

# NATO TRAINING GROUP HANDBOOK



**2004**

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**NATO TRAINING GROUP SECTION**  
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– NTG SECTION –

## EDITORIAL NOTES

The **NATO Training Group Handbook 2004** (NTG HB 2004) is sponsored by the **NATO Training Group Section** (NTG Section) and will be updated as required.

It supersedes the **NATO Training Group Handbook** of June 2000, which is to be destroyed.

Any comments and proposed amendments to this handbook should be forwarded to:

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List of Changes

<b>CHANGE NUMBER</b>	<b>DATE INSERTED</b>	<b>INITIALS OF ACTION OFFICER</b>	<b>REFERENCE FOR THE CHANGE</b>

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DISTRIBUTION LIST

Chairman NTG and NTG Section (incl. Spares)	130
NTG Joint Services Sub-Group (JSSG) (Chairman, Members, and Chairmen WGs)	50
NTG Army Sub-Group (ASG) (Chairman, Members and Chairmen WGs)	50
NTG Naval Sub-Group (NSG) (Chairman and Members)	50
NTG Air Force Sub-Group (AFSG) (Chairman, Members and Chairmen WGs)	50
NTG Financial Sub-Group (FSG) (Chairman, Members and Chairmen WGs)	50
International Military Staff for distribution within NATO HQ (incl. MBC, NSA, CNAD, AD INT, AD OPS, AD P&P, AD C&RS, AD LA&R, RECORDS)	10
SHAPE	5
PCC	5
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TOTAL	400

The NTG HB 2004 is available on the unclassified NTG Internet Web-Site at <http://www.nato.int/structur/ntg/> .

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## FOREWORD

On 23 Jan 04 the NATO Training Group (NTG) was formally transferred from the Military Committee (MC) to Allied Command Transformation (ACT) under the Chairmanship of Deputy Assistant Chief of Staff for Joint Education and Training (DACOS JET).

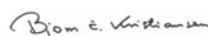
The NTG was originally formed as the EURO/NATO Training Group in 1970 and became the current NTG in 1993. From its inception until 1999, the Chairman and Secretary of the NTG were provided by Germany. Thereafter a permanent staff element (the NTG Staff Element – NTGSE, of 2 officers and 1 SNCO) was established at NATO HQ within the International Military Staff (IMS) with the Assistant Director Operations (AD Ops) as Chairman.

Post the Prague Summit of 2002 and re-alignment of the NATO Command Structure, it was agreed that the NTG would be subordinated to ACT, the lead agency for NATO and NATO/PfP joint individual education and training.

The NTG comprises 5 Sub-Groups (Joint Services, Army, Naval, Air Force, and Financial) and their subordinate Working Groups (WGs). The Sub-Groups and WGs are made up of national delegates from NATO, Partner and MD countries, IMS, SCs and other NATO agencies and organisations. The NTG Section at HQ SACT directly supports the NTG with the provision of Staff Officers allocated to each Sub-Group as permanent Secretaries. In this way the NTG remains a 'forum of the willing' and HQ SACT's link to the Nations in respect of joint and combined education and training. The NTG is, therefore, regarded as one of the most important means for the development and implementation of NATO's Joint Education and Training (JET) Policy.

This new edition of the NATO Training Group Handbook (HB) 2004 is aimed at the broadest audience possible. Its purpose is to inform while also serving as a working aid for the NTG members and all other interested persons and specialists concerned with the extensive area of military education and training. The NTG HB 2004 contains the NTG's history, aims and objectives, its role in NATO, current organisational structure, working methods, and its procedures and responsibilities. It also includes MC 238/3 (the NTG's TORs ratified by Nations on 22 Jan 04) as well as the TORs of the individual NTG Sub-Groups and their respective Working Groups.

I welcome the publication of this new edition of the NTG Handbook 2004. I commend it both to newcomers to the NTG, and to those who will use it as a principal source of reference in work which I consider to be of prime importance to the Joint Education and Training of the Alliance and its Partners.



