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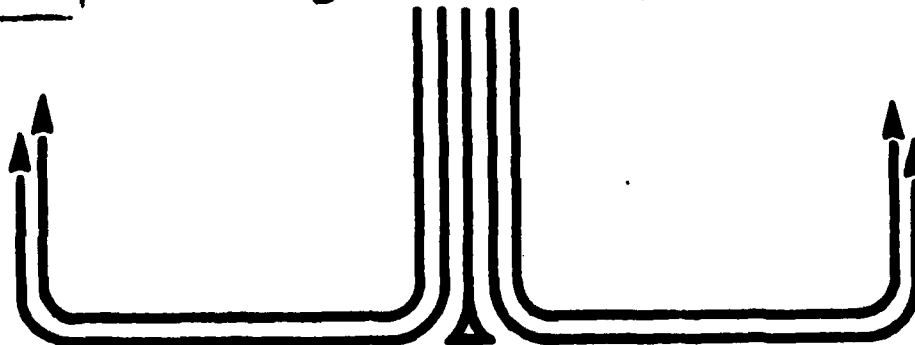
GUIDE FOR US DELEGATES TO NATO
MILITARY AGENCY FOR STANDARDIZATION
MEETINGS

Major Rickey A. Moore 88-1885

"insights into tomorrow"

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REPORT NUMBER 88-1885

TITLE GUIDE FOR US DELEGATES TO NATO MILITARY AGENCY
FOR STANDARDIZATION MEETINGS

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Submitted to the faculty in partial fulfillment of
requirements for graduation.

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FIELD	GROUP	SUB-GROUP				
19. ABSTRACT (Continue on reverse if necessary and identify by block number) The guide is an informative booklet that is to be used by newly appointed US delegates to a NATO Military Agency for Standardization (MAS) working party. The guide introduces the delegate to the nature of NATO standardization/interoperability, the military and civil structure of NATO, and provides guidance to the delegate in preparing for, attending, and performing the work that results from a NATO MAS work party meeting.						
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PREFACE

This guide is an unclassified reference which will introduce people to and help them perform their delegate duties. It synthesizes data from many sources that are either unavailable to delegates to NATO Military Agency for Standardization (MAS) meetings, or are available, but contain additional information that does not pertain to them.

This guide will be published after review and approval of content by HQ USAF, Deputy Director of Regional Plans and Policy's International Standardization Office/XOXX(ISO) with assistance from HQ US Army Materiel Command, Marine Corp Combat Development Command, Chief of Naval Operations, and the US Delegation to NATO MAS.



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ABOUT THE AUTHOR

Major Ric Moore is an Aircraft Maintenance Officer with experience on F-111's in both TAC and USAFE. Major Moore is a resident graduate of Squadron Officer School, an alumnus of the Air Force Institute of Technology's Education With Industry Program and possesses a Master's in Aeronautical Science from Embry-Riddle Aeronautical University.

Prior to attending ACSC class of 1988, Major Moore spent four years as the action officer in the Air Force's International Standardization Office, Directorate of Plans, Pentagon. During those four years Major Moore gained extensive knowledge of NATO's organization, specifically those elements that are involved in rationalization, standardization and interoperability issues. Major Moore has made numerous trips to Brussels. He has compiled this experience and the experience of providing guidance to Air Force personnel attending NATO MAS meetings into this guide book.

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POSITION PAPER
ON
THE NEED FOR A GUIDE FOR US DELEGATES
TO NATO MAS MEETINGS

1. The Interservice Working Group on International Military Standardization (IWGIMS) initially identified the need for a guide for US delegates to NATO's Military Agency for Standardization (MAS). The IWGIMS is an informal group comprised of representatives from OSD, OJCS, and the four Service's MAS focal points (administrative agents). The IWGIMS's goal for the guide is, in an easily understood manner, to provide information, guidance and assistance to US personnel appointed to represent the US in NATO MAS meetings. The guide, if published, will be issued to newly appointed delegates for their use in preparing for, attending, and performing the work that results from the deliberations of MAS working party meetings. A DOD Seminar, conducted April 22-24 1986, on Multinational Military Standardization, co-sponsored by the Offices of the Assistant Secretaries of Defense for Acquisition and Logistics, and International Security Policy, confirmed the need for a guide. Delegates to MAS attending the seminar agreed with the IWGIMS's assessment that information on the nature of rationalization, standardization, and interoperability (RSI), and the task of being a delegate would be helpful. Following the seminar, the Marine Corp's Development and Education Command (MCDEC) volunteered to create the guide for use by the four Service's MAS focal points. However, their lack of experienced personnel prevented them from producing it. In February 1987, the author volunteered to create the guide, knowing he was going to attend ACSC which required a research project. The purpose of this paper is to describe the assessment of the need for the guide and the subsequent selection of information placed in the guide.

2. The delegates themselves are the basis for the need to provide useful information about NATO's organization, the NATO national standardization procedures and processes, and how to perform the task of being a delegate to a MAS working party. The appointment of delegates is the responsibility of the action offices designated by each MAS Service focal point. Action offices are selected on the basis of their involvement and oversight in the same subject matter a working party is attempting to standardize or make interoperable amongst the alliance's nations. Appointed delegates:

(a) are either civilians or military personnel.

- (b) may or may not have experience in the European theater.
- (c) are located all over the United States and thus unable to personally interface with his/her's MAS Service focal point.
- (d) receive no training in the performance of being a delegate. The role as a delegate is an additional duty.
- (e) will, if they're military, attend no more than two or three work party meetings within the standard three or four year assignment. In comparison, our allies have individuals who have been delegates for many years.
- (f) rarely have knowledge of NATO's organization and the relationship US forces have with NATO's command structure.
- (g) have never given much thought to the benefits derived from standardization/interoperability or the force multiplying effect they supply.
- (h) have difficulty in learning their task from the few publications NATO MAS provides, because they contain a sizable amount of information that doesn't pertain to them. Likewise, informative publications on NATO and its complex organizational structure provide too much information.
- (i) must pick-up the pieces left by their predecessor anywhere within the work cycle that occurs between meetings.
- (j) will not be given any guidance by the individual who appointed him/her because of their lack of knowledge and limited involvement.

This assessment of delegates is based upon the author's personal experience of giving guidance to MAS delegates for four years as the only action officer assigned to the Air Force's MAS focal point, HQ USAF/XOXX(ISO), Pentagon. The author, like a new delegate, lacked a solid understanding of the nature of standardization and interoperability for the first one and one half years he was assigned to AF/XOXX(ISO). Additionally, the author's conception of HQ NATO, the US elements within HQ NATO, and the MAS was in many instances wrong until he made his first trip to Brussels 14 months after being assigned to the Pentagon. The trip to Brussels was made alone and with little information on the airport, the city of Brussels, and the physical layout of HQ NATO. These misconceptions combined with the experience of

the trip, the subsequent time-consuming verbal sharing of knowledge, experience with numerous delegates, and the like identification of the need for a guide by the sister Service's MAS focal points, convinces the author that a guide is needed for new national delegates to MAS meetings.

3. The biggest problem the author had was culling through the various pieces of documentation he brought with him to AUSA. By asking the questions of who, what, when, where, why and how, aided in determining what a potential audience of approximately 300 new individuals that attend one or more of the 49 diversified, autonomous work parties needed. In a fact finding trip with two Marine officers from MCDEC in the Fall of 1986, the author obtained a copy of the Chief of Naval Operations' (OP-098F) Guide for US Naval Personnel Participating in NATO Meetings. This guide was prepared for US Naval personnel participating as delegates to subordinate groups of NATO's Conference of National Armament Director's (CNAD) NATO Naval Armaments Group (NNAG). This guide is a "quick reference on the organization of NATO, NATO and NNAG procedures and preparations for NATO meetings of the NNAG (1:1-1)." The author found this guide accurate, informative and useful for its intended audience. Originally, MCDEC was going to use this guide as a base for the guide they had volunteered to produce for MAS delegates. Keeping with their original intent, the author used portions of the CNO guide in preparing text for the guide for NATO MAS delegates. In reviewing the CNO prepared guide the author determined that too much detail had been provided and elected not to make the guide for MAS delegates as detailed for fear that it would not be read or utilized. The information the author elected to reiterate within the guide for MAS delegates is information that is useful to any delegate attending any NATO meeting. That is, information about NATO (what it is and isn't), its organizational structure (emphasizing the standardization/interoperability fora's), the general conduct of any NATO meeting, and useful information about getting to, around and within HQ NATO and Brussels. The information the author elected to supplement the above information with was, the NATO agreed definitions for keywords used in the pursuit of standardization and interoperability, NATO's military structure and its relationship to US forces, and information and guiding principles aimed at guiding a new delegate in preparing for, attending, and performing the work that results from a NATO MAS meeting.

4. The guide, by itself, will neither create a perfect delegate or tell him/her everything he/she needs to know about being an effective one. However, the author feels the guide provides enough information that may make an interested delegate do a better job until the delegate experiences his/her's first work party meeting. In a recent US analysis of the MAS, its author, who was a disinterested party, stated "An understanding of the MAS functional organization and processes could provide much

insight into the means by which NATO standardization is actually accomplished. A wider understanding of the particular role of the MAS in the aggregate NATO standardization effort could provide an impetus for measures which could improve the overall interoperability of NATO forces (2:9)." The author agrees with this comment and knows that the proper place for beginning this understanding lies with the MAS delegates. Interest in standardization and interoperability with our allies has waned since the mid-70s when it was a topic of national interest. It is hoped that the guide will not only inform but build interest in the delegate.

5. In summary, this paper has described the assessment of the need for the guide and the subsequent selection of information it contains. The assessment is that the guide will assist newly appointed delegates to do a better job initially, until they've experienced their first work party meeting. The information in the guide is basic in nature, not detailed. Selection of the information was based upon the experience and knowledge of the author who for four years oversaw USAF's participation in NATO MAS activities. The author recommends that the "Guide for US Delegates To NATO MAS Meetings" be published and distributed by HQ USAF/XOXX(ISO) with joint approval from the US Delegation to the MAS and the sister Services' MAS focal points.

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APPENDICES

Guide for US Delegates to NATO MAS Meetings.

CHAPTER 1

SECTION I

PURPOSE

This guide provides background information, guidance and identifies principles for US delegates attending and working NATO Military Agency for Standardization (MAS) meetings and activities. It has been prepared to aid US delegates: (1) in preparing to attend NATO MAS meetings, (2) to effectively represent the US during MAS meetings and (3) in accomplishing the work that results from a MAS meeting. Chapter One is a discussion of the principal standardization terms and their definitions. The discussed terms provide the necessary framework for your role as a delegate to NATO MAS.

SECTION II

WHAT IS A DELEGATE?

You have been appointed, either because of your expertise in a subject matter or as a representative of an organization that oversees a particular subject matter, to represent the US at meetings of a NATO MAS working party. The purpose of working parties is to develop NATO Standardization Agreements (STANAGs) and Allied Publications (APs) in a specific subject matter for national consideration and agreement and to exchange information (4:3-1). Your specific responsibilities as a delegate are:

- (1) To attend meetings fully prepared, briefed and with all necessary documents.
- (2) To present the US view (this means all applicable Services).
- (3) To circulate or coordinate and staff the documents generated by your working party or the MAS.
- (4) To perform custodial duties for the documents that the US has agreed to be the custodian for.

- (5) To exchange information and participate in discussions which lead to agreed compromise in the interest of furthering standardization and interoperability.

SECTION III

WHAT IS STANDARDIZATION?

Standardization is defined as:

the process of developing concepts, doctrines, procedures, and designs to achieve and maintain the most effective levels of compatibility, interoperability, interchangeability and commonality in the fields of operations, administration and materiel (2:344).

"The military aim of NATO standardization is to increase the combined operational effectiveness of the military forces of the alliance (5:1)." As a delegate always be mindful of this aim, aware that there are different approaches to standardization other than MAS's being pursued, and that different levels of standardization can be achieved.

WHAT IS RATIONALIZATION?

Rationalization is defined as:

any action that increases the effectiveness of allied forces through more efficient or effective use of defense resources committed to the alliance. Rationalization includes consolidation, reassignment of national priorities to higher alliance needs, standardization, specialization, mutual support or improved interoperability and greater cooperation. Rationalization applies to both weapons/materiel resources and non-weapons military matters (2:302).

Rationalization, as you can see, is a broad and general idea that encompasses a wide range of actions, including standardization, interoperability, and cooperation. It is an idea which the governments of NATO fully support.

WHAT IS INTEROPERABILITY?

Interoperability is:

the ability of systems, units, or forces to provide services to and accept services from other systems, units, or forces and to use the services so exchanged to enable them to operate effectively together (2:194).

Basic to interoperability is the standardization of such consumables as fuel, ammunition, lubricants, and information in order that they can be exchanged.

WHY IS IT IMPORTANT FOR ME TO UNDERSTAND THE THREE DEFINITIONS?

These three words, rationalization, standardization and interoperability are the components of the rubric RSI. All three words are closely related, yet separate ideas. Figure 1-1 depicts rationalization, the base idea of the rubric, encompassing many topics, all steeped in political, military and economic considerations.



Source: HQ USAF XXXX(ISO)

FIGURE 1-1
RATIONALIZATION

Standardization, the intermediate idea, is a difficult target in a multi-national environment, yet it is the ultimate and best alternative militarily. Interoperability, the core idea, is the easiest to achieve, offers increased operational effectiveness in the near time frame, and supports the ideas of rationalization and standardization.

Figure 1-2 depicts the less standardized NATO's forces are, the less able they are to operate effectively together (no flexibility) and the more likely they are to need an interoperability solution.

These three words set the boundaries for international military standardization, but other keywords contained within the definition for standardization and Figure 1-2 need explanation. These other keywords are commonality, compatibility, interchangeability and harmonization.

OTHER STANDARDIZATION KEYWORDS

COMMONALITY is "a state achieved when groups of individuals, organizations, or nations, use common doctrine, procedures, or equipment (2:78)." The definition implies that some degree of standardization/interoperability has, by whatever means, been achieved.

A basic step within the attempt to standardize, is to determine what degree commonality may already exist between nations. If a degree of commonality exists, a further determination has to be made whether or not that existing degree can become a foundation to build upon, needs changing, or be rejected.

