



CHIEF OF STAFF
HEADQUARTERS SUPREME ALLIED COMMANDER
TRANSFORMATION
NORFOLK, VIRGINIA



From: Air Marshal Sir Graham Stacey KBE CB CCMI

To: *Future Member of ACT*

2018

1. On behalf of the Supreme Allied Commander Transformation (SACT) General Denis Mercier, I extend a warm welcome to you and your family to Headquarters Allied Command Transformation (HQ SACT), Norfolk, Virginia: the only permanent NATO strategic command outside of Europe, continuing to serve as the vital transatlantic link in strengthening the Alliance.
2. Throughout your tour of duty, you will work alongside fellow military professionals from the 29 NATO nations, Partner Nations, NATO civilians and contractors that comprise the staff of HQ SACT. We continue to deliberately strive to assemble a rich and varied mix of talented and experienced personnel to take on the ever-complex and demanding tasks, both here at Norfolk and at our subordinate organizations in Europe¹ to ensure NATO remains fully capable and relevant into the future.
3. NATO is in the midst of intensive adaptation efforts to meet the evolutions of our security environment. As part of that adaptation, ACT is focussing on warfare development to ensure that NATO has the right military posture today and in the foreseeable future. To meet this and the rapid rate of change and the complex challenges NATO continues to face, *you* will need to provide a positive, persistent and tangible difference for the Alliance to remain dominant, relevant and able to adapt to the challenges we face. I will ensure that you are given the necessary direction and guidance, support, empowerment and resources to accomplish this. In return, you will need to quickly familiarise yourself with ACT and our strategic goals so that you can establish your role in order to ensure success. You will also have to fully immerse yourself in your responsibilities, and use your wealth of experience to positively challenge the way we operate, in order to bring about change through innovative and transformational practices.
4. Working alongside personnel with different cultures and practices will be challenging but also extremely rewarding. It will require understanding and positive engagement to facilitate you and your colleagues delivering to your full potential. The opportunity to mix socially with many nationalities is a rare privilege, therefore, I encourage you not just to work hard, but also play hard and take full advantage of the opportunities and experiences Virginia and the wider USA has to offer.

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5. You can direct any questions you have concerning your assignment to your National Liaison Representative (NLR). I strongly encourage you to visit your website at www.act.nato.int/newcomers for valuable newcomer information, that will assist you and your family's transition to the HQ and the Hampton Roads, Virginia area. I look forward to working with you, to ensure ACT continues to, 'improve today, shape tomorrow and bridge the two'.



Copy to:

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¹ ACT has 3 outstations: the Joint Warfare Centre (JWC) in Stavanger, Norway; the Joint Force Training Centre (JFTC) in Bydgoszcz, Poland; and the Joint Allied Lessons Learned Centre (JALLC) in Monsanto, Portugal. ACT also has a liaison officer in the US Department of Defence at the Pentagon, and a SACT representative (SACTREPEUR) and staff at the NATO Headquarters, Brussels, as well as a staff element in Europe (SEE) in Mons, Belgium.

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