September 2004

Bjørn E Kristiansen  
Major General, Norwegian Air Force  
Chairman, NATO Training Group

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## **PART 1**

### **PURPOSE OF THE NTG HANDBOOK 2004**

- 1.1. The primary purpose of the NATO Training Group Handbook 2004 (NTG HB 2004) is to establish the guidelines towards the achievement of the aims and objectives of the NATO Training Group (NTG) as stated in MC 238/3 (NTG TORs – see Annex A).
- 1.2. Additionally, the NTG HB 2004 should be used as the NTG's reference document for its Sub-Groups (SGs) and their respective Working Groups (WGs). It details the standard operating procedures (SOPs) which prescribe the guiding principles, administrative procedures, and method of work for the NTG.
- 1.3. The NTG HB 2004 also provides information about the NTG and its established links to other relevant NATO Military Authorities, Committees and Agencies involved in joint education and training, co-operation and standardisation.
- 1.4. The NTG HB 2004 publication is divided into 5 parts:
  - a. PART 1 – PURPOSE OF THE HANDBOOK
  - b. PART 2 – THE NTG WITHIN NATO's COMMAND STRUCTURE
  - c. PART 3 – METHOD OF WORK
  - d. PART 4 – FINANCIAL PRINCIPLES and FUNDING PROCEDURES
  - e. PART 5 – PROCEDURES AND ADMINISTRATIVE DETAILS FOR HOSTING NTG MEETINGS

## PART 2

### NTG WITHIN NATO'S COMMAND STRUCTURE

- 2.1 The NTG's aim and objectives do not affect national education and training responsibilities. Although participation by Nations in NTG initiatives and projects is based on a case by case decision by the Nations themselves, their overall co-operation is highly recommended in order to increase and promote interoperability and common understanding.
- 2.2 The NTG is part of NATO's military structure and is subordinate to the Supreme Allied Commander Transformation (SACT). The Chairman of the NTG is the Deputy Assistant Chief of Staff for Joint Education and Training (DACOS JET) at HQ SACT, Norfolk, Virginia, US. Appendix 1 to Annex A (NTG TORs) illustrates the NTG within the NATO Command Structure (NCS), while Appendix 2 shows the NTG Section within HQ SACT's organisation.

### NTG ORGANISATION

- 2.3 The organisation of the NTG is laid down in MC 238/3 (see Annex A) and consists of:
  - a. The Chairman (CM) NTG
  - b. The NTG Section
  - c. Five Sub-Groups and their respective WGs:

### NTG SUB-GROUPS AND ITS RESPECTIVE WORKING GROUPS

- 2.4 The **NTG Joint Services Sub-Group (JSSG)**, with its respective permanent WGs:
  - a. Working Group on Individual Training and Education Developments (WG IT&ED)
  - b. NBC Defence Working Group (NBCDef WG)
  - c. Working Group on Training and Education for Peace Support Operations (WG TEPSO)
  - d. In addition, the Bureau for International Language Coordination (BILC) acts as an advisory body, co-ordinating with the NTG JSSG in relation to language education and training.
- 2.5 The **NTG Army Sub-Group (ASG)** with its respective permanent WGs and advisory training centres' WGs:
  - a. Environmental Training Working Group (ET WG)

- b. Fighting In Built Up Areas/Military Operations in Urban Terrain Working Group (FIBUA/MOUT WG)
  - c. Training Simulation Working Group (TS WG)
  - d. International Special Training Centre Working Group (ISTC WG)
  - e. Euro NATO Training Engineer Centre Working Group (ENTEC WG)
- 2.6 The **NTG Naval Sub-Group (NSG)**
- 2.7 The **NTG Air Force Sub-Group (AFSG)** with its respective permanent WG:
- a. Aircrew Human Factors Working Group (AHF WG)
- 2.8 The **NTG Financial Sub-Group (FSG)** with its respective permanent WG:
- a. Financial Seminar Working Group (FSem WG)
- 2.9 SG Secretaries are permanent NTG Section SOs who will also represent HQ SACT JET policy. SGs/WGs may be further supported by their CM utilising administrative/personal assistance offered from within their own nation.

## **RESPONSIBILITIES**

- 2.10 The CM NTG (DACOS JET, HQ SACT) is responsible for:
- a. Directing and co-ordinating the work of the NTG, its SGs and WGs on behalf of SACT.
  - b. Chairing the NTG Chairmen Meeting (NTG CMM) which normally takes place at HQ SACT once a year in November.
  - c. Submitting an annual report to SACT by the end of January each year, which includes the progress of NTG activities and recommendations for action. After endorsement of the CM NTG Report by the SACT, the report will be submitted to all national representatives in the NTG, and the MC for notation.
  - d. Proposing tasking to SGs/WGs for specific matters which may be based on bilateral or multilateral education and training initiatives.
  - e. Funds related to NTG business (e.g. financial assistance requests from Partner and MD participants, NTG Section travel etc) and for the proper application of the financial rules and procedures set forth in the Financial Regulations of NATO.
  - f. Maintaining direct military authority over the personnel of the NTG Section, through the Design and Development Branch of the JET Sub-Division at HQ SACT.
- 2.11 Relating to the work of the NTG, the SG Chairmen report directly to CM NTG.