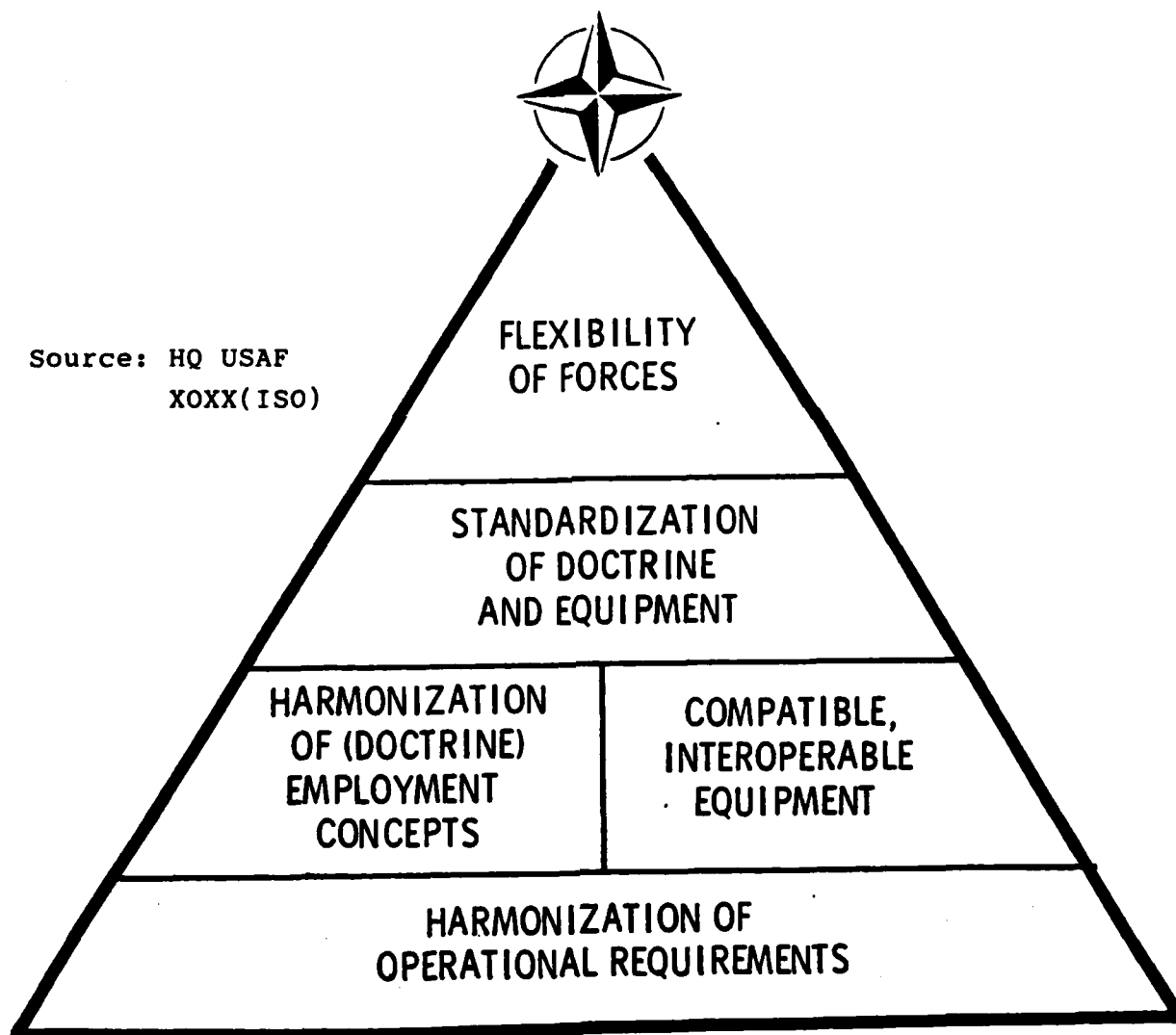


FIGURE 1-2
STANDARDIZATION MODEL

COMPATIBILITY is the "capability of two or more items or components of equipment or material to exist or function in the same system or environment without mutual interference (2:189)." Like commonality, determining the degree of existing compatibility is a basic step to standardizing materiel items. If no compatibility exists, but deemed necessary, a further determination of the degree of compatibility desired needs to be made. The determination is only possible after all political and economic ramifications are identified and compared to the military gain(s) to be made.

INTERCHANGEABILITY is:

a condition which exists when two or more items possess such functional and physical characteristics as to be equivalent in performance and durability, and are capable of being exchanged one for the other without alteration of the items themselves or of adjoining items, except for adjustments, and without selection for fit or performance (2:190-191).

This definition aligns itself with standardization more than interoperability because interchangeability is not required for interoperability. For example, both European and US aircraft bomb racks, through standardization of design, use the same bomb lug spacing. The ability to load each others' weapons is possible, but the bomb racks are not interchangeable between aircraft. A determination has to be made whether interchangeability is both possible and more importantly, needed.

The last keyword is HARMONIZATION. Harmonization is "the process and/or results of adjusting differences or inconsistencies to bring significant features into agreement (2:168)." Figure 1-2 shows harmonization of operational requirements is the base upon which standardization and interoperability is built.

The result of your harmonization effort, within the working party, will be the production of STANAGs and APs designed to give the troops what they need to do the job when the time comes.

There are many opportunities to do something about enhancing combat effectiveness in NATO. Military leaders strongly agree that lack of standardization/interoperability significantly reduces capability and flexibility. This fact is even apparent to the US among its own Services. The opportunity however, doesn't mean to standardize just for the sake of standardization.

As a US delegate to NATO's MAS you are supported by various US laws, DOD Directives and Instructions, a Joint Chiefs of Staff Memorandum of Policy, and Service regulations to perform your task. For example, the Culver-Nunn Amendment to the 1977 Defense Appropriation Act states that:

"It is the policy of the United States that equipment procured for the use of personnel of the Armed Forces of the United States stationed in Europe...should be standardized, or at least interoperable with equipment of other members of the North Atlantic Treaty Organization." (Public Law 94-391, Sec. 802(a)(1)).

SECTION IV

SUMMARY

RSI pertains not only to weapon systems, but also to doctrine, training, logistics, procedures, communications and services. The latter are just as important as weapons and to a degree are more practical and easier to achieve. You must realize that RSI is an essential element of the NATO alliance and that it has been a persistent concern among NATO member nations since the North Atlantic Treaty's inception (1:161). However, regardless of the concern and need, you will discover from your experiences that RSI appears to have a low priority, the system you will work within is not perfect and needs improvement, and that individuals who are not directly involved know little or nothing about RSI or appreciate the task you've been given as a delegate to NATO MAS meetings.

CHAPTER 2

SECTION I

PURPOSE

The NATO organization within which standardization and interoperability is pursued is large and complicated. It is impossible and unnecessary to thoroughly explain the entire NATO organization. This chapter will provide basic information on how NATO is organized, emphasizing the principal standardization forums and NATO's integrated military structure. The chapter concludes with a brief description of the command relationship between NATO's military structure and US military forces.

SECTION II

WHAT NATO IS AND WHAT NATO IS NOT

NATO is:

- (1) An alliance of 16 sovereign nations.
- (2) A mechanism whereby all or some allies can cooperate to collectively achieve their individual national objectives.

NATO is not:

- (1) A super government. With few minor exceptions, you do not obtain "NATO approval" of a proposal, you obtain the collective approval of national delegates within a NATO forum. You do not transfer information or data "to NATO", you transmit it to the allied countries through the NATO mechanism.
- (2) A democracy. All issues in NATO are ultimately settled unanimously, although this is often stated as "reaching a consensus".

Section II and III are taken from the Chief of Naval Operation's (OP-098F) Guide for US Navy Personnel participating in NATO Meetings, pages II-1 - III-8, edited by Major R. Moore.

- (3) Colocated with Supreme Headquarters Allied Powers Europe (SHAPE). NATO headquarters is just outside the city limits of Brussels. SHAPE is near Mons, Belgium, about one hour south of Brussels by car.

NATO has no supranational authority over national governments. This means responsibility for equipping and maintaining forces is a national one. With the exception of certain areas such as communications, airborne early warning, and common infrastructure works, NATO is not directly involved in research, development, production of equipment, or the creation of doctrine, concepts and procedures. The role of NATO is to advise and coordinate, with the purpose of fostering cooperation in order to enhance military effectiveness and thus strengthen the collective defense effort of the allied nations.

SECTION III

HOW NATO FUNCTIONS AND IS ORGANIZED

The basic civil and military structure within NATO is illustrated in Figure 2-1 (1:89). The North Atlantic Council (NAC) is the highest NATO authority; each of the sixteen member nations is represented. The Council meets regularly at two levels, ministerial and Permanent Representative (PERMREP). Ministerial level meetings occur twice a year with each nation represented by their Foreign Minister (Secretary of State for the US). The Council meets weekly at the PERMREP level. The PERMREPS are individuals of ambassadorial rank who live and reside in Brussels. The US PERMREP to NATO is the US Ambassador to NATO, who oversees the US Mission (USNATO) within the NATO HQ building (Figure 2-2) (7:11-6). The Council, as a rule, does not discuss defense matters; this topic is addressed by the Defense Planning Committee (DPC).

The DPC meets at the same level and with the same frequency as the NAC to address defense matters. At the ministerial level the Secretary of Defense represents the US. For our allies, it is their Ministers of Defense (MODs). France and Spain are not represented on the DPC because their military forces are not, by their choice, integrated into NATO's military structure.

The Council and DPC and the subordinate civil committees are supported by the International Staff (IS) whose senior member is the NATO Secretary General (SYG) (Figure 2-3) (1:95). The SYG chairs both the Council and the DPC.

Below the NAC/DPC level the NATO organization is divided into two structures, the civil and the military.

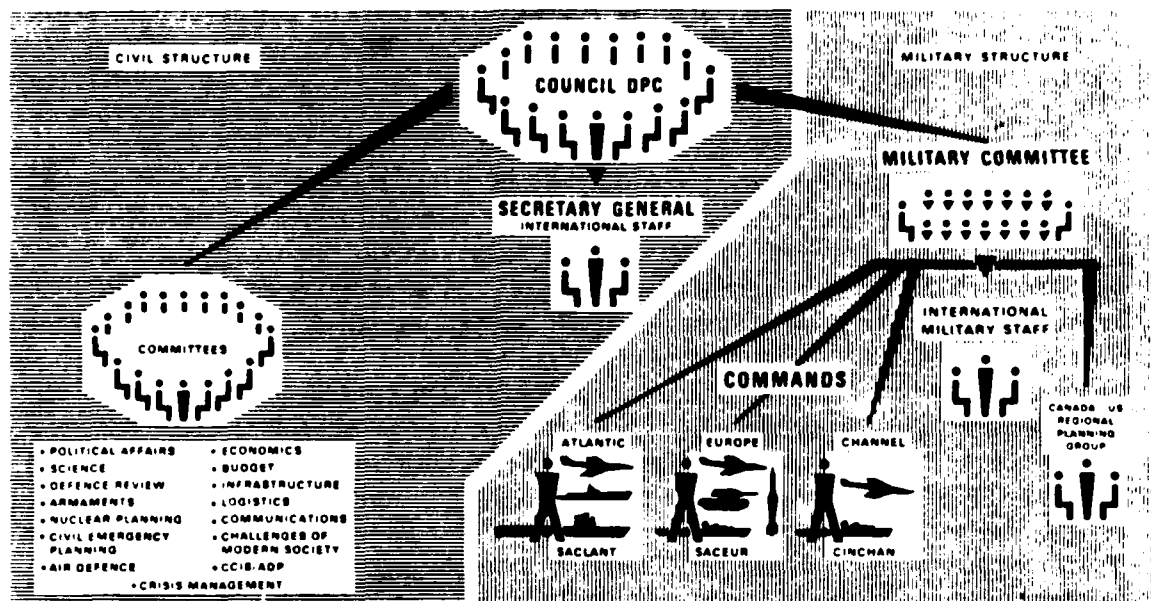


FIGURE 2-1
BASIC NATO STRUCTURE

Source: NATO Facts and Figures

NATO CIVIL STRUCTURE

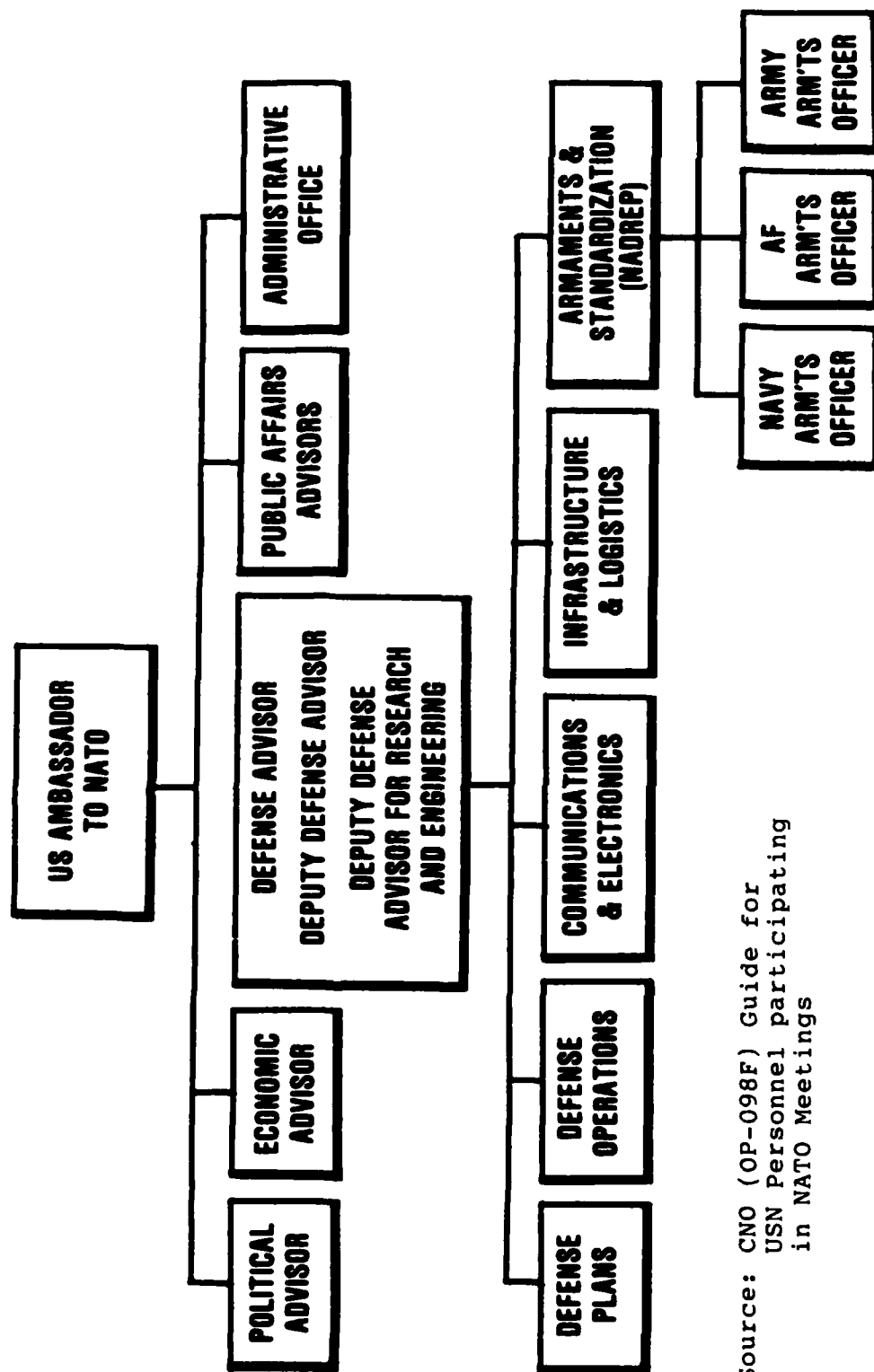
In support of its role, the NAC has a number of committees (Figure 2-4) (1:94); several are involved in areas and functions of military importance. The militarily significant committees are the Conference of National Armaments Directors (CNAD), the Senior NATO Logisticians Conference (SNLC), the NATO Air Defense Committee (NADC), and the newest committee, the NATO Standardization Group (NSG) (not depicted).

