

**C2 Seminar 2017**



**NATO C2 in a Civil Environment**

# Seminar Guide

---

13-15 June 2017

Valencia, Spain

**NATO C2COE**





Captain (N) I.J.C. van Pamelen-Hollenberg

Director NATO C2COE

Captain (Royal Netherlands Navy) Renée van Pamelen-Hollenberg (Alkmaar, 1961) commenced her career in the Royal Netherlands Navy (RNLN) as Junior Professional Officer in 1979. After the Naval Academy, she attended the signals school after which she was commissioned and promoted to Sub-Lieutenant. Her first post was commanding a watch team in the signals center in Den Helder in 1980.

Developing a specialization in Information Communications Technology (ICT), from 1981 to 1991 Lieutenant Van Pamelen completed a number of appointments in the Trainers section of the Centre for Automation of Weapon and Command Systems. Until 1994 she worked as a system developer at the Centre for Automation of Administrative Information Systems.

Lieutenant Van Pamelen then continued as Function Analyst during the project phase and the management phase of Personnel Information Systems at the Personnel Directorate of the MoD. In 1998, Lieutenant Van Pamelen was posted at the Defence Intelligence and Security Service (DISS) as an IT consultant and project manager, and was promoted to Lieutenant Commander.

In 2002, on the eve of major defense reorganizations, she returned to the Directorate of Financial Management of the Royal Netherlands Navy. During that time she worked as a Business Analyst and setting up a Defence client organization as a contingency, should the Defence Telematics Organization (DTO) be placed outside the MoD.

In 2004, the client organization became a reality with the creation of the Defense ICT Service Center (DICTU). In 2005, on promotion, Commander Van Pamelen became Head of the Functional Management Cluster of Medical Information Systems at DICTU. Subsequently, Commander Van Pamelen became Head of the Functional Management Cluster Generic Information, which was responsible for all Generic Information Systems of the MoD.

In 2010, a career switch followed when Commander Van Pamelen volunteered to be deployed to Sudan to work with the Joint African Union/United Nations mission in Darfur (UNAMID) where she held the position of Staff Officer J5. In 2011, Commander Van Pamelen was selected as the Netherlands Defence Attaché in the capital Juba of South Sudan, the newest nation in the world.

In 2013 she returned to the Netherlands as Deputy Political Advisor to the Commander of NATO Joint Force Command Brunssum (JFCBS), and was promoted to Captain (OF-5). In 2016 Captain Van Pamelen accepted the command of the NATO Command and Control Centre of Excellence (NATO



C2COE) in Utrecht in the Netherlands. NATO C2COE advises NATO, sponsor nations and others on C2 issues with the focus on Processes and Structures, Information and Knowledge Management, and Human Factors (including Leadership).

Captain Van Pamelen has a degree in Organizational Psychology and is fluent in Dutch and English with workable German.



## Lieutenant General Hugues Delort-Laval

Supreme Headquarters Allied Powers Europe, Vice  
Chief of Staff

He was born in 1961 in Toulon. He attended successively the Military Academy St-Cyr (Grande Armée class 1981-1983) and the Armour School SAUMUR, and he was commissioned into the 1st Airborne Hussars (the Airborne Brigade Reconnaissance Regiment) in 1984.

His early regimental service was spent as a Panhard ERC 90 Troop Leader then as a Squadron Commander, a period in which he deployed four times in CHAD and in Central African Republic. In 1992 he was ADC to the French Chief of Defence Staff (Admiral Lanxade then General Douin). After attending the French Staff College in 1996/97 and the UK Advanced Command and Staff Course, Bracknell in 1997/98, he held staff appointments as SO2 G3 Ops and SO1 G2 in Division HQ n° 2 in Nantes. During that period he served four times in the Balkans, as Chief Operation Centre MNDSE in Bosnia, as MA to Commander NATO Extraction Force in FYRoM in 1999 and as MA to Commander KFOR in Kosovo in 2001.

In 2002 he was promoted to Colonel and assumed command of 1st Airborne Hussars. He deployed in Western Ivory Coast with his Regiment in 2004.

From 2004 to 2006, he was posted to the Army General Staff, in charge of developing the Army contact battle capabilities then as Deputy Chief of the Army Capabilities Development Branch.

In 2006 he attended both the Centre des Hautes Etudes Militaires (56th Course) and the Institut des Hautes Etudes de la Defense Nationale (59th Course).