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- 2.12 Relating to the work of the NTG SGs, the permanent NTG WG Chairmen report directly to their SG CM.
- 2.13 The CM of the NTG SGs and WGs chair their group's meetings and co-ordinate their group's activities. With the agreement of their SG/WG, they will establish the meeting's agenda and co-ordinate the programme with the meeting's respective hosts. After the meeting the Chairman, assisted by the Secretary of the SG (a member of the NTG Section) or WG, will forward the Minutes (Record of Proceedings) to the CM NTG and the SG/WG members via the NTG Section. The CM of the WGs should attend the respective SG meetings, while the SG CM are to attend the NTG CMM.
- 2.14 The NTG Section co-ordinates the work of the NTG on behalf of the CM NTG and provides contact with other NATO, Partner, MD and other national bodies involved in joint education and training.
- a. The Section Head (SH) NTG Section acts as a permanent advisor on NTG affairs to the Branch Head, Design and Development Branch, and the Chairman NTG (DACOS JET) while being responsible for the activities of the 5 NTG Section Staff Officers and the NTG Administrative Assistant. The SH acts as Secretary to the NTG CMM, and is responsible for preparing the Chairman NTG's Annual Report. Further responsibilities are contained in the HQ SACT Job Description (JD) for post TI-3220 (Section Head, NTG Section).
  - b. The NTG Section Staff Officers are the permanent secretaries of the NTG SGs, supporting the preparations of their bi-annual Sub-Group Meetings including the preparation of the agenda. They will co-ordinate their work with their Chairman and national delegates of their respective SG, while contributing to the development and promotion of ACT JET policy as HQ SACT JET representatives. Further details are contained in the HQ SACT JDs for posts TI-3221 – TI-3225 (SO NTG JSSG / ASG / NSG / AFSG / FSG).
  - c. The NTG Section Administrative Assistant provides clerical support to the NTG Section as contained in the HQ SACT JD for post TI-3226 (Administrative Assistant, NTG).

## **PART 3**

### **METHOD OF WORK**

- 3.1 The NTG liaises with other NMAs and agencies as necessary, using normal staff procedures or as mutually agreed. Where appropriate, such liaison should be specified in the respective TORs and should be in line with SACT policy.

#### **NTG CHAIRMEN MEETING (NTG CMM)**

- 3.2 The NTG steering group comprising of CM NTG, SG CM, Branch Head Design and Development (D & D) Branch and NTG Section, meets at least once a year at HQ SACT for the NTG CMM, which will normally be held in November prior to the production of the CM NTG Annual Report.
- 3.3 The purpose of the NTG CMM is to co-ordinate and review the activities of the NTG SGs and WGs in order to identify and co-ordinate ideas for consolidated training through common, joint, bilateral or multilateral co-operative education and training arrangements.

#### **NTG SUB-GROUP AND WORKING GROUP MEETINGS**

- 3.4 The NTG SGs meet twice a year, normally in Spring and Autumn. Their WGs meet at least once (Autumn) or twice a year (Spring and Autumn). NTG meetings will be organised by the SG/WG CM, Deputy CM (DCM) and Secretaries, and are hosted by nations on a rotational and voluntary basis. SGs and WGs should maintain a long term Hosting List noting the Nations' offers to host meetings up to 4 years in advance.
- 3.5 During these meetings current projects are evaluated and further developed, potential new projects are examined, and relevant training developments and information discussed, further developed and potential new projects are examined and initiated for possible implementation.
- 3.6 In line with NATO policy no gifts are to be exchanged at these meetings and host nations are not obliged to provide services that are not included in any conference fee.

#### **PROJECTS**

- 3.7 Bilateral or multilateral projects or initiatives, in the field of joint education and training, will be finalised in MOUs or STANAGs as appropriate. Although the NTG has delegated authority from the MC to produce STANAGs, HQ SACT will carry out the ratification process for NTG developed draft STANAGs in co-ordination with the NSA. Furthermore, these STANAGs will be reviewed at least every three years.