CONFERENCE OF NATIONAL ARMAMENTS DIRECTORS

The committee of primary concern to you, as a US delegate to MAS, is the CNAD. This committee meets semiannually, in the spring and fall. US representation is provided by OSD functions that have oversight of DOD acquisition. Between conferences, all routine matters are handled by national representatives located in their respective national delegations to NATO (for the US this is the National Armament Director's Representative (NADREP) within the US Mission (Figure 2-2)).

The role of the CNAD is to promote cooperation, primarily on the political level, in research, development, and production of future military equipment. Their work can result in PLANAGs and APs which, if produced, are promulgated by the Chairman, MAS.

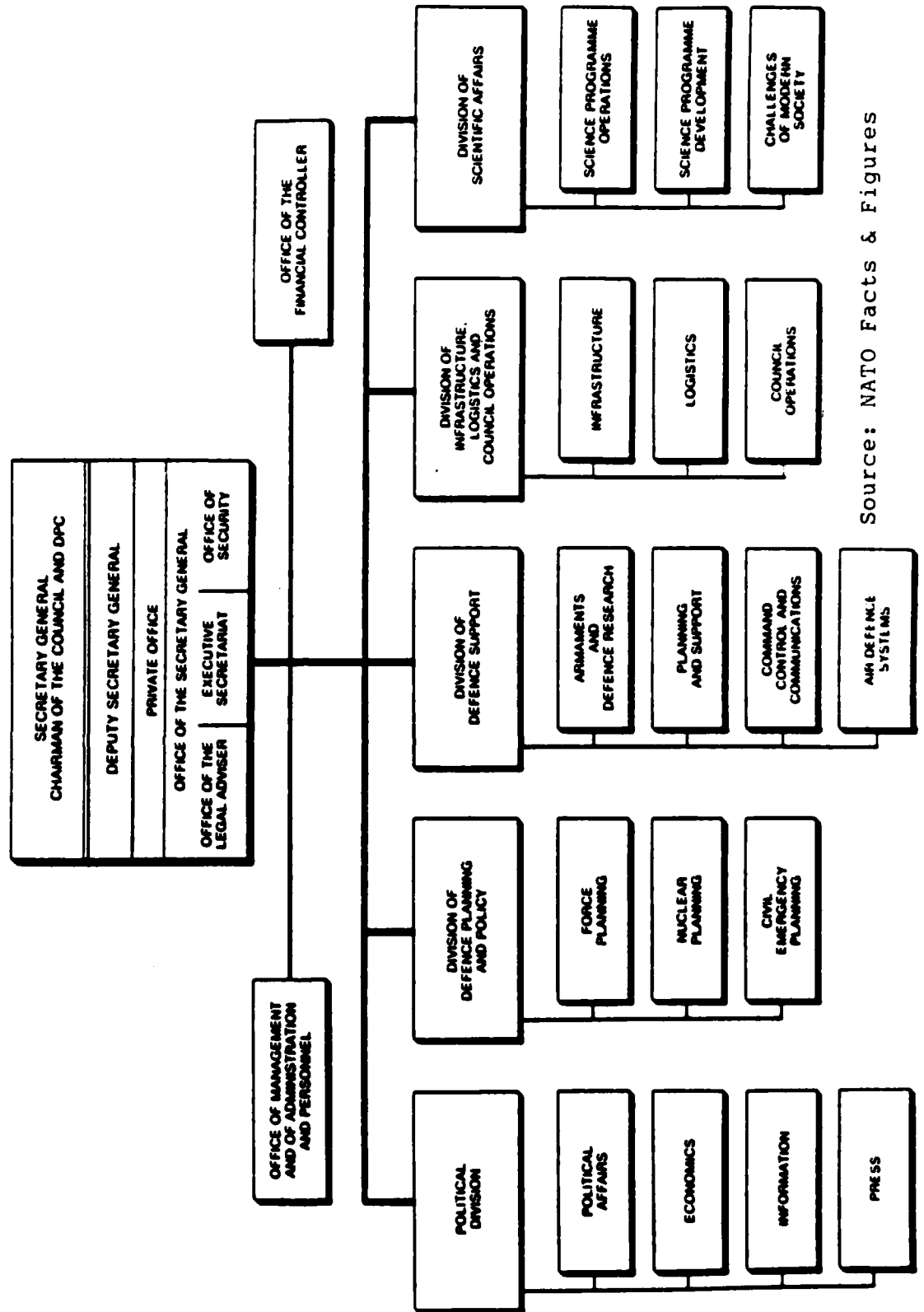
ORGANIZATION OF US MISSION TO NATO



Source: CNO (OP-098F) Guide for
USN Personnel participating
in NATO Meetings

FIGURE 2-2

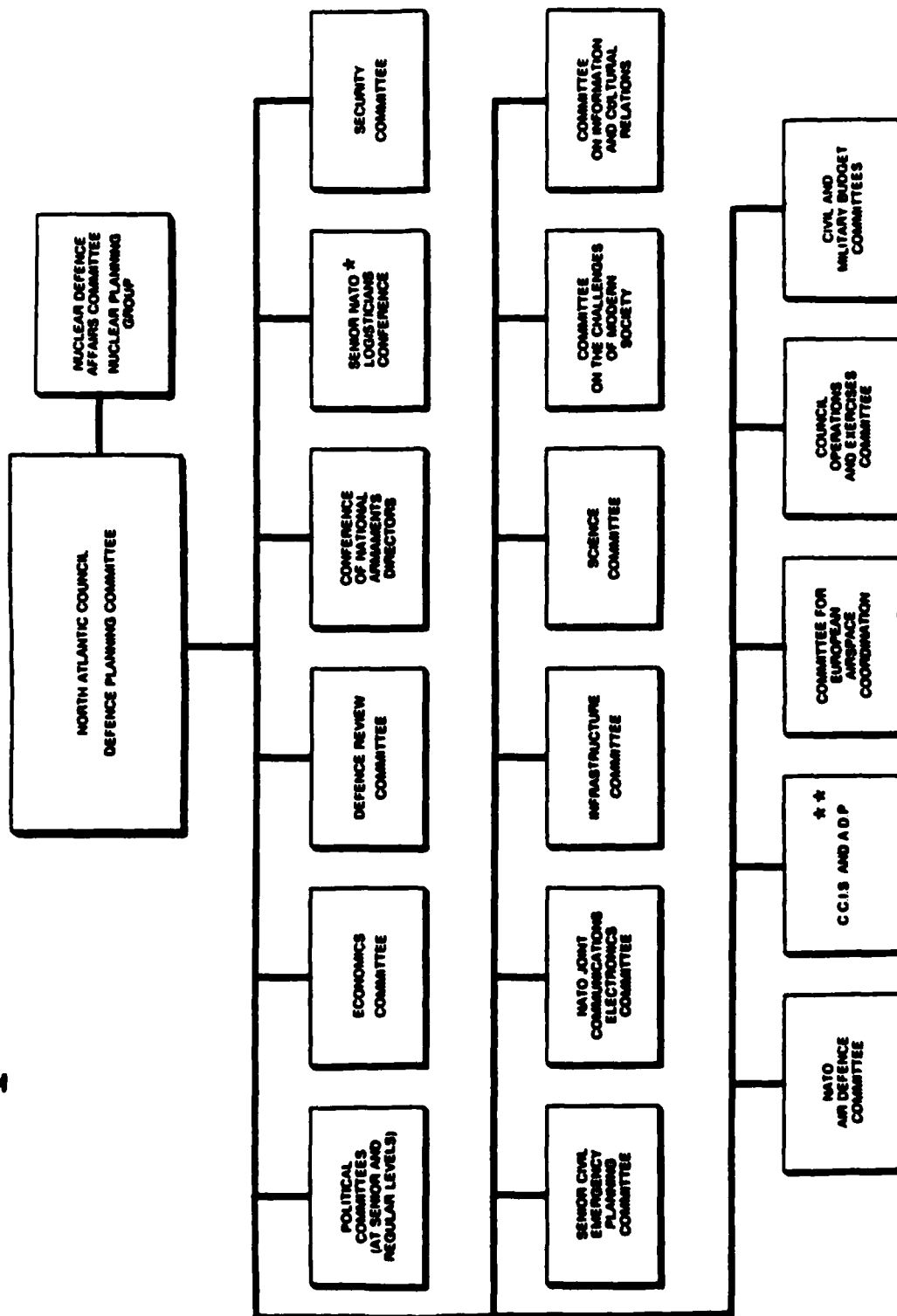
NATO International Staff



Source: NATO Facts & Figures

FIGURE 2-3

Principal Committees of the Council



* The SNCL is a joint Civil/Military Committee which reports both to the Council or Defence Planning Committee and to the Military Committee.

* * Command, Control and Information Systems and Automatic Data Processing Committee.

Source: NATO Facts and Figures

Figure 2-5 (7:III-2) shows the CNAD organizational structure and its relationship to the Main Groups, the Cadre Groups and the NADREPs.

The Main Groups are the NATO Naval Armaments Group (NNAG), the NATO Air Force Armaments Group (NAFAG) and the NATO Army Armaments Group (NAAG). These three groups and the other three Main Groups in Figure 2-5 are responsible for identifying suitable areas for cooperation in research, development, production and acquisition.

The Cadre Groups are as shown in the bottom row of Figure 2-5. AC/301 differs from the other Cadre Groups in that it was created to address materiel standardization in the area of assemblies, components, spare parts and materiels - hence the acronym ACSM. US representation to the Main and Cadre groups can come from OSD, OJCS, and the Services.

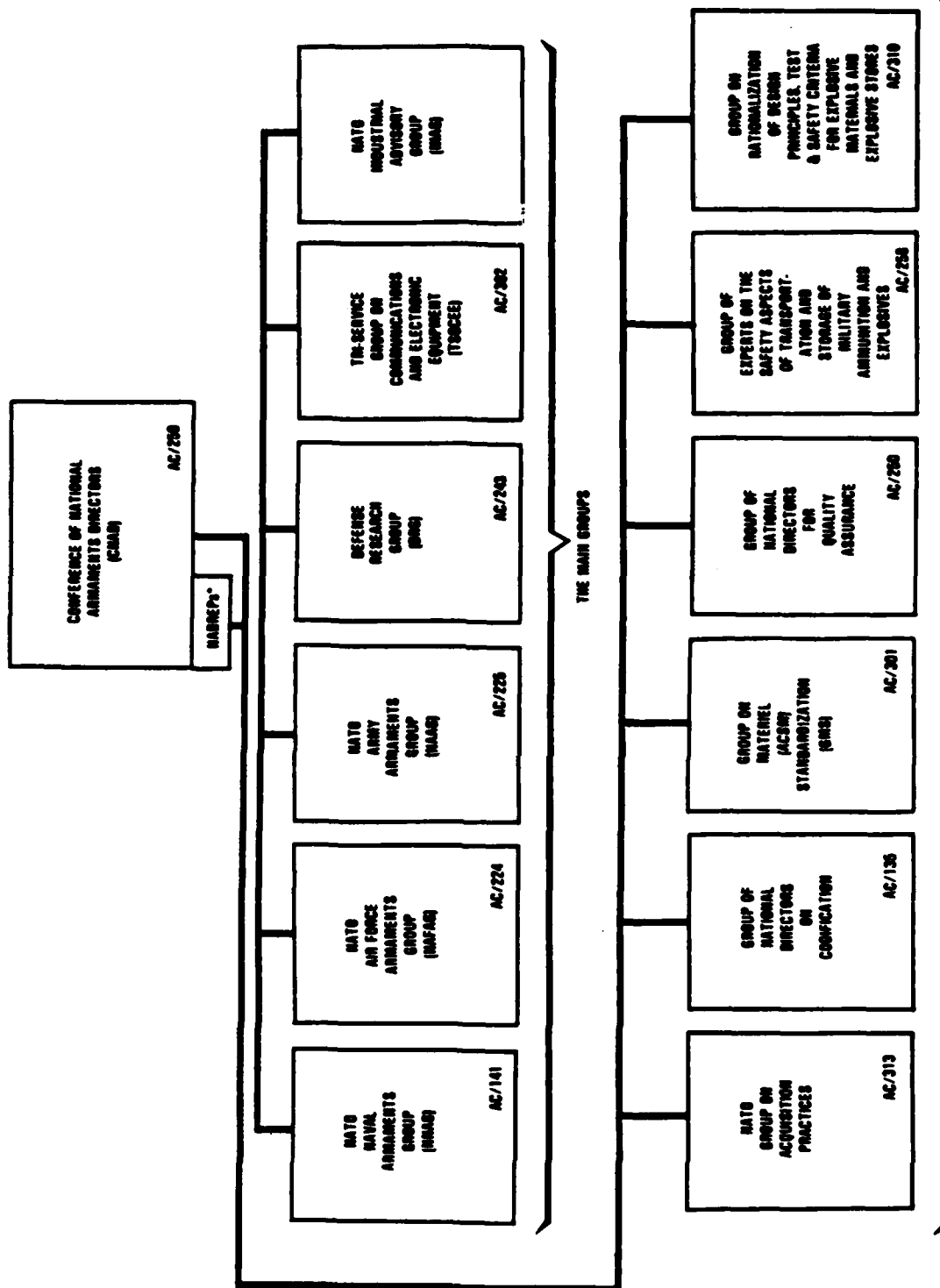
The reason you need to concern yourself with CNAD is because, like the MAS, it is heavily involved in the standardization and interoperability effort. Traditionally, the division of work between the MAS and CNAD is that MAS undertake tactical doctrine and materiel in current use and CNAD cover future materiel. But this is not a hard and fast division of labor. As you can appreciate, what is future for one nation can be in-service with another. As a result, the MAS and CNAD working parties do overlap their efforts and subsequently uncoordinated, divergent US positions are occasionally presented in each forum. Likewise, if CNAD succeeds in initiating a cooperative project, that project may require standardized procedures or changes in NATO doctrine that only MAS can develop or change. Conversely, NATO doctrine that has been developed by MAS and adopted by NATO nations, may provide a basis for a cooperative CNAD project. The need for national delegations to MAS and CNAD to coordinate their activities is evident. Assistance in locating individuals that attend CNAD meetings can be provided by the US Mission to NATO.