From 2007 to 2009 he was Deputy Chief of Military Cabinet of the Defence Minister, in charge of both Army issues and Armed Forces activities within French territory. He was promoted to Brigadier in 2009 and commanded the Army Special Forces Brigade from 2009 to 2011.

In 2011 he was Deputy Commandant and Director of faculty of the French War College (Ecole de guerre) in Paris.

In 2012-2013 he served one year in Lebanon as UNIFIL COS. He was promoted to Major General in 2013 and posted to the Army General Staff, as General international affairs from 2013 to 2014. From 2014 to 2016, he was in charge of the Joint Staff International Affairs.

In November 2016 he took over as Vice-COS SHAPE. He is married to Florence and they have six children.



Mr. Kenneth Deane

Civilian Operations Commander/ Director of the EU Civilian Planning and Conduct Capability

Joined the then Royal Ulster Constabulary in October 1980 and served in a variety of operational, training and staffing roles from Constable to Assistant Chief Constable rank.

In 2004, Mr Deane undertook a six-month secondment with the UK's Foreign & Commonwealth Office in Basra, Southern Iraq where he performed the role of Senior Police Adviser to the British Consulate General and Mentor to the province's Iraqi Chief of Police. In early 2005 he again assisted the FCO in developing anti-terrorist and public order policing in Macedonia. From June 2006 to June 2007 he performed the role of Chief Police Adviser to the British Ambassador in Kabul, which included a 6 month spell in Helmand Province, working alongside the Commanding General, Combined Security Transition Command – Afghanistan (CSTC-A) in assisting US policy development in respect of Afghan National Police Reform.

From June 2007 to November 2008, Mr Deane performed the roles of Deputy and Acting Head of Mission in the European Union Police Reform Programme in Afghanistan (EUPOL Afghanistan), before commencing the role of Head of Operations in the Civilian Planning & Conduct Capability (CPCC) directorate within the Council, and latterly within the European External Action Service (EEAS). Mr Deane further performed the role of Acting Chief of Staff/Deputy Civilian Operations Commander between May 2010 and September 2011.

Mr Deane was appointed Head of Mission of the Coordinating Office for Palestinian Police Support (EUPOL COPPS) on 1 July 2012, a position he held until his current appointment.

On 1 July 2014, Mr Deane was appointed as EU Civilian Operations Commander for all civilian Common Security Defence Policy (CSDP) Missions and Director of the EU Civilian Planning and Conduct Capability.

Mr Deane holds an Honours Degree in Public Policy and Management from the University of Ulster and a Post Graduate Certificate in Education from Canterbury Christ Church University, in Kent. He is married with two children.



Ms. Lise Grande

Deputy Special Representative of the United Nations Assistance Mission for Iraq (UNAMI) and UNDP Resident Representative

Ms. Lise Grande of the United States assumes the role of Deputy Special Representative of the United Nations Assistance Mission for Iraq (UNAMI), and UNDP Resident Representative since 17 January 2014. Ms. Grande also serves as the United Nations Resident Coordinator and Humanitarian Coordinator for Iraq.

Prior to this position, Ms. Grande was the United Nations Development Programme (UNDP) Resident Representative and United Nations Resident Coordinator in India (2012-2014).

She previously served as Deputy Special Representative of the Secretary-General and Resident and Humanitarian Coordinator in South Sudan (2011-2012).

Deputy Resident and Humanitarian Coordinator, South Sudan (2008-2011).

Head of the United Nations Integrated Office in the Democratic Republic of the Congo (2005-2008).

Resident Coordinator and UNDP Resident Representative in Armenia (2003-2005).

Ms. Grande holds degrees from Stanford University, California, and the New School for Social Research, New York.



## Brigadier General (Ret) Alfonso Garcia-Vaquero Pradal

Spanish Army, Chairman at EUWG

Born on 20 March 1958 in Madrid, General García-Vaquero was graduated from the Spanish Military Academy as an Infantry Lieutenant in 1981. He then joined a Spanish Foreign Legion Battalion in Ceuta, where he served as a Platoon Leader. In 1982, upon completion of the Special Operations Forces Course he developed the Spanish Legion Special Forces Battalion where he served as Long Range Reconnaissance Patrol company commander.

In 1993 he was selected for the Spanish Army Staff College. General García-Vaquero was posted to the Spanish Rapid Reaction Forces HQ, in Madrid, as Intelligence analyst with subsequent responsibility for organizing and leading Intel support to operations. He completed an operational tour in Sarajevo with IFOR (1996), as an Intel analyst in HQ ARRC J2 Branch, manning the ops desk.

