before we began to explore the other floors of the tower. This tourist attraction gave us an overview of Estonian history throughout the eight floors that were designed to create an atmosphere

One of the highlights for us was the wine cellar and food museum where we could sample locally grown wines. Funny how everyone left the wine cellar with a warm smile on their face!

BALTGIRLS Activities

By Ms. Fathan Lehmann

April

After long and dark winter months it was now time for the BALTGIRLS to be enthusiastic and full of energy to start the new season—spring.

Definate highlight that commenced the season was BALTGIRLS' visit to different sites at Tartumaa, namely to the Blue Cheese Factory, the Luke Manor and rabbit and fowl farm 'Est-Farm'. Ladies learned a lot and among other things had an opportunity

to taste great goodies produced by local manufacturers. The ones interested could buy delicious cheeses made by french techologes and take these home to give their families also a glimpse to the world of magnificent tastes. In addition to culinary experience the ladies and accompanying children had a change to get acquainted to many different fowl (pheasant, goose, cooker, quail etc) and rabbit specieses from. Having a close look at these creatures made the eyes of not only children but

also adults shine!



May

During May BALTGIRLS needed to bid farewell to some leaving members

of their close group. During a farewell lunch held at Restaurant Vilde Ms Irena Vaikšnoriene, the wife of BALTDEFCOL Commandant, addressed the leaving ladies with warm words and presented a framed photo of BALTGIRLS together with a letter from BALTDEFCOL Commandant MG Vaikšnoras to underline his appreciation for their contributions to our community. Everybody enjoyed the delicious food and the nice atmosphere which made it an

unforgettable day to all of us - especially for those leaving. Ladies we will keep you in our memories!

June

On one beautiful summer day BALTGIRLS made a sightseeing tour to Harjumaa. Visits were paid to the Palmse Manor, Emumägi and Jägala Juga. It was a great occasion to discover the beautiness of the country of Estonia. BALTGIRLS enjoyed every minute of the trip.



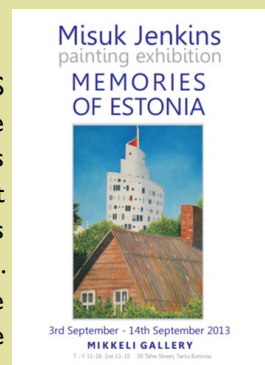
August

BALTGIRLS were very pleased to host and listen to Dr Thomas J. Williams, a Clinical Psychologist from the US Army

War College who visited BALTDEFCOL with his wife. In his lecture 'Enhancing Mental and Physical Resiliency In Spouses' Dr. Williams have the ladies tips how to live better, healthier and fitter. The distinguished lecturer increased knowledge of health care through focusing on resiliency, health, fitness, and the role of spouses as leaders in helping to promote a stronger family and military.

September

In September BALTGIRLS were invited to the vernissage of BALTGIRL Ms Misuk Jenkins in the Art Gallery in Tartu where ladies saw her wonderful paintings. With her master works she showed how one can be exemplary. Within a year she had painted many beautiful pieces of art from different corners of our host country Estonia. In his opening speech BALTDEFCOL Commandant expressed his appreshiation for the initiative shown and encouraged everybody to share their talents with others. A week later it was time for BALTGIRLS to bid farewell also to Misuk.



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Ladies invited her to a luncheon at the Restaurant of Hotel Dorpat, where all of us spent splendid time together. Ms Irena Vaikšnorienė presented to her a group photo of BALTGIRLS and a letter of appreciation from BALTDEFCOL Commandant.



On a beautiful fall day ladies paid a visit to the area called Onion Road -a road meandering along Lake Peipsi which one can't pass without

buying delicious apples and onions from the locals selling their goods just at the verge of the freeway.

BALTGIRLS had a guided sightseeing tour at Alatskivi Castle, and Museum and Church of Old Believers. Ladies learned more about Tartu and its surrounding areas. As you can see, BALTGIRLS were very active during the month of September!

October

On a sunny, golden day BALTGIRLS gathered in the central park of Tartu where their good friend Ms Rasa Buinikiene taught ladies how to make beautiful roses from autumn leaves. Ladies all were the creators of their own flowers and they just loved it! The event was so well-welcomed and considered to be so fantastic that it will find its way to the schedule of BALTGIRLS next year for sure! The day was completed with a visit to Tartu Observatory. BALTGIRLS discovered the first instruments in measuring outer space. Lots of photos were taken by excited ladies from the roof with marvelous view.