NATO MILITARY STRUCTURE

The Military Committee (MC) (Figure 2-6)(1:101) reports to the NAC/DPC and is the senior military authority in NATO. It is composed of the Chiefs of Staff (for the US: the Chairman of Joint Chiefs of Staff) of the NATO member countries except France and Spain.

The MC meets at least twice a year at Chief of Staff level. Between these meetings the business of the committee is carried out by Permanent Military Representatives, each of whom is appointed by his respective Chief of Staff. The US Permanent Military Representative (USMILREP) is an officer of four-star rank, with rotational Service selection, colocated with and

THE CNAD ORGANIZATION

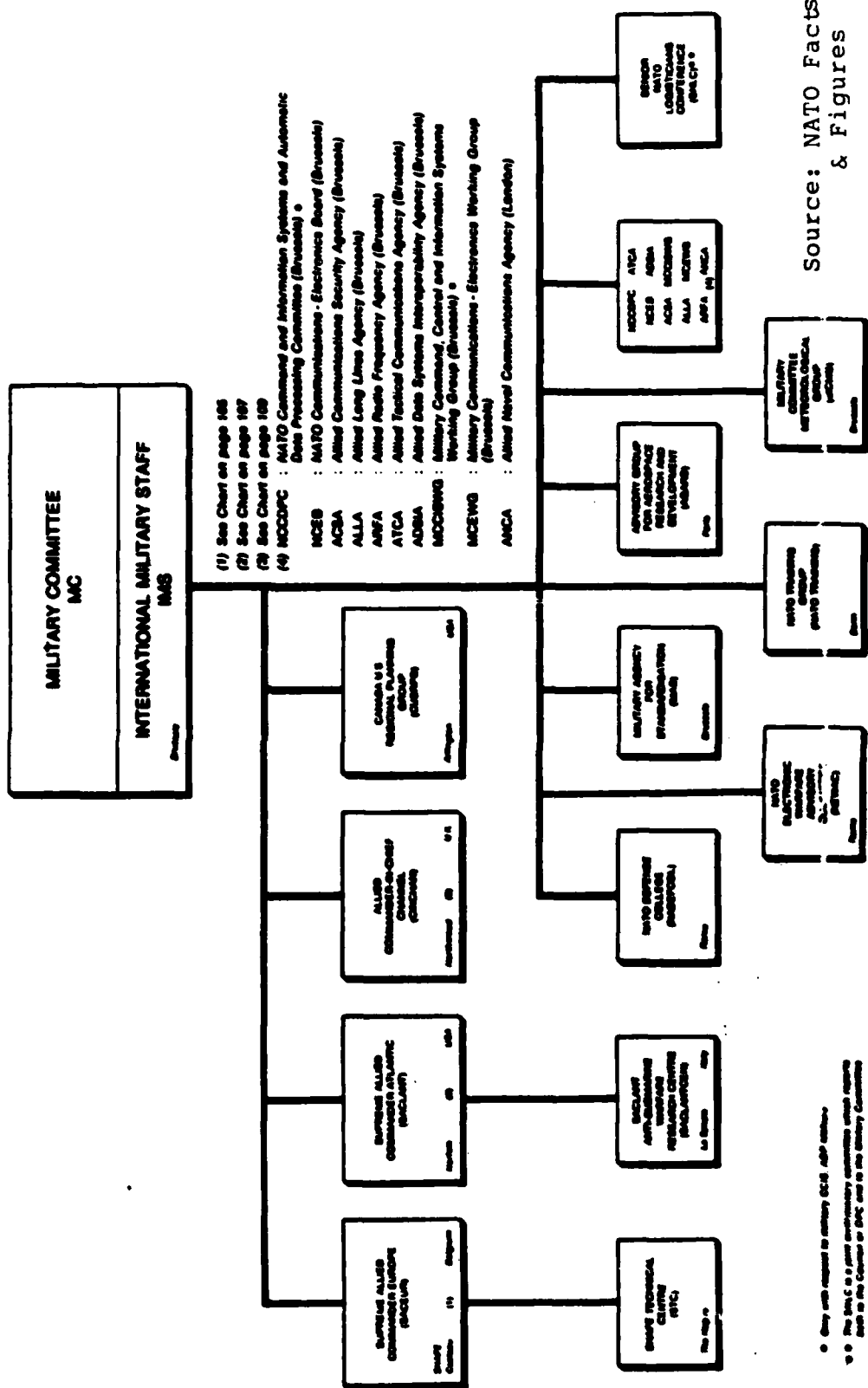


THE CAME GROUPS

Source: CNO (OP-098F) Guide for USN Personnel participating in NATO Meetings

*NATIONAL ARMAMENTS DIRECTORS' REPRESENTATIVES

FIGURE 2-5



Source: NATO Facts & Figures

- They will respond to letters C-14, 14b and 14c.
- The Box C is a joint multi-country agreement which requires help in the Command or PAC and in the Military Committee.

assisted by the US Delegation to the Military Committee (USDELMC) within HQ NATO. The US Joint Chiefs of Staff provide guidance and direction to the USMILREP and his USDELMC staff.

The International Military Staff (IMS) (Figure 2-6) is the executive agent for the MC. The IMS implements decisions and policies of the Military Committee. The IMS develops studies, plans, and policy recommendations for the Military Committee. The IMS has six divisions (not depicted): Plans and Policy; Intelligence; Operations; Management and Logistics; Armaments, Standardization and Interoperability; and Command, Control and Communication Systems. Personnel are assigned to the IMS by nations according to an agreed distribution and are responsible to NATO; they do not function as national representatives.

The Military Committee is assisted by a number of agencies (such as MAS), committees, and groups (see Figure 2-6), ranging from continuously functioning organizations with full-time personnel, to representative bodies like the MAS, meeting at various intervals.

Within the realm of standardization/interoperability the MC is responsible for:

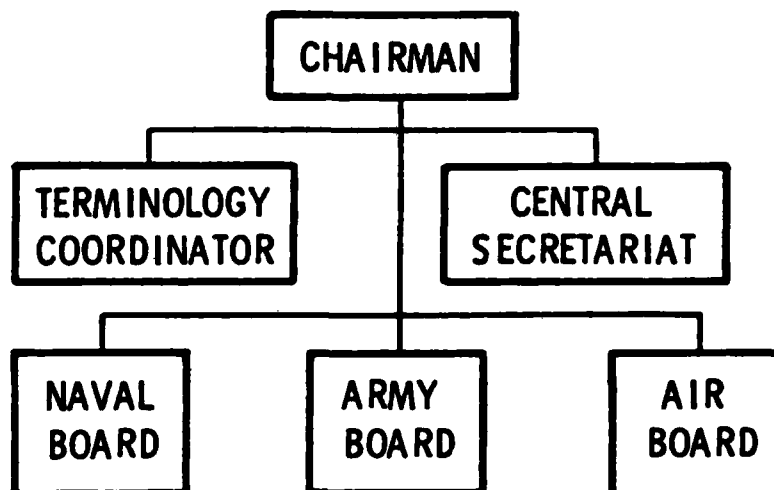
- (1) "providing NATO military requirements and views on all operational, materiel and administrative standardization matters,
- (2) directing the NATO Terminology Program,
- (3) and directing the military application of the Principles of NATO Standardization (5:3)."

MILITARY AGENCY FOR STANDARDIZATION

The MAS, established in 1951, is charged with the responsibility of overseeing the interoperability of NATO forces (1:241). MAS consists of three Service Boards (Army, Navy Air) (Figure 2-7) and the office of the Terminology Coordinator, who is responsible for managing NATO's terminology program. Each Service Board includes a member from each nation and representatives of the Major NATO Commands and is chaired by an international officer of Colonel rank. Each board is supported by a small international staff which provide secretarial support and manage the working parties assigned to it (5:A-1).

To give you some idea of the magnitude of the task of MAS there are currently more than 900 STANAGs and 100 APs in use. These totals are always changing because, in addition to new agreements being produced, there is a constant process of review of existing agreements and where necessary, amendment or cancellation of old agreements. The Air and Army Boards are

heavily involved with STANAGs, whereas the Naval Board is more involved with APs.



Source: HQ USAF
XOXX(ISO)

FIGURE 2-7
MILITARY AGENCY FOR STANDARDIZATION

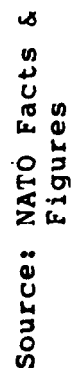
US DELEGATION TO MAS (USDELMAS)

USDELMAS consists of three individuals, one from each US Service, permanently assigned to and located in HQ NATO. These three individuals are the official US representative and point of contact between the US and his/her's Service Board on all standardization matters (4:2-1,2-2). Each Service Board meets monthly to approve Convening Orders, Work Party Terms of Reference (TOR), Standardization Proposals, and the submission of STANAGs and APs to Chairman MAS for promulgation (5:A-2-1,A-2-2).

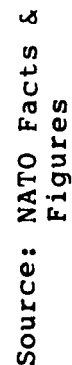
USDELMAS is your official point of contact, all correspondence to and from MAS goes through them. It is essential that you keep your Service representative informed of the status of your work. This enables him/her to keep either the Army, Navy, or Air Board advised.

MAJOR NATO COMMANDS

NATO has three Major NATO Commands (MNCs) within its military structure (Figure 2-6). The three MNCs are the Allied Command Europe (ACE) (Figure 2-8)(1:105), Allied Command Atlantic (ACLANT) (Figure 2-9)(1:107), and Allied Command Channel (ACCHAN) (Figure 2-10)(1:109). The Canada-US Regional Planning Group



There is a significant positive correlation between the number of years of education and the number of years of experience. The correlation coefficient is 0.75, which is statistically significant at the 0.05 level. This suggests that individuals with more education tend to have more experience.



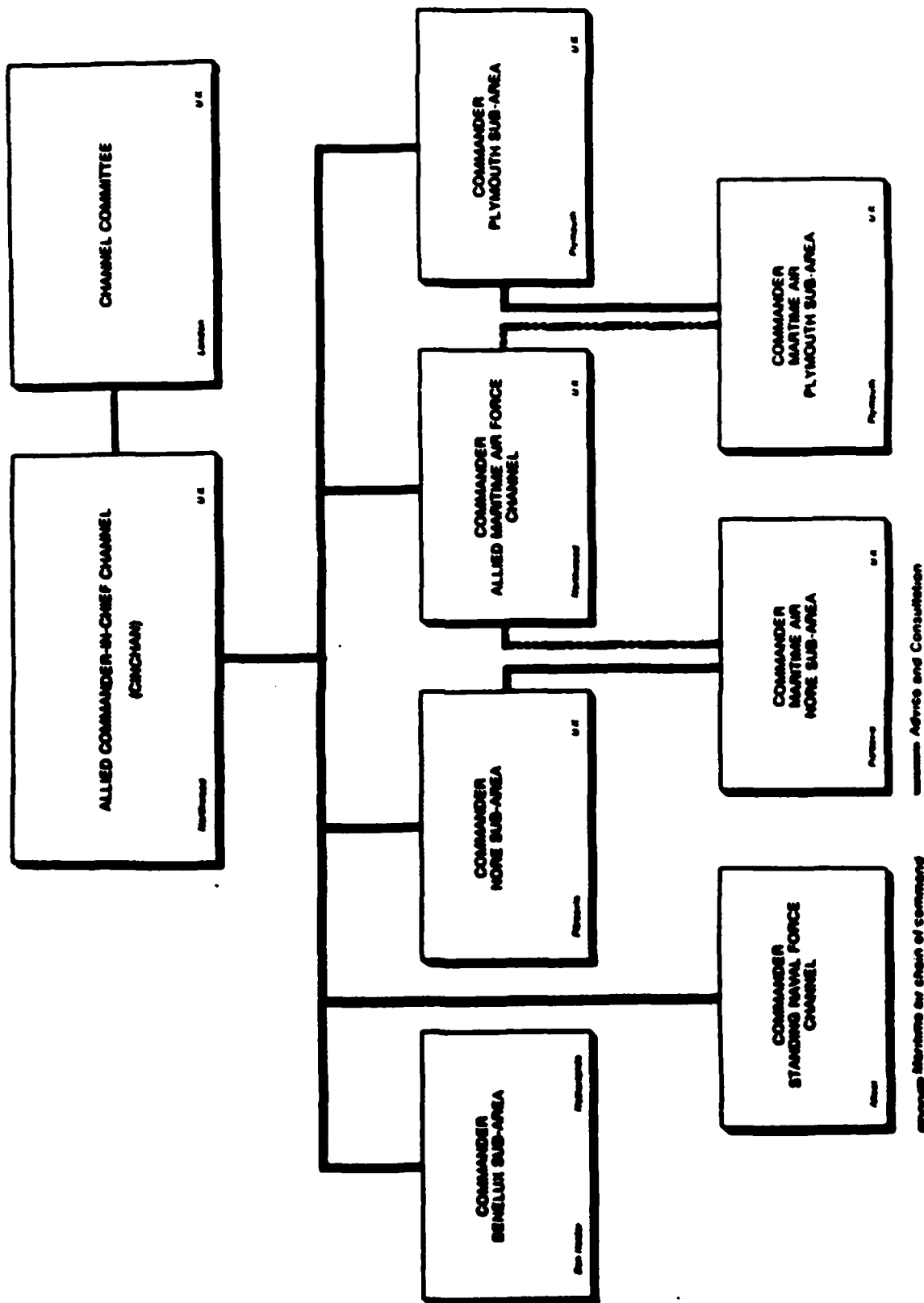
• **Current, consistent rules about responsibility for this area**

Business Coordination and Planning

Business Methods as part of common

Operations Centre

Allied Command Channel



Source: NATO Facts & Figures

develops plans for the defense of the North American Region; it also reports to the MC.

"In peacetime the MNCs have the responsibility to prepare and finalize defense plans, conduct joint training exercises, set training standards, and advise the MC of their strategic requirements. In wartime the MNCs have the responsibility to secure the area under their command (8-26)."

"Although the majority of the armed forces of NATO nations remain under national command during peacetime, all forces will be assigned to the operational command of NATO commanders in war. Forces committed to NATO that remain under national authority in peacetime are known as "earmarked" forces. Earmarked forces change operational command (CHOP) at specific, negotiated times during the states or stages of the NATO alerting system (8:27)."

Like the MC, the MNCs also have responsibilities for certain actions pertaining to standardization/interoperability. These responsibilities are to:

- (1) "Establish standardization objectives and recommend priorities that will enhance the combined operational effectiveness of the Alliance's military forces,
- (2) systematically report on the effectiveness of Standardization Agreements (STANAGs),
- (3) and provide representation to standardization tasking authorities and working parties whenever possible (5:3)."

ALLIED COMMAND EUROPE

Of NATO's major commands, ACE (Figure 2-8) is the most complex and hardest to understand. The commander of ACE is the Supreme Allied Commander Europe (SACEUR) whose headquarters is Supreme Headquarters Allied Powers Europe (SHAPE) located near Mons Belgium. "There are four Major Subordinate Commands (MSCs) in ACE: Allied Forces Northern Europe (AFNORTH), Allied Forces Central Europe (AFCENT), Allied Forces Southern Europe (AFSOUTH), and the United Kingdom Air Forces (UKAIR). Each MSC, except UKAIR, has established Principal Subordinate Commands (PSCs) which are depicted in Figure 2-8 (8:28)."

