



**NORTH ATLANTIC TREATY ORGANIZATION**

**SUPREME ALLIED COMMANDER  
TRANSFORMATION**

**SACT's REMARKS to**

**All Hands**

**NORFOLK, 13 June 2017, 0900 Hr**

**Général d'armée aérienne Denis MERCIER**



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Admirals, Generals, Air-Marshal,

Ladies and Gentlemen,

Dear members of the ACT Team,

- Time goes quickly and we are already almost half-way into 2017.
- The summer break is approaching, for a lot of us this means a well-deserved vacation, but it also means another summer-rotation and members of the staff and their families that will leave ACT to join their next assignment.
- For those who will be leaving us in the next couple of weeks, I wish you and your families a safe and smooth move and return to your respective home countries, and remember that you will always remain part of our ACT family.
- As I said not long ago to the newly elected outstanding ACT members of the year ceremony: innovation is key for the adaptation of our Alliance, but our “human capital” remains our biggest investment now and for the future – we could not do it without the men and women of our Command that on a daily basis give the very best of themselves to make our mission a success.
- The challenges and events that lay behind us will continue to be addressed as part of an incremental process for which every step counts – for those who rotate-out in the weeks to follow: thank you for your hard work, dedication and flexibility through your contributions to our mission that will carry forward on the work you delivered.
- For those who stay and continue the mission – I know I can count on you to integrate the newcomers into the team to continue the work that



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we have started, to deliver our products on time, and to continue to get the nations and the broader NATO community on-board to advance our ideas.

- Sadly, as the recent events in Manchester and London have shown us, the security environment that our nations face is ever increasingly challenging and continues to rapidly evolve.
- As I said ten days ago at the Shangri-La Dialogue:

*The global security environment, has no geographic boundaries and develops an unprecedented range of challenges at a rapid rate of change. Among other strategic trends, hybrid and cyber threats, state and non-state actors impacting the security environment just below the threshold of conflict coupled with transnational challenges such as organized crime, climate change or economic instability further deepen the uncertainty and complexity of our security environment.*

*We have a common objective for security whatever the threat: detect, identify and understand the early signs of a crisis, avoid escalation and de-escalate potential developments and, if this is not possible, be ready to fight and win.*

- This is our work – we contribute to the security of our nations. In our daily work we continue to pursue this year's major objectives – and the recent events even put more pressure on us to deliver:
  - NCS FA (Interim Report delivered – next Final report End Aug)
  - PFA concept paper (end June)
  - NDPP and alignment national plans (Targets to be approved at DEFMINs 29 June)



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- NEPR and TRJN2017
- Update SFA and FFAO (WSs)
- Partnerships
- Tide Sprint – CWIX (with NAC) – COTC
- Cyber (new Branch)
- Optimization of our resource and human capital management (innovation ideas)
- As I said in the beginning of this year – the rhythm has increased and this trend will continue. The branch heads already did a great job to ensure our workload is evenly and efficiently shared, and we need to continue on this path.
- None of the work we deliver stands on its own – all our work is linked to the major adaptation effort of our Alliance's posture. We need to continuously seek for coherence between all our work strands – every one of you, regardless your responsibilities, functions, activities or tasks, you all own a part of the overall objective.
- I ask you to keep this in mind – each of you must understand where your work fits in the bigger picture – and if you don't, ask questions – continue to be proactive.
- Thank you again for the hard work, and I will not promise you less – on the contrary we will continue at the same pace and even more, because time presses to deliver in our different work strands and we must continue to use all the opportunities that present themselves to us now!
- Since the beginning of the year we have successfully either organized or supported major events (NTS, NITEC, Industry Engages NATO,



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Tide Sprint, NTSC and the Resilience Conference), and through these events we pave the way to next ones – CWIX (next week, with the NAC/MC visit!) NIAG, TRJN17 and COTC.

- At the same time I continue my engagements to advance our ideas and to explain our deliverables. I engaged with the NAC, the DEFMINs and the MCCS and will continue to do so.
- Let me conclude to repeat my message on the importance of coherence in our work and our work as a team. As main deliverers of innovation in the Alliance, we also seek to innovate our own internal structures and the way we organize ourselves. Thank you for those who contributed to the presentation of innovative ideas for ACT, some of which will be further elaborated in the weeks to come. Thank you as well for the very good input to the Staff Engagement Survey. We are analysing the results and the main findings will be passed to the Campaign Steering Board later this month who will decide on actions to be taken in response to your input. We will communicate the findings and actions before summer leave.
- Thank you for your attention. I welcome your questions.