In April 1999, he was appointed to the ACE Rapid Reaction Corps (ARRC) HQ in Rheindahlen (Germany), working in the J2 Branch, as operations and plans officer. He participated in KFOR (KFOR) with HQ ARRC as Intel ops/plans officer.

Since August 2002, he served in the Army Staff as an Intel planner contributing to develop a new Armed Forces Intel System and to liaise with civilian Intel services.

From March 2005 to March 2008 he assumed command of the 10th Spanish Legion Battalion stationed in Ronda (Malaga). He deployed with his Battalion in Lebanon (UNIFIL), as Battalion Commander.

In March 2008 he was assigned to the Armed Forces Intelligence Centre in Madrid as Chief of Staff. On promotion to Colonel he assumed command of 2nd Spanish Legion Regiment, in Ceuta.

In February 2012, after being promoted to Brigadier General, he took command of the 16th Canary Islands Infantry Brigade in Las Palmas de Gran Canaria.

From October 2014 to August 2015 he commanded the European Union Training Mission (EUTM MALI), in BAMAKO (MALI). In February 2016 he completed his tour as Brigade Commander and came to the reserve. He is the Chairman of an EU ad-hoc working group to develop "EU Guidance for a generic EUTM/EUMAM non-executive mission".



Mr. André Kahlmeyer

Director Conflict management Consulting (CMC), Brussels

André specialises in conflict management, risk analysis and the design, monitoring and evaluation of interventions in fragile, conflict and post-conflict environments. He has worked with NATO ACT and CoEs since 2012 as civilian advisor, subject matter expert and speaker. As Founder and Director of Conflict Management Consulting (CMC), a consulting company specialising in engagement in fragile and conflict-affected states (FCAS) He has been responsible for numerous civilian fact-finding, design and evaluation missions to the Middle East, Central Asia, Africa and South East Asia. In the past seven years, Andre has also worked as a consultant for major development agencies, donors, MFAs and MoDs (such as the UK, US, Germany, Sweden, Norway, Gulf States), for UN agencies and for international NGOs such as International Alert. Recently he worked as Stabilisation Advisor for the International Coalition against ISIS in Baghdad (2015/16) and organised field research and interviews in al-Raqqa, the “capital of ISIS”.

Before founding CMC, Andre worked as an independent consultant (2011-2014) and was employed as Rule of Law Expert - Evaluation and Best Practice Officer with the EU's crisis mission in Iraq (EUJUST LEX Iraq, 2010-2011), as a Senior Planning Officer in the Peace and Security unit of GIZ (2007-2010) and as a MENA desk officer for the Parliamentary Assembly of NATO (2006-2007).

Andre has an academic background (M.A.) in Political Science, History and Islamic/Middle Eastern Studies (with an emphasis on Arabic language and Sharia Law) and he is currently enrolled at postgraduate level at King's College London's War Studies Department, where he is preparing to do a PhD in the field of conflict, development and fragility. He has authored a number of articles and publications, including “Islamic Law. The Sharia from Muhammad’s Time to the Present” (with Hunt Janin, 2007) and most recently an expert paper on Urban Resilience for NATO ACT.

Key areas of interest & expertise:

- Civil-military cooperation from the civilian side;
- Peacebuilding and conflict prevention;
- Conflict and risk analysis, conflict sensitivity;
- Perception surveys on peace and conflict issues in hard-to-access locations;
- Governance, rule of law, stabilization, SSR, DDR;
- Middle East politics and diplomacy;
- (Islamic) radicalization, Counter terrorism, Countering Violent Extremism





Ms. Magdalena Granåsen

Swedish Defence Research Agency

Scientist

Ms. Magdalena Granåsen works as a scientist at the Swedish Defence Research Agency, division of C4ISR, department of Man-Technology-Organisation. Her research interests include command and control, decision making, situation awareness, team performance and analytic methods in both military and civilian settings, for instance related to defence, crisis management and cyber security.

Magdalena is currently working with the development of concepts, methods and technology for civilian and military command and control and decision making. Beside her civilian career, she acts as reserve officer, serving as planning officer in a Swedish brigade headquarters.



Lieutenant Colonel Johannes (Hans) van de Ven

Royal Netherlands Army

Lieutenant Colonel Johannes (Hans) van de Ven joined the Royal Netherlands Army in 1981. After completing the Officer School he held several junior command positions with logistic and training units. As captain he served in several positions with NORTHAG/ TWOATAF in Rheindalen, UNPROFOR in Sarajevo, HQ LANDCENT in Heidelberg and with 1(GE/NL) Corps in Munster.