It is not essential for you as a MAS delegate to become intimately familiar with NATO's command structure. What is important is to realize the scope of the structure, that the US has both stateside and overseas "earmarked" forces, and that most US commanders in Europe have NATO roles.

SECTION IV

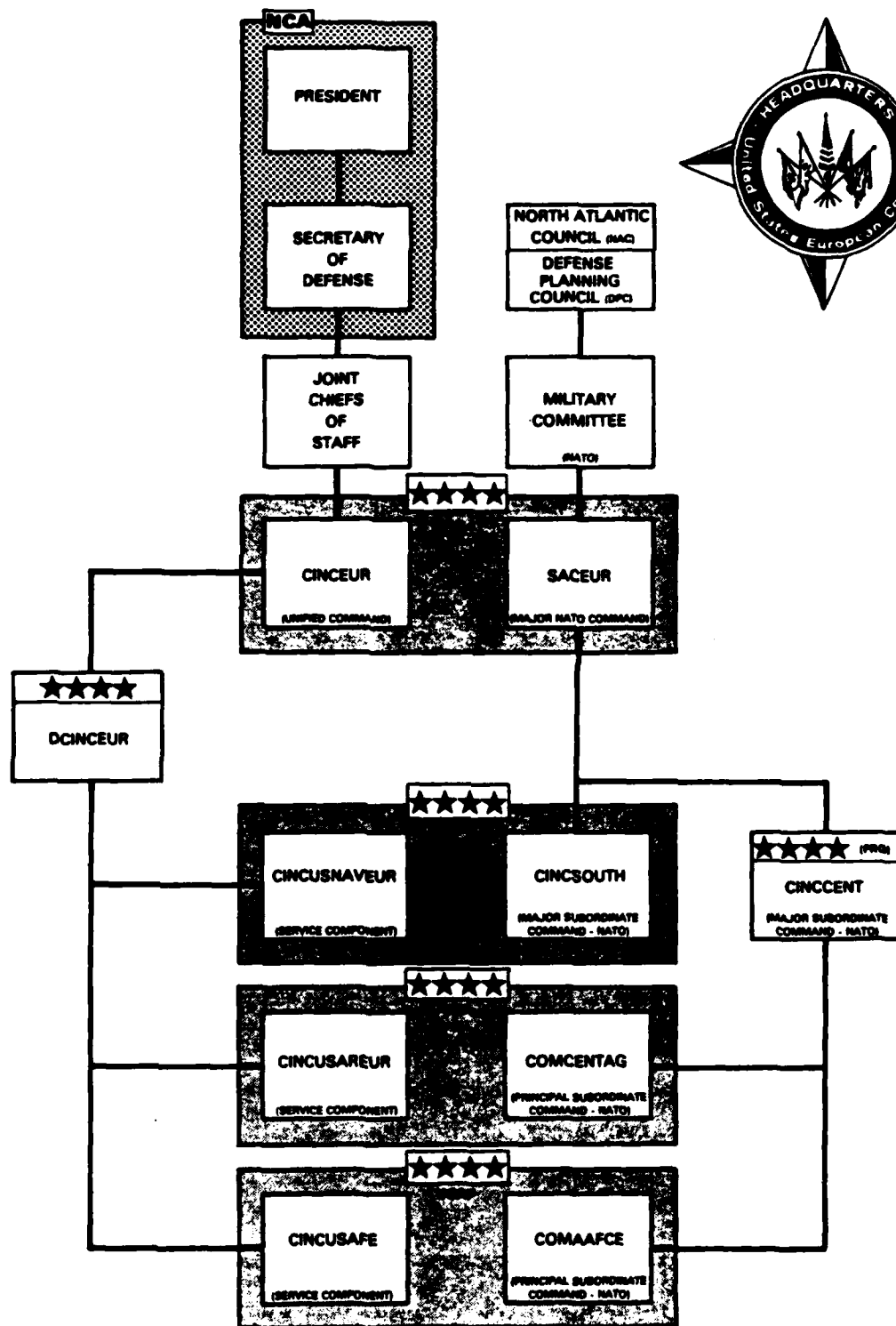
UNITED STATES EUROPEAN FORCES

"The US European Command (USEUCOM) (Figure 2-11) is the senior US military headquarters in Europe. It exercises operational command of US forces assigned to its three component commands: US Army Europe (USAREUR), US Air Forces, Europe (USAFE), and US Naval Forces, Europe (USNAVEUR). In addition, the Commander-in-Chief of the European Command (USCINCEUR) also serves as Supreme Allied Commander, Europe (SACEUR) in the NATO chain of command (8:1)."

"As a Unified Command, EUCOM's chain of command extends from the National Command Authority (NCA) to USCINCEUR through the Joint Chiefs of Staff (JCS). By law, USCINCEUR has to exercise operational command of all US Army, Navy and Air Forces through the respective service component commanders. Each service is responsible for training, organizing, and equipping forces for assignment to the component commanders. Where purely service matters are concerned, the chain of command runs from the Secretary of Defense to the Military Departments to the Component Commanders (8:15)."

This command and equipping arrangement complicates your task as a delegate to NAS, whose goal is to assist the Supreme Allied Commander and his three Major Commands. However, your task can be simplified if you coordinate with USCINCEUR's and USCINCLANT's (Figures 2-11, 2-12) component commands, or invite their attendance to your work party as part of the delegation. Their in-theater perspective, knowledge of EUCOM's Operational Plan, and familiarity with NATO plans may prove useful, valuable, and possibly essential for a sound US position.

COMMAND RELATIONSHIPS: US EUROPEAN COMMAND



Source: AFSC Pub 1

• USCINCEUR MAY BE FROM ARMY OR AIR FORCE

The logo for Atlantic Command is a circular emblem. It features a stylized globe with the continents of North and South America visible. Overlaid on the globe is a central design consisting of five stars arranged in an arc above a pair of wings, which is further surmounted by a crest. The word "ATLANTIC" is written in a bold, sans-serif font along the top inner edge of the circle, and the word "COMMAND" is written along the bottom inner edge.



Figure 2-12

CHAPTER 3

SECTION I

PURPOSE

The convening order contains the dates, time, location and agenda for the next meeting of the MAS working party you'll attend as either the head (Principal Delegate) or member of the US delegation. The purpose of this chapter is to do a cursory review and explanation of the convening order. The explanation will assist you in preparing your Service position, or if you're the Principal Delegate the national position, for each agenda item. Experience has shown that coordination of issues and the identification of problems and new initiatives prior to a meeting is to your benefit.

SECTION II

THE AGENDA

ITEM I - DRAFTING COMMITTEE. The drafting committee is responsible for producing, on a day-to-day basis, a clear and accurate record of the working party's deliberations and decisions. This record becomes the master report through which the MAS Service Boards monitor and authorize follow-up actions. The report of the working party receives wide distribution within NATO's nations and Major Commands.

This agenda item solicits nations to supply drafters to the committee. Traditionally, the US has always supplied a drafter. If the working party divides into sub-committees during the meeting, each sub-committee prepares and submits its record to the working party's drafting committee. Your position paper should indicate who within your delegation will perform the role as drafters, either for the duration of the meeting or on a daily basis.

ITEM II - APPROVAL OF THE AGENDA. This item is straightforward. If the delegation wishes to introduce a new agenda item, which was not known or available prior to publication of the convening order, this is the time to bring it forward. If the Chairman and working party agree to accept the new agenda item it may be treated under OTHER BUSINESS or in conjunction with existing agenda items if a connection exists.

This is also the proper time to request that a particular agenda item be actioned at a time out of the sequence shown in the convening order.

ITEM III - TERMS OF REFERENCE. The task of a working party is governed by its Terms of Reference (TOR). The TOR for each working party is formulated by the appropriate MAS Service Board. They are issued as separate documents and are amended as required.

In preparation for this agenda item, carefully review the TOR for your working party. New technology, the integration of systems, changes in ideology and doctrine, and revised procedures all lead to a requirement to review TOR for currency. Likewise, the structure and goals of a working party must be modified to keep pace with ever changing resources, equipment, and ideas. Preferably, proposals to change TOR should be requested, submitted, and distributed prior to the meeting. Meeting time should be devoted to final approval or disapproval of proposals. The aim is to reach agreement. The final agreement on TOR proposals will be forwarded to the Service Board as recommendations. Only the Service Boards can give final approval on recommendations to amend TOR.

ITEM IV - TERMINOLOGY. Review, prior to the meeting, the terms/definitions included in applicable STANAGs and Allied Publications (APs). Some terms/definitions may warrant inclusion in the NATO Glossary of Terms and Definitions (AAP-6). Others already contained in AAP-6 may require revision for currency or removal from the publication if they are out of date. Any new terminology proposals should be raised here.

It is essential for this agenda item that you coordinate with your Service's terminologist. Each year NATO conducts a NATO terminology meeting that reviews and either approves or disapproves changes or additions to AAP-6. Each Service terminologist attends the annual meeting and can provide you terminology assistance and/or status of changes, additions or deletions under consideration. Non-technical terms and definitions approved for inclusion in AAP-6 will make their way into JCS Publication 1, Dictionary of Military and Associated Terms.

ITEM V - LIAISON. Depending on the nature of your working party, this issue may or may not be included in the agenda. If not included you may want to consider adding it. Many working parties find it important to establish liaison with other working parties or with elements within the CNAD and/or Military Committee. In any case, review the US requirements for liaison and insure that you coordinate with the US delegate to that

element. For this agenda item prepare a short liaison report for each element the US is responsible to liaison with. Take copies for each nation, the Chairman, MAS Board Representative and the work party's Staff Officer.

ITEM VI - REVIEW OF PANEL REPORT. If the working party was party to a panel meeting since the last working party meeting, then an item of interest would be the review of the report and recommendations made by that panel. Conclusions or recommendations made at the panel meeting may be important to the working party meeting. The review will also serve as a reminder to the delegations of the actions required by their nations and delegates that attended the panel meeting.

ITEM VII - STANAGS AND STUDIES. This broad item represents specific reviews of each STANAG, AP or Study with current or outstanding actions, recommendations from prior reports, current revisions under consideration, etc. MAS uses the custodian/correspondent method of work for the development of a Study, STANAG or AP. A custodian is an individual, nation or command that has either volunteered or been designated to accept the responsibility for preparing, coordinating and updating (in the case of an AP, printing and distributing) the Study, STANAG or AP (6:2-3).

The purpose of this agenda item is to try to reach decisions and agreements on current status, ongoing actions, and recommendations for follow-up actions. Questions you may ask during this agenda item are: What is the purpose of the ongoing or recommended action? Is it important for standardization/interoperability? Does the working party have the best qualified nation working the action? Is the custodian doing an effective job?

Your position paper should individually address each STANAG, AP or STUDY receiving a action review. Insure your position paper answers the question(s) for each specific review and if it calls for a position, that yours is a nationally agreed one. Likewise, insure action items the US was responsible for accomplishing before the meeting have been accomplished. If not, prepare a statement that states the current status and establishes new milestones for each outstanding action.

ITEM VIII - REVIEW OF STANAGS. Each existing STANAG and any Allied Publications must be reviewed for currency before the meeting. For this agenda item thoroughly review all of the working party's promulgated STANAGs, to include page iii of each agreement. This page lists each NATO nations ratification position, their date of actual or forecast date of implementation and their implementing documents. Consider the following points and questions during the review:

- (1) Are there any editorial inaccuracies or anomalies in the current agreement?
- (2) Is the agreement applicable to each of the US Services? If so, has each subscribed?
- (3) Does the agreement contain the proper security classification?
- (4) Does the "implementation" paragraph of the STANAG clearly define the point at which implementation by nations is considered to be achieved?
- (5) Does the agreement need amending as a result of new or revised related publications (i.e. the implementors) or can it effectively be combined with another STANAG?
- (6) Is there a clear understanding of the terms used?
- (7) Does the agreement satisfy the needs of standardization/interoperability?
- (8) Is there an assigned custodian for the agreement? If not who will prepare or serve as custodian for any proposed revisions?
- (9) Does the agreement properly reflect each US Service's subscription position, their implementing document(s), and reservations?

ITEM VIX - OTHER BUSINESS. This item is self explanatory. This is the appropriate agenda item to give a presentation that is not related to any other agenda item.

ITEM X - DATE AND PLACE OF NEXT MEETING. You should plan to meet again within 12 or 18 months depending on the cycle of your working party, unless urgent business demands its attention before that time (panels and custodians usually deal with such eventualities). Any US hosting offers should be supported with the capability to provide interpreters and a reason why the working party will benefit, e.g., trials or research being carried out at a certain location that is of special interest to the working party.

ITEM XI - NEXT CHAIRMAN. Any nation or Major NATO Command can volunteer to chair the next meeting. Continuity is desirable, if a good chairman has been found attempt to retain him or her. However, if a permanent chairman doesn't exist you must decide before the current meeting if the United States will volunteer to provide the chairman for the next meeting. The chairman must be someone other than yourself or your delegation and be knowledgeable in the working party's subject matter.

If you elect to volunteer the United States to chair the next meeting it is advantageous to have the individual's approval before the current meeting so his/her name and address can be provided to the working party's staff officer when this agenda item is surfaced.

SECTION III

THE POSITION PAPER

The position paper is the document the Principal Delegate, with assistance from the US delegation, prepares before the meeting that expresses the US position for each agenda item. Although not mandatory, it is beneficial to distribute the US position paper to the other nations' delegations in advance of a meeting. This enables the other nations' delegations to examine these documents before the meeting and allow differences to be reconciled during the meeting rather than deferring them to the next meeting.

It is not essential that the convening order for the next meeting be in hand before you can begin preparing the position paper. The working party's TOR and the promulgated STANAGs can be reviewed and items like determining if the US will provide the chairman to the follow-on meeting can be performed prior to receipt of the convening order. Once the convening order is received, you can begin working national positions for specific and peculiar agenda items.

Once the position paper is prepared, coordinate it with the appropriate MAS Service focal point who will determine if further coordination is required. If time permits, the position paper should be forwarded to the appropriate US representative to the MAS prior to departure from the US.

US interests are not served when US delegations, at seemingly unrelated, but nearly concurrent NATO meetings or within the same meeting, state conflicting US positions on the same question or issue. This must be avoided. The preparation and joint review of the US position paper, prior to the meeting, is intended to help prevent occurrence of this problem.

CHAPTER 4

SECTION I

PURPOSE

This chapter will familiarize you with the facilities, the conduct of the meeting, provide principles which will guide your participation in the meeting discussion, identify required documents and explain the summary reporting message.