As one of the main concerns of BALTGIRLS in year 2013 is charity then after inquiries, ladies initiated the collection of various goods and commodities for the Tartu Children's Shelter. BALTGIRLS made a visit to the orphanage with all the so far collected items and got the first impression on the needs of the institution and its young residents. At this stage BALTGIRLS would like to express a very warm THANK YOU to every single person who contributed with their donations. Special thanks go to Ms Maria Järvare for being a volunteer for those child-

ren after the visit. In the same month BALTGIRLS initiated second charity project—buying musical instruments for autistic children of Tartu Maarja School. Ladies sincerely appreciate the generous donations made during the 'International Night in the Baltics' to enable BALTGIRLS to realize this project.

November

The highlight of the year—'International Night in the Baltics'—was as successful as it has always been. As already a tradition BALTGIRLS contributed to this big festive event by supporting their husbands and colleagues. BALTGIRLS say as a one person that they are very proud to be a part of this nice celebration and pass their utmost gratitude to the organizers!!!



BALTGIRLS had also a trip to the capital city of Estonia, Tallinn, where they visited the Kadriorg Museum, Peter I Museum, Kadriorg Castle which is the location of the Office of

the Estonian President, and last but not least the tower Kiek in de Kök. The Walks in the Ingrian and Swedish Bastions were an exciting part of the historical fortifications of Tallinn which added a lot to our knowledge about this beautiful city.

On behalf of all ladies, BALTGIRLS would like to express their appreciation to Ms Irena Vaikšnorienė, Ms Kaja Arulepp and BALTDEFCOL in organizing all the activities and giving ladies the opportunity to participate in the engagements!

BALTGIRLS weekly schedule:

Monday	: 1500	Estonian language
Tuesday	: 1000	Photography course
	: 1700	Painting course
Wednesday	: 1130	Pilates class
Thursday	: Various	Coffee mornings and other activities
Friday	: 1200	Pilates class

From Professional Development to Social Life

By CDR Jörg LEHMANN, OPD

The Operations Department (OPD), the biggest in size, welcomed in August 2013 four new staff members -LTC Jolanta ARMALOVICA-RAUZA, LTC Ainars RAUZA, LTC Toomas MÖLS and LTC Robert GRAY.

The newcomers had to be integrated not only into the OPD with their structure, responsibilities and professional focus on operational subjects, but also into the internal band of cohesion, understanding and comradeship.

For better integration of our newcomers, but also to create a kind of hospitality, friendship and convenient environment for everybody, some social events were planned in parallel to the professional training.

For this purpose the Director of OPD created a social committee with the task to organize these kind of events which should help to combine work-related



Raft ride on the River Emajõgi

demands with a nice, casual and relaxing atmosphere as a basis for better integration and understanding of each other.

Our first opportunity was a team building event in the form of an excursion on rafts on the River Emajõgi, starting from Kavastu. The OPD manned the three rafts of various sizes and functions and spent a wonderful afternoon getting to know each other in natural surroundings on the edge of the Lake Peipsi.



Serious talks in informal atmosphere in Pangodi fish restaurant

the country-side situated near a small lake named Pangodi with a playground for children. It was an excellent opportunity to get to know each other and to establish personal links. The restaurant served fresh and tasty fish and at the end the cohesion among OPD members was strengthened.

After the first two modules of operational training it was again about time to do something together and we went out for a Bowling evening which was highly competitive, but in a fun environment and once again a unique team building effort.

OPD plans for similar social and professional development events over the rest of



Competition on-going



One way of doing sports

this academic year, and by building trust, understanding and friendship within our department we hope to be better able to support not only the various courses we teach, but also integrate better with the other College departments.

International Night in the Baltics 2013

By Ms. Kaja Vösu

On 8 November 2013 it was again time to put on dancing shoes and in a good mood head to the annual celebration of 'International Night in the Baltics'.

For the 9th time in BALTDEFCOL history College staff and students with their spouses and children as well as other guest invited by the College Commandant MG Vitalijus Vaikšnoras, had, during the night full of delicious national dishes, tasty drinks and joyful performances an excellent opportunity to meet with people from cultures they, in some case, had never had any kind of interaction before.