## **FINANCING**

- 3.8 Financing of training projects and initiatives is the responsibility of the respective Sub-Group. The decision and management processes are to be done by mutual agreement and will normally observe the standard procedures stated in MOUs and STANAGs. Further details are provided in part 4 of this handbook.

## **VOTING**

- 3.9 For the purposes of all SG or WG meetings, each delegate (from NATO, Partner and MD countries, IMS, SCs and PCC) is encouraged to attend and participate fully in discussions. They may offer advice and are empowered to make decisions or vote on NTG SG/WG issues, with the exception of the election of the CM and DCM where only national delegates will vote for CM and DCM. (Note: only NATO national representatives can be elected as CM of a SG.) Each delegate (national, IMS, SCs, and PCC) will have one vote only. In the case of multiple delegates participating from one nation, a nation will be allocated one vote.
- 3.10 CM should always seek consensus, but, where necessary, majority votes will carry forward decisions on the issues. The details of the majority vote should be passed to the CM NTG for further consideration. There is no power of veto. Where financial obligations are involved, any nation may reserve its position.
- 3.11 As an exception, if voting is required on recommendations of NATO specific issues, only NATO nations, NMAs and NATO organisations will be permitted to participate.

## **AGENDAS & MINUTES**

- 3.12 Agendas and minutes must be agreed by the nations present at the meetings. Those Nations not present at the meetings assume agreement, 3 weeks after delivery of the minutes under “silence procedure”. The draft agenda for NTG SG/WG forthcoming meetings should be agreed to, and attached to the minutes of the previous meeting to enable all participants and other interested parties adequate co-ordination and preparation time for the following meeting.

## **CO-OPERATION WITH PARTNER AND MD COUNTRIES**

- 3.13 The NTG, through its SGs and WGs, offers participation to Partner and MD countries. NTG activities will be incorporated in the Partnership Work Programme (PWP) and in the Mediterranean Dialogue Military Programme (MDMP). Note that the overall security classification of NTG business is normally NATO Unclassified therefore, wherever practicable, NATO Classified material should not be a part of NTG meetings.

## **OVERALL PROJECT LIST**

- 3.14 The NTG OPL is a detailed listing and status report of the various projects being handled by each NTG SG and WG. The aim of the OPL is to present a clear and concise survey of the work of the NTG as well as the current status of projects (e.g. in discussion, under consideration or finalised).
- 3.15 The NTG Overall Project List (OPL) is a complete catalogue of NTG projects, held and maintained by the NTG Section and by member nations. The update of the OPL is to be a permanent agenda item for each SG, at least once a year, normally during the Autumn meeting period.
- 3.16 The NTG SG Secretaries are responsible for maintaining the individual SG portion of the OPL. The SG Secretaries are required to seek updates from the individual nation or WG responsible for specific items. Input will usually be sought from the members of the SG or WG during the Autumn SG meeting. The NTG Section will publish the OPL via the NTG open Internet website by the end of the following January.

## **MISCELLANEOUS**

- 3.17 Each NATO nation represented in the MC is expected to participate in NTG activities. Regular participation includes providing a delegate to SG and WG meetings and hosting meetings on a rotational basis. Additionally every nation should designate a National Point of Contact (either the national JSSG delegate, as recommended by CM NTG, or from the nation's MOD or other HQ as appropriate) to whom information and material can be sent. National co-ordination of NTG activities amongst national SG/WG delegates is strongly recommended.
- 3.18 Direct contact is encouraged between members of SGs and WGs for the purpose of exchanging information or exploring training possibilities. To this end, the NTG Section will maintain a directory of national delegates to the SGs/WGs and update and distribute it as required. Respective SG/WG CM should be kept advised of actions taken as a result of these contacts.
- 3.19 Host Nations are responsible for organising all facilities for the SG/WG meetings, including all administrative arrangements. Details are described in Part 5.

## **STAFF PROCEDURES**

- 3.20 For the purpose of harmonising the appearances of NTG related documents and in order to make them more readable and consistent, the following rules should apply, wherever possible.

## **FONTS AND PAPER**

3.21 The font and size of print in all NTG documentation should be “Arial 12” which is available on the Windows based MS Office programme applications.