Promoted to major in 1995 he served in various positions as movements officer and deployed to Albania (1999) and Eritrea/ Ethiopia (2000/2001) and HQ ISAF (2003).

After being promoted to Lieutenant Colonel in 2005 he was posted to the MOD as the SO1 Movements in the J4 branch. In addition supported the Ministry of Foreign Affairs in developing and executing crisis action plans at Netherlands Embassies.

From 2009 until 2011 he was Deputy Senior National Representative to US Central Command in Tampa. Subsequently (2011 until 2014) he served as the Netherlands Defense Attaché to Afghanistan in Kabul. From July 2014 until the summer of 2015 he was the Commander of the team that was tasked with the recovery of human remains, personal belongings and the wreckage of MH17 in Eastern Ukraine.

Currently he serves at the MOD Directorate of Operations in The Hague as the Senior Staff Officer International Operations in the J3 branch.

Disaster Assistance Response Team (DART) Duties: From 1996 to 2003 Lt Col van de Ven was a member of DART. In this capacity he deployed to the Caribbean in the aftermath of Hurricane George, Lenny and Mitch.

USAR.NL: Since 2002 he is a one of the operational commanders of the Netherlands Urban Search and Rescue team (USAR). With this inter service team he deployed to Morocco (2004), Pakistan (2005) and Haiti (2010) after these countries were struck by devastating earthquakes.



Colonel US Marines Corps (Ret). James L. Welsh

Mr. Jim Welsh served as the Training and Education Chief at the Center for Excellence in Disaster Management and Humanitarian Assistance. Training and Education was the Center's primary contribution to the United States Pacific Command's Security Cooperation effort. Participating in fifty or more engagements each year, the Training and Education Branch prepared military leaders and staffs to execute foreign disaster response and humanitarian assistance missions as part of a larger whole of government endeavor. The Education and Training Branch presented its own programs such as the Humanitarian Assistance Response Training Course, as well as collaborative engagements such as the Health Emergencies in Large Populations Course for the International Committee of the Red Cross, and the Civil-Military Coordination Course with the UN Office for the Coordination of Humanitarian Affairs.

Since joining the Center in October 2009, Mr. Welsh supported several United States Pacific Command (USPACOM) foreign disaster response operations in addition to his daily education duties. He deployed to support U.S. Forces Japan and JTF 519 for Operation Tomodachi, and participated in the USPACOM Operational Planning Group during the Typhoon Haiyan, Typhoon Hagupit, and Nepal Earthquake disaster responses. Most recently, Mr. Welsh led the team that conducted a U.S. Pacific Command Joint After-Action Review of Operation SAHAYOGI HAAT, the command's response to the 25 April 2015 Nepal earthquake.

Mr. Welsh graduated from Villanova University with a Bachelor of Science Degree in Civil Engineering. Jim earned a Master's Degree in Public Administration from the City University of New York and a second degree in National Security Studies at the National War College.

Jim is a retired Marine Colonel who served as a commander and staff officer in the United States, the Persian Gulf, the Western Pacific, Haiti, Panama, Bosnia, Africa, the Middle East, and Iraq. He served as a platoon leader, company commander, JTF planner and operations officer, Marine Expeditionary Unit Operations Officer, infantry battalion commander, and the Chief of Staff for Multinational Force West in Anbar, Iraq. In addition to these operational assignments, Mr. Welsh taught small-unit tactics at The Basic School in Quantico, VA, instructed cadets at the United States Military Academy, served



as an Assistant for Force Planning and Strategy in the Office of the Secretary of Defense (Policy), and was the Director of the Marine Corps Staff.

His military decorations include the Legion of Merit with two gold stars, Defense Meritorious Service Medal, Meritorious Service Medal with 2 gold stars, Joint Commendation Medal with oak leaf cluster, Navy-Marine Corps Commendation Medal, Navy-Marine Corps Achievement Medal with gold star, Combat Action Ribbon, and various unit and campaign awards.

Jim Welsh and his wife Mary have three children and three grandchildren. They are New Hampshire residents. He is currently employed as a disaster management educator and independent contractor.