ENDC Main Hall crowded with joyful people



Commandant MG Vaikšnoras giving his welcome remarks

Picture by Ms. Matuleviciene



Some samples of national tables

This year's event was remarkable in the sense that BALTDEFCOL took initiative to contribute to the local community. With the original idea and lead of BALTGIRLS a fund raisings for charitable purposes was called into action. A donation box, into which Commandant in his welcome remarks urged to donate in, was a hit! So many people took the good opportunity to contribute to a collective effort of making a big difference to the children in need that by the end of the evening a substantial amount of 630 EUR was gathered in support of autistic children from Tartu Maarja School!

'International Night in the Baltics' is not only an eat-and-drink event. Student officers of all three Baltic nations are always responsible for providing the audience entertaining interludes.

Estonian presentation included musical performances by a windinstrument band and an accordionist. Estonian officers organised the performance of a showgroup whose dance programmes nailed rows of admirers with inflaming eyes to the front of the stage.



Wind-instrument band



Estonian show dance group

Latvian performance included choral episodes by Estonian-Latvian unite choir residing in Tallinn. In addition young Latvian folk dancers arrived to Tartu to entertain the guests with their vivacious dances.

To be continued on PAGE 13

International Night in the Baltics

Latvian officers also assured that the participants of the evening would have an opportunity to show their moves on the dance floor by bringing their local band to Tartu. Latvian students demonstrated the audience their skills of Latvian dance and accompanying song.

Lithuanian contingent managed both to surprise and not to surprise with the structure of their national performance.



Latvian students performing

Latvian band

The 'no surprise' part was the Lithuanian military big band which performed in their well-known goodness. The 'surprise' part, on the other hand, was dragging people from the world of flavours to more on ground issues by memory quis. The quis on Lithuania got a very warm, and occasionally passionate, reception from the audience. People could demonstrate their knowledge on the history, public figures and other well or not so well



Active participation in quis



A joint performance of Latvian folk dancers and choir

known facts on Lithuania, and the ones with best knowledge and quicker reaction were awarded with Lithuania-related tokens.

The evening of 'International Night in the Baltics' served its purpose fully—people could peek



Military Big Band



Children mixing and mingling

to the kitchen and world of cuisines of more than dozen countries, could get more closer to one another, and have fun!

Till next 'International Night in the Baltics—same place, around same time, some different people, but for sure as much fun as this time!

BALTDEFCOL WELCOMES

New Staff members:



LTC Mart MIKKELSAAR – Director of Support

LTC Toomas MÖLS – Instructor NATO Land

LTC Antek KASEMAA – Instructor Hybrid Threats – CEP

Ms Eneken TIKK-RINGAS – Senior Expert Cyber Defence



LTC Jolanta ARMALOVICA-RAUZA – Instructor NATO Joint OPS

LTC Ainars RAUZA – Instructor NATO Joint OPS – Land

Mr Gatis MEZĪTIS – Academic Security Sector



Mr Eugenio GUSUMANO – Academic Defence Studies



Mr Michael MALM – Senior Instructor Leadership



LTC Robert GRAY – Instructor NATO Joint OPS – Land/SOF

Good luck and many bright ideas!

BALTDEFCOL OFFICE RULES



BALTDEFCOL OFFICE RULES

- ☒ Be positive and do your best.
- ☒ Respect everyone.
- ☒ Don't be too loud.
- ☒ Be on time.
- ☒ Be honest.
- ☒ Share the credit.
- ☒ Keep your promises.
- ☒ Use good manners.
- ☒ Don't come to work if you are sick.
- ☒ Be mindful of office chatter.
- ☒ Dress appropriately for the office you work in.
- ☒ Keep the office clean.
- ☒ Don't be source of rumours.

Live our values!



Preliminary Programme 27 February 2014

Baltic Defence College

0830-0930 Open Door Programme

Dorpat Conference Center

1000-1400 Conference

Hosted lunch
Panel discussion

1500-1800 Reception

Opening ceremony
Speeches
Concert
Greetings (awards and gifts)
Concert
Closing ceremony
Buffet dinner with music



CELEBRATIONS ON 27 FEBRUARY 2014