- a. Format: A4 (21 x 29.7 cm) or Letter (21.59 x 27.94 cm)
- b. Margins: Top/Bottom: 2.5 cm, Left/Right: 2.5 cm
- c. Page-header/footer: Top/Bottom: 1.5 cm
- d. Colours: Coloured paper is to be used for document cover sheets of the different SGs as indicated below:
  - JSSG: yellow
  - ASG: red
  - AFSG: blue
  - NSG: green
  - FSG: orange
- e. Colours should normally not be used within documents in order to make reproduction easy. The paper colour for WGs’ documents shall be white.

## **STRUCTURE AND LAYOUT OF NTG RELATED DOCUMENTS**

3.22 The NTG-logo should be used on cover sheets and letter-heads of all NTG related documents like publications, short papers, invitations and so on. It is available and distributed in computer-based formats by the NTG SG and WG CMs, Secretaries, NTG Section SOs and Administrative Assistant.

## **SG AND WG MEETING GENERIC AGENDA**

3.23 Agendas should comprise the following items:

- a. Introduction or/and Opening remarks
- b. Welcome by Host nation
- c. Review and approval of the agenda
- d. Review actions arising from previous agenda
- e. SG CM report from the NTG CMM (for Spring meetings only)
- f. WG CM report from the SG meeting (for WG meetings only)
- g. WG CM report to the NTG SG (for SG meetings only)
- h. NTG Section Update and Report from HQ SACT
- i. Report from other NATO Commands/Organisations as required
- j. Relevant action items and topics for discussion
- k. OPL update (for SG and WG Autumn meetings)

- l. Update on date and location for next meeting
- m. SG and WG work programme and draft agenda for next meeting
- n. Contribution for the CM NTG annual report to SACT (for SG Autumn meetings only)
- o. Long Term Hosting List update
- p. Election of CM and DCM as required
- q. Any other business
- r. Closing remarks

### **SG AND WG MEETING REPORTS**

3.24 It is highly desirable that communication by unclassified e-mail can be achieved with all NTG participants. Therefore, during NTG SG/WG meetings, all delegates must provide up to date e-mail addresses. Test e-mail should be sent by the Host Nation during the meeting to verify the validity of all e-mail addresses with any required corrections made before the delegates' departure.

3.25 The following items should be covered in minutes of the meeting (Record of Proceedings) of all SGs and WGs:

- a. Letter of promulgation, Distribution List, Cover sheet
- b. Summary of discussions in accordance with SG/WG meeting agenda
- c. Annexes (in alphabetical order):
- d. List of attendees
- e. Points of contact and distribution list
- f. Relevant meeting presentations, action items and discussed topics in accordance with SG and WG meeting agenda
- g. Discussed SG and WG work programme and draft agenda for next meeting
- h. Draft contribution for the CM NTG annual report to SACT (for SG Autumn meetings only)

### **TERMS OF REFERENCES (TORs)**

3.26 Every NTG SG and permanent WG must have TORs approved by CM NTG, that follow a common framework. This will include, as a minimum, the following items (Definitions, abbreviations and basic information on the NTG are not elements of SG/WG TORs):

- a. Introduction
- b. Aim/Mission
- c. Objectives

- d. Organisation
- e. Responsibilities
- f. Method of Work
- g. Voting Procedures

## **SILENCE PROCEDURE**

- 3.27 The silence procedure is generally used to seek NTG SG and/or WG agreement and/or action on (urgent) matters between the meetings. When a document is circulated under silence procedure, agreement will be assumed unless silence procedure is broken within the deadline set. The actions, the NTG SG and/or WG delegate may take in response to a silence procedure, are:
- a. To interrupt the silence procedure by raising objections and/or proposing amendments;
  - b. To request an extension of the deadline to a silence procedure;
  - c. To express an interpretation or understanding of the document in question.
- 3.28 It is not possible for the NTG SG and WG delegate to propose amendments to a document without interrupting the silence procedure, unless these are of a purely administrative nature (eg misspellings, words omitted, etc). More substantive amendments of a so-called "editorial" nature will generally be accompanied by a break of silence since what may be editorial for one NTG SG and WG delegate could well be substantive for another.
- 3.29 A completed silence procedure will be the subject of an Action Sheet, which will record the agreement/action taken by the NTG SG and WG and include the notation of any interpretations or understandings referred to above. The Action Sheet is part of, and shall be attached to the applicable document as the top sheet.
- 3.30 If a silence procedure is interrupted, the matter is either put on the agenda of the next NTG SG and WG meeting or becomes the subject of a new silence procedure after amendments have been made.
- 3.31 Any action by an NTG SG or WG delegate in response to a silence procedure should be addressed to the NTG SG or WG Chairmen and copied to NTG SG or WG members and secretary. Responses to a silence procedure could be made by e-mail, telephone, or fax, but must subsequently be confirmed in writing within "c.o.b." (close of business).
- 3.32 Any NTG SG and WG delegate may ask for an extension of silence procedure in order to allow their national authorities (or staff) further time to consider a draft paper. The initial request may be made by telephone, or e-mail, but must be followed in writing to the NTG SG and WG Chairmen, delegates and secretary, giving reasons for the request to extend silence

