



HQ Supreme Allied Commander Transformation Office of the Chief of Staff

Norfolk, Virginia | USA



15 February 2024



Vice Admiral Guy Robinson CB OBE

1. On behalf of the Supreme Allied Commander Transformation (SACT), General Philippe Lavigne, French Air and Space Force, I extend a warm welcome to you and your family to Headquarters SACT, Norfolk, Virginia, USA. HQ SACT is the only permanent NATO Strategic Command outside of Europe and serves as the vital transatlantic link in strengthening the Alliance.
2. Allied Command Transformation (ACT) is the Alliance's warfare development command. As such, we define the future military context, identifying challenges and opportunities in order to maintain a warfighting edge. We ensure maximum interoperability, give structure and priority to NATO forces through defence planning and capability development, apply innovation to leverage ideas and, in all of this, connect with the intellectual horsepower of the large network of industry, academia, military and civilian expertise in nations, in NATO agencies and NATO Centres of Excellence.
3. Throughout your tour of duty, you will work alongside fellow military professionals from all 31 NATO nations, a multitude of partner nations, NATO civilians and contractors. We continue to strive to assemble a rich and varied mix of talent who can take on complex and demanding tasks, both here in Norfolk and at our subordinate organizations in Europe¹, to ensure NATO remains fully capable and relevant into the future.
4. In this important endeavour, 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 familiarize yourself with ACT and our strategic goals so that you can establish your role in order to ensure success. You will also have to immerse yourself in your responsibilities and use your wealth of experience to positively challenge the way we operate in order to bring

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, a SACT representative (SACTREPEUR) and staff at the NATO Headquarters, Brussels, and a staff element in Europe (SEE) in Mons, Belgium.

about change through innovative and transformational practices. Most of all, I want you to feel part of a team where you are respected for who you are and where your opinions count and will make a difference.

5. 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 to not just work hard, but also take full advantage of the opportunities and experiences Virginia and the wider USA has to offer.

6. You will receive an e-mail from your NLR with pre-arrival information and instructions. Please communicate and work closely with your NLR and sponsor regarding these procedures, and to have any questions answered concerning your assignment and transition. I strongly encourage you to visit our newcomer's [website](#) for valuable newcomer information that will assist you as you transition to HQ SACT and the greater Hampton Roads, Virginia area. You can also start to keep up to date with the latest developments at the Command by following our social media presence on Facebook, X, YouTube or LinkedIn.

A handwritten signature in green ink, appearing to read 'Guy R.', with a stylized flourish at the end.

Guy Robinson CB OBE
Vice Admiral, GBR N
Chief of Staff

Copy to:

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