SECTION II

THE MEETING FACILITIES

Work party meetings are usually conducted within a week, some may require two weeks. All meetings are normally scheduled 1000 to 1230 and from 1430 to 1730 with coffee breaks.

The work party meeting is conducted in one of the conference rooms at NATO HQ (see Figure 6-4, area L). Within the room the table is arranged in the shape of a horseshoe at which the Principal Delegates and one member of the delegation are seated. Participating nations sit around the table alphabetically (see Figure 4-1). Interpreters provide simultaneous translation of English and French, the two official NATO languages. There is a microphone at each nation's position on the table. Chairs, with a listening device but without microphone, are provided for the delegation behind the Principal Delegate.

The audio-technicians and interpreters depend on visual cues from the delegates to determine communication requirements. When preparing to speak to the work party, raise your hand. When you are recognized by the Chairman to speak, press the button on your microphone to activate it (a red light will indicate that the microphone is live) and speak slowly and clearly to ensure correct translation. Press the button again to turn off the microphone when you have finished speaking.

Section II and V are taken from the Chief of Naval Operations (OP-0938) Guide for US Navy Personnel participating in NATO meetings, pages VI-1 - VI-12, VII-1 - VII-2, edited by Major E. Moore.

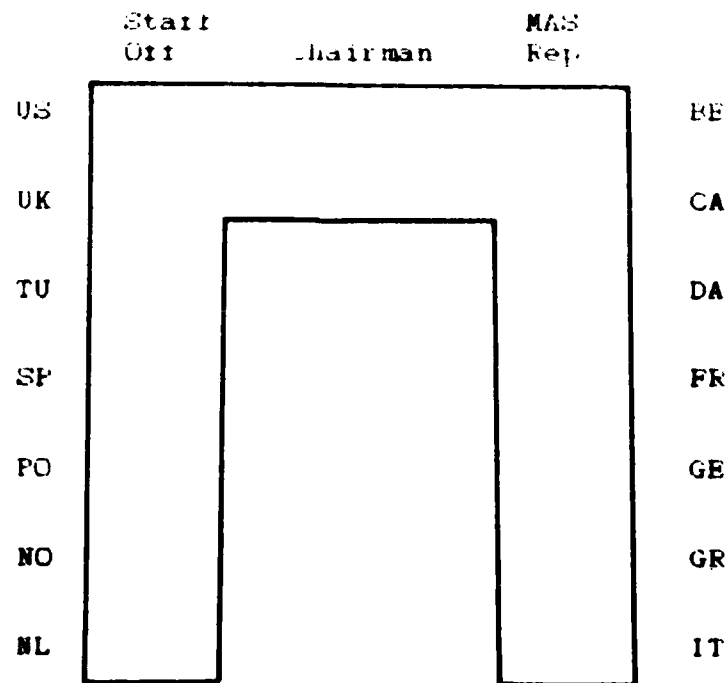


FIGURE 4-1
SEATING ARRANGEMENT

Source: Author

CONDUCT OF THE MEETING

The meeting is conducted in a formal parliamentary manner. References are made to Mr. Chairman, Mr Secretary and to the representatives of the various nations by country names. Individual names of Principal Delegates are not generally used. If your going to give a briefing or presentation you should, as a courtesy, provide a copy to the Staff Officer and the interpreters so they can follow it. If you depart from your text ensure you provide a cue to the translator so he/she is aware of it.

If a prepared statement is to be made, a copy of it should be given to the Staff Officer so it can be recorded in the meeting report exactly as you presented it.

Plenary sessions of the working party meeting are usually conducted in the mornings and sub-committees in the afternoon. This method is used so everyone can be present for plenary discussions.

MEETING DISCUSSION

Since seating is arranged alphabetically by nation, the US is the last in the "horseshoe" to the right of the Chairman. This arrangement allows the US to hear the other nations' point of view before responding to the Chairman's request for around-the-table comments.

When a particular subject is being discussed, you must judge when it is appropriate for the US to respond. It is advisable to note the other nations' positions/comments in order to speak adequately on the matter. Remember that your response will be made only after you are recognized by the Chairman. You can refer to your notes or confer with the other delegates prior to your response. If you're a delegate seated behind the Principal Delegate a good method for presenting your input or view is to pass a hand written note to him or her.

Situations may develop during the meeting which were not anticipated when you prepared the US position. When this happens, the Principal Delegate must determine whether a US position on the point can be truly derived. If the position appears to be one to which the US cannot agree to at the moment, it is advisable to comment that the discussion is outside of the guidance you have and that additional information will have to be acquired.

It is important to understand that nations will have various points of view determined by their political, military, and economic background. Don't sacrifice a US position which historically may have taken a long time to acquire or feel that the US must participate.

Historically, the following nations have performed the work of producing Studys, STANAGs and APs and have shown a willingness to share and participate in discussions.

- (1) United Kingdom
- (2) W. Germany
- (3) Canada
- (4) France
- (5) Netherlands
- (6) International Staff/SHAPE
- (7) Denmark
- (8) Belgium

VOTING AT MEETINGS

You are expected to present an agreed, coordinated national view at the meeting. It is important to remember that STANAGs and APs are ratified by nations only. When a conflict of opinion arises, the work party should aim to resolve the matter with a compromise which produces the best solution. The Chairman will

resort to a vote (consensus) only when he/she decides that unless a vote isn't taken it will prejudice the meeting from completing its task. In these circumstances, and in accordance with NATO practice, each nation is afforded one vote. The Principal Delegate of the US delegation is the individual who casts the US vote.

SECTION III

GUIDING PRINCIPLES

To be effective as a delegate you must focus on those items which will enhance the combined combat capabilities of NATO's military forces. "Areas of particular concern for compatibility and commonality within NATO include, but are not limited to:

- (1) Command, control, communication and computer systems.
- (2) Cross-servicing of aircraft.
- (3) Ammunition/expendables.
- (4) Battlefield surveillance/target designation and acquisition systems.
- (5) Major weapon systems, support equipment, components and spare parts (3:3)."

In all cases, the degree of standardization/interoperability to be achieved by you and our NATO allies should be decided after operational requirements have been identified, harmonized, and determined feasible and practicable. The following standardization principles, created by the Military Committee and approved by the US, must guide the work party's discussions and the eventual development of STANAGs, Studies and APs:

- (1) "Standardization is voluntary.
- (2) Standardization is not an end in itself.
- (3) Standardization is essential where the effective implementation of operational plans depends on it.
- (4) Standardization is desirable where the implementation of operational plans and the NATO economy would be enhanced.
- (5) Standardization is not desirable when it would hinder the production of war material, research and development or operational techniques.

- (6) The maximum practical degree of operational standardization should be achieved on a NATO wide basis so that NATO forces may operate together effectively as possible.
- (7) The achievement of NATO wide standardization should not impede standardization by smaller groups of NATO nations which is also encouraged.
- (8) NATO nations are responsible for equipping the forces which they have earmarked for or assigned to NATO. The degree of materiel standardization to be achieved will often depend on conflicting requirements since some nations must of necessity use equipment designed to meet worldwide commitments while others need equipment suitable for a particular type of terrain or climate.
- (9) Clear, precise and consistent use of terminology is essential to ensure effective communication within any multinational organization. The standardization of terminology is a prerequisite for both operational and materiel standardization.
- (10) The exchange of information in pursuit of standardization is governed by national security policies (5:2)."

SECTION IV

IMPORTANT DOCUMENTS

The following documents are necessary for the conduct of the working party meeting and performing the tasks of a delegate.

- (1) MASAI. This is the MAS Administrative Instructions; the main procedural document for all MAS and MAS related work. The MASAI may be supplemented by the MAS Service Boards. The supplement will contain administrative instructions peculiar to the Service Board it belongs to.
- (2) AAP-3. Is the reference document used for the preparation, production and updating of STANAGs and APs.
- (3) AAP-4. This document lists all STANAGs and APs. It is a useful document which includes the short and long titles of the STANAGs and APs, the date of promulgation, the number of latest amendment/edition/change, date of the current issue and identifies the custodian for each agreement.

- (4) AAFP-6. The NATO glossary of Terms and Definitions for military use.
- (5) STANAGS/APS. Have on hand those which pertain to your working party.
- (6) POSITION PAPER. Self explanatory.
- (7) REPORT OF THE PREVIOUS WORKING PARTY MEETING. Needed for reference.

SECTION V

SUMMARY REPORTING MESSAGE

Upon conclusion of the meeting the Principal Delegate, with the assistance of the delegation, will prepare a summary reporting message that will be reviewed and dispatched by USDELMAS. Arrangements for sending a summary reporting message for meetings not held at NATO HQ must be made by the Principal Delegate.

Addressees for the reporting message are chosen at the discretion of the Principal Delegate except for appropriate offices USDELMAS feels need to be included.

Notes taken during the meeting and summarized at the end of each day's proceedings will provide a useful base for drafting the message.

The reporting message does not report minute details of discussions. It is a concise summary of decisions taken, problems encountered, solutions envisioned, and action items assigned. Do not hesitate to express realistic and candid observations. Use abbreviations and acronyms sparingly since all addressees may not be familiar with them.

CHAPTER 5

SECTION I

PURPOSE

This chapter will briefly describe the process and actions required of you and the many others who will work the actions resulting from the working party's meeting. The process described is basic to all three MAS Boards.

SECTION II

THE STANDARDIZATION PROCESS

The progression from a standardization proposal to either a STANAG or AP is carried out in three stages:

- (1) Study stage
- (2) Draft stage
- (3) Promulgation stage (6:2-1)

THE STUDY STAGE

This stage begins with the standardization proposal. Proposals are prepared and submitted by nations, Major NATO Commands, MAS working parties and other NATO bodies to the Chairman MAS (6:2-2). If you submit a proposal, it must be fully coordinated with the other Services and your MAS Service focal point who in turn submits it to NATO for alliance consideration.

The proposal should be clearly written avoiding any technical or specialist terminology which may not be understood. State in the proposal how it will, if adopted, support the principles of standardization and provide a practical example of its application.

When the MAS receives a proposal a decision is made which Service Board will review it. The assigned Board reviews the proposal and decides to either:

- (1) "Reject the proposal and return it to the originator with the rationale for its rejection.

- (2) Return the proposal to the originator with comments for revision, additional work and re-submission or,
- (3) Submit the proposal to nations, the commands and/or other agencies for validation (6:2-2).

The request to validate a standardization proposal prepared by another nation or organization will either be submitted to you from USDELMAS or your MAS Service focal point. The request for validating a proposal is asking each nation to determine if the proposal is justified and feasible to implement. Restrict your comments on the proposal to its justification and feasibility, leaving out any technical or specialized comments.

If the assigned Service Board receives favorable comments from the nations, it assigns the proposal to a custodian, with a STUDY or AP number, for development into a preliminary draft STANAG or AP (6:2-2). The custodian has the right to correspond directly with nations and commands to develop the Study into an agreement. MAS neither directs or oversees the correspondence that takes place, but is kept informed of the progress by being treated as a correspondent by the custodian.

There is no limit on how many preliminary drafts a custodian needs to prepare. Experience shows, no more than three preliminary drafts are produced. It is important when you receive a preliminary draft to fully coordinate it and submit your coordinated comments to the custodian in the time limit requested. If the time allocated isn't sufficient, request or inform the custodian of your additional time requirement.

When the custodian feels he has received sufficient comments and that the preliminary draft is informally acceptable to the nations and commands he has corresponded with, he will submit the final preliminary draft STANAG or AP to the tasking Service Board for their acceptance (6:2-4).

THE DRAFT STAGE

This stage begins when the Board reviews the final preliminary draft agreement and determines whether or not it needs more work by the custodian/working party or labels it as a first draft and formally submits it to the nations for ratification (in the case of a draft operational/procedural AP, a covering draft STANAG is also circulated with the draft AP to effect its adoption).

The request for ratification is asking the nations to declare their formal acceptance (agreement to) of the contents of the draft agreement (6:2-4). All nations do not necessarily ratify each agreement. Each nation can either ratify outright, ratify with a stated reservation(s) or elect to not ratify at all (6:2-5).

A reservation to an agreement is either a national or Service specific statement that states a disagreement with, or an inability to ratify a specific statement, portion or chapter of a STANAG/AP. A reservation will modify the agreement for the disagreeing nation or Service, but keeps it valid for the alliance.

A comment is a statement that gives the rationale for a given position, usually nonratification. For example:

- (1) The (draft) agreement does not meet US requirements.
- (2) The US requirements do not meet those contained in the draft agreement.
- (3) The (draft) agreement includes requirements which the US does not require.
- (4) The US has requirements which are not included in the (draft) agreement and are considered essential for an effective agreement. The US is prepared to share its requirements at the next work party meeting.

If you are the Principal Delegate of the working party that developed the agreement, you're responsible for acquiring the national ratification position and your Service's subscription position. If you are a Service delegate you are charged with acquiring your Service's subscription position.

Each Service position should be fully coordinated and include:

- (1) A statement that your service either subscribes or nonsubscribes to the agreement (with comment for nonsubscription).
- (2) Either a forecast date (a date at which you predict that your Service will comply with/fulfill the agreement) or an actual date (a date that placed your Service in compliance with/fulfills the agreement) of implementation.
- (3) The implementing document(s) that place your Service in compliance with the agreement. This is only provided if the agreement is fully implemented.
- (4) Stated reservations or comments.

Upon receipt of all the Services' positions, the Principal Delegate will combine them and submit the proposed national position to the appropriate Service MAS focal point. The appropriate Service MAS focal point in turn prepares the national

position and forwards it to USDELMAS for submission to the tasking Service Board.

The Draft Stage can also see the production of more than one draft, due to comments and proposed amendments submitted by the nations. The comments and proposed amendments are subsequently given to the custodian by MAS to resolve. This procedure is repeated until all the comments/proposed amendments are addressed. The production of multiple drafts can be avoided if all editorial comments and amendments are identified and resolved in the Study Stage. Conclusion of the Draft Stage occurs when a sufficient number of nations (usually eight or more) have indicated to the MAS that they will ratify the agreement.

PROMULGATION STAGE

This stage begins when the tasking Service Board decides to recommend the STANAG for promulgation and forwards it to Chairman MAS, for promulgation. When the STANAG covers an AP, it is forwarded to Chairman MAS for promulgation when all nations acknowledge receipt of the custodian printed AP. Once promulgated, the STANAG is printed and distributed by NATO to the nations and its commands.

IMPLEMENTATION

Implementation is a national and NATO command responsibility. Without implementation, all negotiation, correspondence and the ratification effort is of little value except as an exchange of information. The US accomplishes implementation through regulations, manuals, and operating instructions in the case of non-materiel type agreements and Military Standards, Military Specifications, and technically oriented publications for materiel agreements. You, and the organizations you coordinate with, determine the appropriate implementing document(s) and take the necessary action to fulfill implementation.