procedure. An extended silence procedure applies to all NTG SG or WG delegates and re-opens the opportunity to comment.

- 3.33 If consensus cannot be achieved under silence procedures, the case will be discussed during the next NTG SG or WG meeting of the relevant level. Nations, who broke the silence, will introduce their position and an alternative proposal. The document might be agreed to or returned to for additional staffing.

## **PART 4**

### **FINANCIAL PRINCIPLES AND FUNDING PROCEDURES**

#### **FINANCIAL PRINCIPLES**

- 4.1 The NTG will be funded through the HQ SACT budget process. The NTG Section Head will provide oversight and co-ordination of the NTG Budget to CM NTG on behalf of the Branch Head, Design and Development Branch. Normal budgetary, resource allocation and priority setting procedures and processes will apply.
- 4.2 The NTG budget is provided to cover the NTG Section's support requirements (including travel) as well as any required subsidy of PfP or MD Countries in NTG SG/WG activities (see Enclosures 1 and 2 to Part 4 for Financial Request and Reimbursement Request Forms). NTG Section "per diem" costs and individual national NTG delegates' expenses are to be covered by national authorities' own budget procedures.

#### **NTG PROJECT FUNDING PROCEDURES**

- 4.3 In general terms, education and training projects are financed by those nations involved. This is normally done by mutual or multilateral MOUs or agreements. It should be noted that financial regulations of NATO, as commonly agreed upon, apply to NATO bodies only and are not binding in this respect. If NATO common funding for a project is necessary, CM NTG, after approving the project and confirming its eligibility for NATO funding, will forward the request through SACT to the MC as part of the CM's report. The request must be forwarded prior to 1 July for the following budget year.

## FINANCIAL ASSISTANCE REQUEST FORM

(to be attached by a Partner Nation to the official request for financial assistance)

### ACTIVITY IDENTIFICATION

Activity	
PWP/MDWP Reference	
Date	
Place	

### PARTICIPANT IDENTIFICATION

Partner Nation	
Name	
First Name	
Rank/Service	
ID/Number	
Official address	
Telephone Number	
Fax Number	

### ESTIMATE OF EXPENDITURE

Travel	
Accommodation	
Meals	
Others	
<b>Total</b>	
Beneficiary*	
Currency requested	

### PARTNER NATION AUTHORISATION

Position	
Name	
Date	
Signature	

### NTG AUTHORISATION\*\*

Authorisation Number		Action officer`s name	
Level of subsidisation		Signature	

\* Name of the organisation responsible for the visit and holder of the bank account to be credited.

\*\* This table to be completed by SO NTG FSG. When submitting the Financial Reimbursement Request Form, please refer to this Authorisation Number.

## FINANCIAL REIMBURSEMENT REQUEST FORM

(to be attached by a Partner Nation to the official request for reimbursement)

### ACTIVITY AND PARTICIPANT IDENTIFICATION

Activity		
PWP/MDWP Reference		
Date		
Place		
Partner Nation		
Financial Assistance Authorisation Number*		

### BANK IDENTIFICATION FOR REIMBURSEMENT

Beneficiary**		
Bank		
Account Number		
Currency for Payment		

### COSTS AND JUSTIFICATION DOCUMENTS (documents - to be attached)

Travel		Travel ticket(s) – copy or original
Accommodation		Bills - original
Meals		Bills - original
Others		Bills - original
<b>Combined total costs incurred</b>		

### PARTNER NATION AUTHORISATION

Position	
Name	
Date	
Signature	

### COSTS REIMBURSED \*\*\*

Travel		Level of subs.	
Meals and accom.		Action officer`s name	
Others		Signature	
<b>Total</b>		Date	

\*This number is given to the Financial Assistance Request by SO NTG FSG, after approval of the request.