Mr. Charles W. "Bill" Robinson

US Joint Staff J7

Charles W. "Bill" Robinson is a Knowledge Management Officer assigned to the Joint Staff, Director for Joint Force Development (J7). He serves in the Enterprise Architectures division. Bill Robinson is a 1981 graduate of the University of Georgia. He was commissioned in the regular U.S. Army as a lieutenant of infantry. He served 23 years holding a wide variety of command and staff positions and rose to the rank of Lieutenant Colonel. In 2003 Mr. Robinson retired from the armed forces and began a second career as a Department of Defence Civil Servant.

Bill has served in a variety of positions related to knowledge and information management, modelling and simulation applications and research, and information systems development and management. He has numerous awards and decorations.

He is a graduate of the Command and General Staff College and the School of Advanced Military Studies. In addition to his undergraduate degree he has two masters. Mr. Robinson currently resides in Carrollton, Virginia.



Colonel (GS) Wolfgang Paulik

CIMIC COE Director

- 1979 Start of military career in the Artillery of the German Armed Forces
- 1980 – 1984 University studies in Economics and Organizational Science (Munich, Germany)
- 1984 – 1992 Several postings in the German Artillery; Rocket, Howitzer, Nuclear
- 1992 – 1994 National General Staff Course (Hamburg, Germany)
- 1994 – 1998 Several national postings as General Staff Officer
- 1998 – 2000 Staff Officer in the Combined Joint Planning Staff (SHAPE, BEL)
- 2000 – 2004 Staff Officer in the German Ministry of Defence; responsible for German representation towards NATO, European Union and United Nations (Berlin, Germany)
- 2005 – 2007 CJ9 Plans in German Armed Forces Operations Command (Potsdam, Germany)
- 2007 – 2011 Chief Concepts, Interoperability and Capabilities Branch, NATO CIMIC Centre of Excellence (Enschede, The Netherlands)
- 2011 – 2012 Department Head CIMIC/J9 in DEU Joint Support Command (Cologne, Germany)
- 2011 – 2012 CJ9 Plans in HQ RC North ISAF (Mazar-i-Sharif, Afghanistan)
- 2012 – 2016 COM German CIMIC Competence Centre (Nienburg, Germany)
- 2016 Director of CIMIC COE (The Hague, The Netherlands)



Lieutenant Colonel Jelle “JD” Bode

Royal Netherlands Air Force

Lt Col Bode is an Air Battle Management Officer and he has been in the Dutch Air Force for over thirty-eight years, initially as a Fighter Controller, followed by a specialisation in Command & Control. He earned his wings in January 1985.

Lt Col Bode completed several combat missions in Former Yugoslavia, Lybia and Afghanistan. The peace time positions he has held include postings at

- the Control and Reporting Center in Nieuw-Milligen, The Netherlands,
- the JOC/2ATAF in Maastricht and Rheindalen , The Netherlands and Germany,
- SOC 1 and later CAOC2 in Brockzetel and Kalkar, Germany,
- Two flying tours on NATO E-3a accumulating over 3500Hrs in Geilenkirchen, Germany, and
- Two tours at Component Command AirCom as Staff officer Air battle Management Branch and Division Head Strategy Division in Ramstein, Germany.

Lt Col Bode is currently Staff Officer of the Operational Assessment Branch of the NATO C2COE. He was selected for this position due to his broad experience on Command and Control, the Operational Planning Process and his service within various NATO HQs.

JD has one motto in life, which is, “Live is short, hit it hard”



Dr. Alex Bordetsky

US Naval Postgraduate School Professor

Dr. Alex Bordetsky is tenured Professor of Information Sciences at the Naval Postgraduate School. He also hold dual appointment with the Space Systems Academic Group at NPS. Professor Bordetsky is Director of the NPS Center for Network Innovation and Experimentation (CENETIX). He is a recipient of prestigious Robert W. Hamming Interdisciplinary Research Award for the pioneering studies of collaborative technologies and adaptive networking and the Fulbright Senior Fellowship Award for the experimental studies of unconventional tactical networking. Dr. Bordetsky is the Principal Investigator for the renowned TNT MIO Military-Academic Experimentation Campaign, which is now in transformation to RAA and Maritime-Land CWMD operations study.

His research accomplishments are featured in the AFCEA SIGNAL Magazine, Via Sat, USSOCOM Tip of the Spear Journal, Pentagon Channel, and Fulbright Newsletter.

Dr. Bordetsky publishes in major IS journals including Information Systems Research, Telecommunication Systems Modeling and Analysis, International Journal of Mobile Wireless Communications, and International Command and Control Research Journal.



# C2 Seminar 2017



**NATO C2 in a Civil Environment**