SECTION III

THE ALLIED PUBLICATION

The Allied Publication is a NATO manual covering:

- (1) Tactics
- (2) Doctrine
- (3) Procedures
- (4) Factual information
- (5) Exercises or training

Each AP custodian is furnished quantity requirements, a billing address and one address for each nation where they are to send copies of, and printing bills for, draft and final versions of APs/changes for each nation. You and those you coordinate

with must determine the quantity your Service requires (both drafts and final versions). Experience has shown that when a European nation is the custodian for an AP/change, the price they charge the US for each copy is more than we would pay if we do it ourselves. As the Principal Delegate order only enough copies for each US Service to make their own copies from.

Upon distribution of either a draft or finalized AP/change the custodian notifies all the addressees by message that the AP/change is enroute. If the AP/change is a draft, MAS circulates a covering STANAG for ratification when they receive the custodian's shipment message. When you receive the custodian prepared draft, or finalized version, of the AP/change you must respond by message to the Board and custodian acknowledging receipt. When all nations acknowledge receipt of the finalized version of the AP/change, the Board establishes a NATO Effective Date (NED). The NED is the date on which a STANAG, AP or change thereto, becomes effective NATO-wide.

Assistance in printing, billing and distributing APs the US is the custodian for is available from each Service's Publication Center. Their addresses are:

- (1) US Army AG Publication Center
2800 Eastern Blvd.
Baltimore, Maryland 21220-2896
- (2) Navy Publications and Forms Center
5801 Tabor Ave.
Philadelphia, Pennsylvania 19120
(NOTE: This facility stocks additional copies of all STANAGs. STANAGs are catalogued in the DOD Index for Specifications and Standards (DODISS)).
- (3) Air Force Publications Distribution Center
2800 Eastern Blvd.
Baltimore, Maryland 21220-2896

SECTION IV

AMENDMENT/PROPOSED AMENDMENT - STANAGs

During the course of the life of a STANAG, it invariably will be reviewed by the custodian and your working party. Eventually the STANAG will need amendment. The stages of developing and coordinating amendments mirrors the stages for developing and coordinating a new STANAG.

SECTION V

EVALUATION

There are a number of ways to confirm the usefulness or and compliance with STANAGs and APs. Each Board has developed their own methods. For example, the MAS Naval Board uses EXTACs. An EXTAC is a experimental tactic or procedure which has been developed for publication in AXP-5 so it can be studied, employed and evaluated. AXP-5 is reviewed annually to determine whether individual EXTACs should be retained for future use, transferred into a permanent AP, or deleted. The MAS Army Board has developed a procedure that tasks its working parties to identify STANAGs for review during combined exercises. After their identification the working party develops a questionnaire. This questionnaire is used by exercise evaluators who fill it out and return it to the work party for their evaluation. The MAS Air Board receives vital information resulting from NATO's Aircraft Cross-Servicing Program. Identified problems are brought to the attention of a working party that can either develop a solution with a new STANAG or amend an existing one.

Occasionally, the MAS Service focal points will request you confirm the identification of each STANAG implementor. A STANAG is properly implemented if its contents are mirrored in the implementor. The only exception is the statement or portion of the agreement the US, or a Service, has placed a reservation against. Preferably, each implementor should contain specific reference to the STANAG, for example:

"This paragraph is subject to NATO Standardization Agreement(s) (STANAG number(s))."

Additionally, the implementor's preface should contain a statement that it is an implementor of agreed to NATO STANAGs, for example:

"Areas of this document implement NATO Standardization Agreements agreed to by the US (Army, Navy, Marine Corp, or Air Force). Future changes or the need to deviate will not be made without the coordination and approval of (either the address of your organization, and/or the appropriate Service MAS focal point)."

The inclusion of a such a statement in the implementor prevents the implementor from being changed, cancelled, or deviated from, without your knowledge or the MAS Service focal points.

CHAPTER 6

SECTION I

PURPOSE

This chapter provides information that will aid you in your personal planning for a forthcoming MAS meeting.

SECTION II

TRAVEL INFORMATION

Make your airline reservations early. It is recommended that you arrive in Brussels two days before the meeting. For example, plan to arrive Saturday for a Monday start. An early arrival will allow you to recover from the effect of jetlag and get together with the rest of the delegation before the meeting. Figure 6-1 is a diagram of the Brussels Airport arrival section.

Upon arrival at NATO, you should reconfirm your return flight to CONUS. A USDELMAS secretary will do this for you if you ask him/her. If your return time is changed as a result of an early dismissal of the working party, or some other contingency, ask USDELMAS for assistance in changing your travel arrangements.

Upon departing Brussels, be at the airport a minimum of one and a half hours prior to your departure time in order to guarantee seat availability. Ensure you retain enough Belgian currency to pay the airport tax that will be levied at check-in time (\$7.00 worth is enough).

SECTION III

HOTEL ACCOMODATIONS AND RESTAURANTS

Hotel reservations for the entire delegation are made by USDELMAS. Ensure several weeks before your departure that the message request for hotel reservations has been made, and

This chapter is taken from the Chief of Naval Operation's (OP-003F) Guide for US Navy Personnel participating in NATO Meetings, Pages VIII-1 - VIII-9, edited by Major R. Moore

USDELMAS has responded. Selection of the hotel will be made at the discretion of USDELMAS unless you advise differently in your delegation message. Most hotels are located in the downtown area and provide easy access to shopping, restaurants and other requirements. October to mid-November, and mid-April to June are peak hotel periods. You are advised to request your reservations at least 30 days in advance during these periods. Most hotels provide a significant NATO discount if booked through USDELMAS. Always check to verify that you have received the NATO discount and advise USDELMAS of any problems before you checkout.

Meals can be obtained at a wide selection of restaurants. Many restaurants can be found in the area known as the Rue des Bouchers and in the area North of the Grand Place (see Figure 6-3).

Tipping is customary for service in Europe. Most menus will state whether service is included.

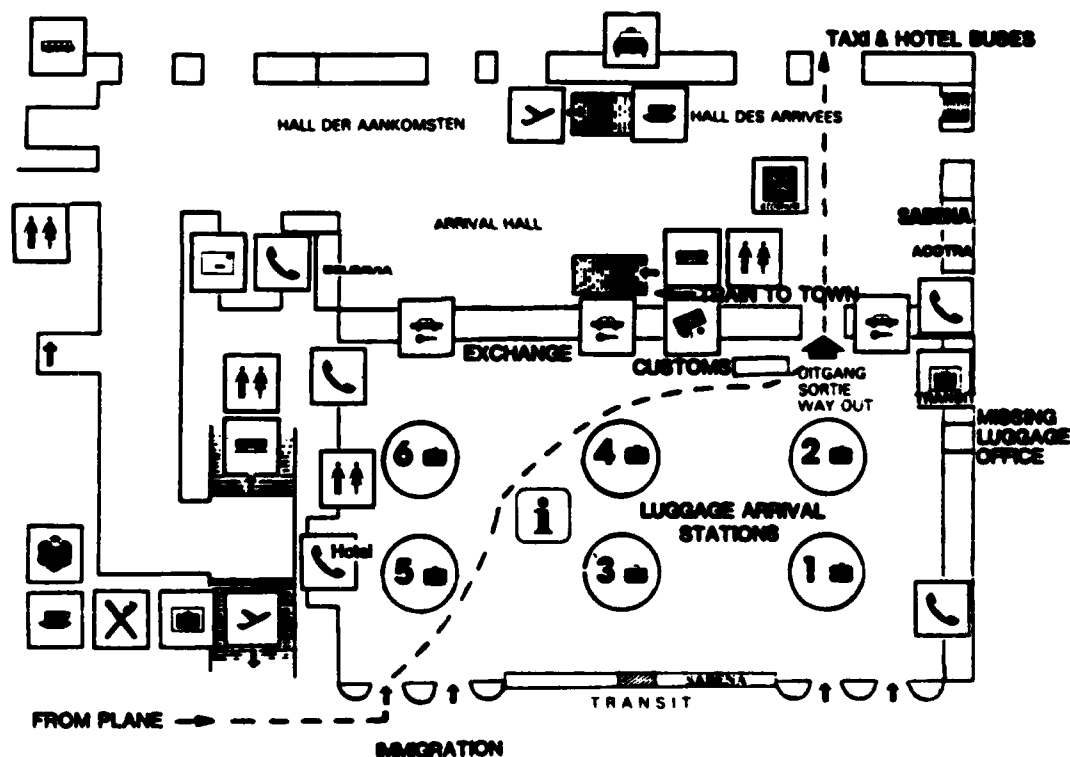


FIGURE 6-1
AIRPORT ARRIVAL DIAGRAM

Source: CNO
Guide to USN
Personnel
participating
in NATO Meetings

SECTION IV

GROUND TRANSPORTATION

Upon arrival at the Brussels airport you have a choice of either taking a taxi (\$15 to \$20) or the train (cheap) going to the North Station (Gare du Nord) in downtown Brussels at the lower level of the terminal building. Figures 6-2 and 6-3 are area maps of the Brussels area. The Sheraton and Palace hotels, which are across from each other, are within short walking distance from the North Station, the Hyatt Regency and Metropole are farther away. If you choose to walk, head in the direction of the big Mercedes Benz symbol that rests on the top of the building next to the Sheraton. If you have heavy luggage, you can take a taxi from the station to your hotel.

To go to NATO from the downtown area, you can take city bus (a tram) #65 to the main gate of NATO. The destination on the bus reads OTAN-NATO. Personnel at the desks of the hotels can direct you to the appropriate bus stop. The stop at Place Madou is the most convenient one from the Sheraton, Palace and Hyatt Regency hotels.

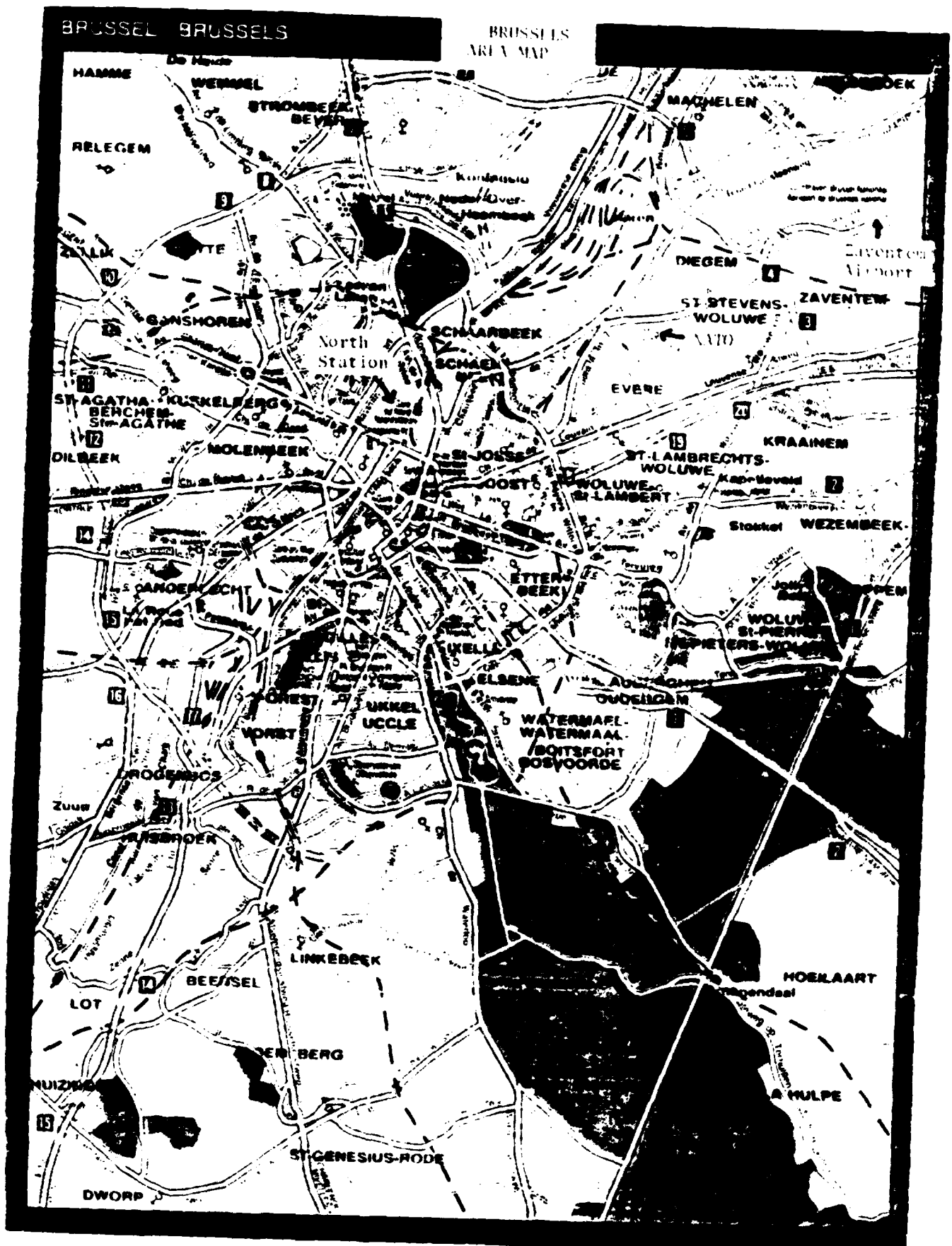
Free bus transportation for US personnel is provided each day (one morning trip in and one returning trip late afternoon) to HQ NATO. The bus (European tourist type) arrives approximately 0815 each morning in front of the Sheraton and Hyatt Regency hotels and returns at approximately 1800 from F wing each evening. You should stand out front of the hotel to ensure the bus driver knows he should stop. If you want to return to your room earlier than 1800, take the #65 city bus to Place Madou.

SECTION V

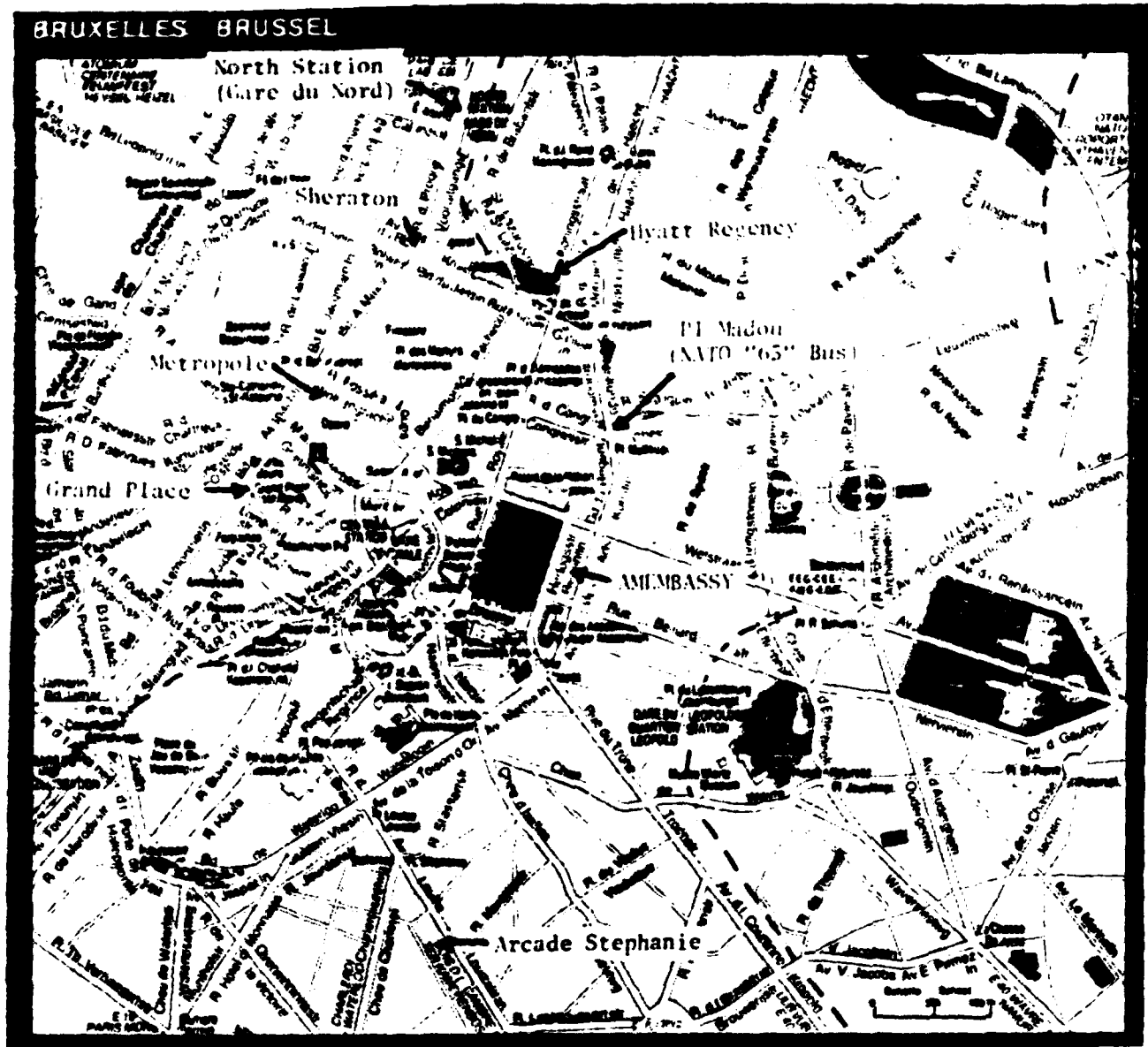
ARRIVING AT NATO

NATO orders and your military ID card, or passport, permit entrance through the main gate and access to the building (figure 6-4). These documents do not provide freedom to move internally in the building. No one is permitted to enter the building or attend a NATO meeting without a NATO SECRET (not a US SECRET) clearance. The message notifying USDELMAS of US delegates must state that each person has such a clearance. Attendees from US industry and civilian contractors must also have NATO SECRET clearances. Cameras are not allowed in the HQ NATO complex.

As you enter the main entrance of the building, go to the security desk on your right and obtain a NATO pass which has been prepared for you. This pass must be kept with you at all times.



BRUSSELS
DOWNTOWN MAP



Source: HQ USAF/XOXX(ISO)

FIGURE 6-3

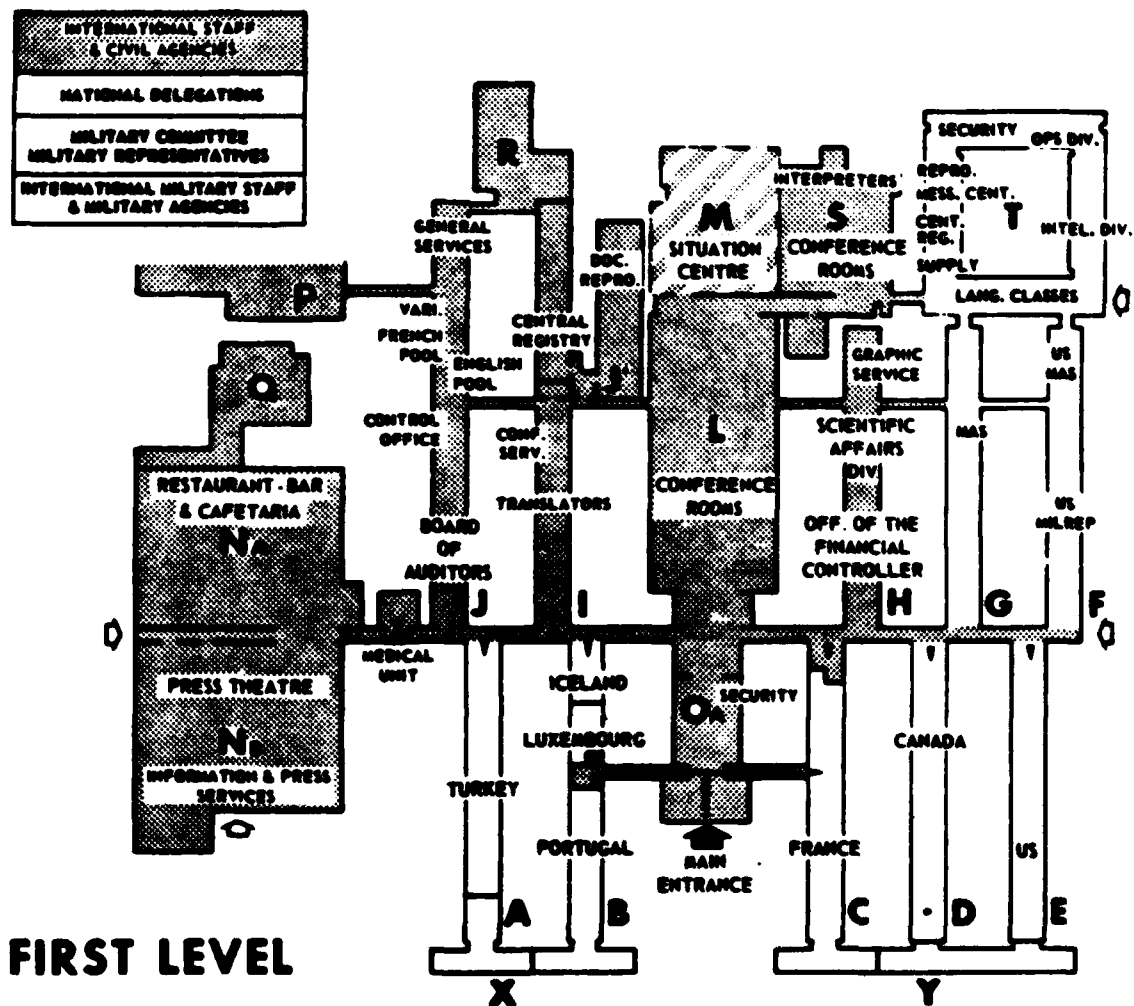


FIGURE 6-4

The pass will be needed for moving through secure and nonsecure areas of the NATO complex. If the pass is not at the desk, contact the appropriate USDELMAS office.

USDELMAS is located on the 1st floor in the F wing of the building. As you pass through the main lobby turn right and proceed down the hall to the end and turn left. The USDELMAS offices are on the left past the USMILREP offices.

Do not leave your NATO pass in the hotel room while you are away, carry it with you at all times. If passports or other ID papers are lost, notify USDELMAS immediately for assistance. The NATO pass must be turned in on your final departure from the NATO building.

SECTION VI

CLOTHING

A suit or sports coat is appropriate attire for all NATO meetings. Summer evenings are known to be cool, winters are cold. A raincoat and umbrella is always recommended. Carry a uniform only if ancillary visits are planned to SHAPE or if the meeting is hosted at an allied location where it is required.

SECTION VII

FACILITIES AT NATO

The NATO complex, in addition to providing office facilities for all nations, provides certain areas for personal needs. The cafeteria has a good selection of foods and there is a snack bar for sandwiches and beverages. The main dining room with sit-down service usually requires at least one and one-half to two hours for the meal. A Belgian bank, post office, newstand, barbershop and a travel agency are also available. An APO post office is located at the US mission. Class VI store facilities are available at the American Embassy in downtown Brussels for US government personnel on official orders. Hours of operation are from 0900-1600 hours, Monday through Friday.

SECTION VIII

MONEY EXCHANGE

The money exchange rate varies widely even during the day. Change only enough money at the airport upon arrival for your first two days needs. A more advantageous rate of exchange can be obtained at the bank at NATO or at the USNATO Support Activity

in Evere (10 minute drive). Do not exchange money at the hotel or at local centers because of the less favorable rate of exchange.

American Express credit cards are acceptable in many places in Brussels. You may use travelers checks and personal checks at the bank at NATO, but you will pay a service charge.

SECTION IX

SECURITY

Carrying classified documents on overseas commercial flights is not encouraged. If you must have classified material for a meeting mail them in sufficient time for them to arrive before you do. Documents must be separated into US and NATO classification categories and mailed separately. Documents you plan to distribute to other nations may be mailed to USELNAS before your arrival. Ensure they're marked with the appropriate NATO security classification and that you have enough copies for each nation.

APPENDIX A

US SERVICES' MAS FOCAL POINT ADDRESSES

ARMY

Dept of the Army
US Army Materiel Command
ATTN: AMCICP-SS
5001 Eisenhower Ave.
Alexandria, VA 22333-0001

Phone#
Com (202) 274-9728/9729
9730/9731

AV 234-9728/9729
9730/9731

Message Address: CDR AMC ALEXANDRIA VA//AMCIP-SS//

NAVY

Chief of Naval Operations
ATTN: OP-731D
Washington DC 20350

Phone#
Com (202) 696-5080/5081

AV 226-5080/5081

Message Address: CNO WASHINGTON DC//OP-731D//

MARINE CORPS

Combined Unit (Code CO915)
Marine Air-Ground Task Force
Warfighting Ctr
Marine Corps Combat Development
Command
Quantico, VA 22134-5001

Phone#
Com (703) 640-3616/3617

AV 278-3616/3617

Message Address: CG MCCDC QUANTICO VA//CO915//

AIR FORCE

HQ USAF/XOXX(ISO)
Washington DC 20330-5058

Phone#
Com (202) 697-2092/2139

AV 227-2092/2139

Message Address: HQ USAF WASHINGTON DC//XOXX-ISO//

USDELMAS ADDRESSES

US Delegation (MAS)

ATTN: (name of current delegate and indicate either
USDELMAS(Army)(Navy) or (Air)
NATO Military Committee
APO NY 09667-5020

Phone#

Com 1-011-322-241-0040 and ask the operator to connect you to the
correct extension.

USDELMAS(Army) ext - 3602 (located in room F-127)

USDELMAS(Navy) ext - 3649 (located in room F-123)

USDELMAS(Air) ext - 3603 (located in room F-123)

Autovon, call EUCOM 430-1110, ask for NATO switch.

The operator may not know the NATO switch numbers, they are
241-4400, 241-4440 or 241-4490. Once connected to HQ NATO
ask for extensions given above.

APPENDIX B

MAS WORKING PARTIES

1. NATO Military Agency for Standardization (MAS) - Army Board:

Land Forces Ammo WP	Fuels & Lubricants WP
Artillery WP	Combat Engineer WP
EOD Interservice WP	Intelligence Interservice WP
NBC Medical WP	General Medical WP
Operational Procedures WP	Land Forces Logistics WP
Materials Handling WP	Land Forces Tac Doctrine WP
Rail Movements & Transport WP	Movements & Transport WP
Helicopter Interservice WP	NBC Opns Interservice WP

2. NATO Military Agency for Standardization (MAS) - Navy Board:

Naval Fuels & Lubricants WP	Navy Medical WP
Amphibious Warfare WP	Maritime Tactical WP
Mine Warfare WP	Replenishment at Sea WP
Radio & Radar Radiation Hazards WP	
Ammo Interchangeability WP	Underwater Diving WP
Submarine Escape and Rescue WP	Military Oceanography WP
Naval Control of Shipping WP	
Helicopter Opns from Ship other than Aircraft Carriers WP	

3. NATO Military Agency for Standardization (MAS) - Air Board:

Aeromedical WP	Air Armament WP
Aircraft Gaseous Systems WP	Aircraft Instrument WP
Aircraft Standard Parts WP	Air Electrical WP

Source: JCS MOP 147, Appendix C

Airfield Marking & Lighting WP	Air Traffic Services WP
Air Transport WP	Aviation POL Handling Eq WP
Avionics Systems WP	Flight Safety WP
Aircraft Fuels & Lubricants WP	Imagery Recon & Interp WP
Interservice Geographical WP	Recon Equip & Materials WP
Tactical Air WP	Search & Rescue WP
Interservice Crash, Fire & Rescue WP	
Aircraft Cross-Servicing WP	
Aircraft Displays & Aircrew Stations WP	

APPENDIX C

GLOSSARY

AC	Atlantic Council
ACCHAN	Allied Command Channel
ACE	Allied Command Europe
ACLANT	Allied Command Atlantic
ACSM	Assemblies, Components, Spare Parts, Materiels
AFCENT	Allied Forces Central Europe
AFNORTH	Allied Forces Northern Europe
AFSOUTH	Allied Forces Southern Europe
AP	Allied Publication
CHOP	Change of Operational Command
CNAD	Conference of National Armaments Directors
DPC	Defense Planning Committee
EXTAC	Experimental Tactic
IMS	International Military Staff
IS	International Staff
MAS	Military Agency for Standardization
MASAI	MAS Administrative Instructions
MC	Military Committee
MNC	Major NATO Command
MOD	Ministry (Ministers) of Defense
NAAG	NATO Army Armaments Group
NAC	North Atlantic Council

NAFAG	NATO Air Force Armaments Group
NADC	NATO Air Defense Committee
NADREP	National Armament Director's Representative
NATO	North Atlantic Treaty Organization
NCA	National Command Authority
NED	NATO Effective Date
NNAG	NATO Naval Armaments Group
NSG	NATO Standardization Group
OJCS	Office of the Joint Chiefs of Staff
OSD	Office of Secretary of Defense
PERMREP	Permanent Representative
PSC	Principle Subordinate Command
RSI	Rationalization, Standardization, Interoperability
SACEUR	Supreme Allied Command Europe
SHAPE	Supreme Headquarters Allied Powers Europe
SNLC	Senior NATO Logisticians Conference
STANAG	Standardization Agreement
SYG	NATO Secretary General
TOR	Terms of Reference
UKAIR	United Kingdom Air Forces
USAFE	US Air Forces Europe
USAREUR	US Army Europe
USCINCEUR	US Commander-in-Chief European Command
USCINCLANT	US Commander-in-Chief Atlantic Command
USDELMAS	US Delegation to the Military Agency for Standardization
USDELMC	US Delegation to the Military Committee
USEUCOM	US European Command

USMILREP	US Permanent Military Representative
USNATO	US Mission to NATO
USNAVEUR	US Naval Forces Europe

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