\*\* Name of the organisation responsible for the visit and holder of the bank account to be credited.

\*\*\* This table to be completed by the SO NTG FSG.

## **PART 5**

# **PROCEDURES AND ADMINISTRATIVE DETAILS FOR HOSTING NTG MEETINGS**

### **GENERAL**

- 5.1 In accordance with the NTG Terms of Reference, meetings are hosted by nations on a rotational and voluntary basis. The main reason for this is to share the administrative burden of hosting meetings and, if time permits in the agenda, to enable the NTG delegates to visit national military training facilities with specific interest for the group's work. Hence, relevant host nation presentations of national military training should be considered for inclusion in the Agenda.

### **INITIAL INFORMATION**

- 5.2 Offers to host meetings should be advised to the NTG SGs and WGs, and when agreed the following information is to be provided to the CM:
- a. Location – country and city;
  - b. Schedule – year and month;
  - c. Host Nation Point of Contact – to include rank, name, telephone and fax number, message address and e-mail address.

### **GENERAL PROCEDURES**

- 5.3 The NTG SGs and WGs meetings will usually be held twice a year, normally in Spring and Autumn (avoiding holidays and national and religious public holidays). Where possible, the NTG SGs meetings should be arranged a minimum of 2 weeks after the WGs' meetings and should not conflict with other SG meetings. NTG meetings will be organised and hosted on a rotational basis, according to the SG/WG's long term hosting list.
- 5.4 Meetings should span no more than 5 working days. Ideally this should allow delegates to depart pm on the 5th day.
- 5.5 The agenda for the meeting will be discussed at the previous meeting and any additions to the programme will be negotiated between the host nation and the CM of the SG/WG.
- 5.6 Wherever possible, host nations are encouraged to utilise military facilities for NTG SGs and WGs meetings. Where military facilities are unavailable or unsuitable, accommodation should be arranged for the delegates as close to the meeting location as possible to avoid travelling time between both.

- 5.7 Wherever possible (and subject to local security advice) military dress (daily working uniform or equivalent for civilian delegates), is to be worn at meetings but not for visits outside military establishments (eg cultural tours) or for evening functions where jacket and tie (or equivalent for ladies) should be worn. The requirement for military headgear to be taken to NTG meetings should be minimised wherever possible.
- 5.8 Delegates should aim to arrive on the Sunday prior to meetings and should not arrange departure before 1200 hours on the final (5th) day of the meeting.

#### **HOST NATION ARRANGEMENTS**

- 5.9 The host nation is requested to consider the following arrangements:
- a. A low-key, informal welcome/arrival reception.
  - b. An official dinner.
  - c. Lunch to be arranged (at individual's expense) for each meeting day and coffee during the morning and afternoon sessions. The actual time for coffee breaks will be announced by the CM and included in the Agenda.
  - d. The host nation is invited to arrange spouses' programme (at the individual's expense) which should be announced in the invitation letter.
  - e. The host nation is invited to arrange a cultural programme for an afternoon. This may also include a military information programme dealing with joint education and training. The proposal of the host nation is to be approved by CM SG/WG.
  - f. The host nation should arrange a photo session for the delegates which is to be included in the Agenda.
  - g. An approximate idea of expenses to be paid by the delegates or their spouses for accommodation (including breakfast) should be indicated in the invitation letter, or in the programme. Note, that where necessary, the host nation may consider charging a small "conference fee" to help offset the costs of providing transportation and meeting facilities.

## **FACILITY AND EQUIPMENT REQUIREMENTS FOR HOSTING NTG MEETINGS**

- 5.10 The host nation should provide the following facilities for the meeting:
- a. The conference room should be able to accommodate all delegates comfortably.
  - b. A table should be provided to seat all the delegates, (normally in NATO alphabetical order, followed by Partners/MD, then delegates from the SCs, PCC and IMS). The Chairman, Secretary, and host nation delegate will normally be at the head of the table and will require more table space than other delegates.
  - c. Microphones and loudspeakers for amplifying representatives and presenters would be appreciated but are not deemed essential. The location will determine this requirement.
  - d. Presentation Aids:
    - Overhead Projector and Screen (situated so that it is clearly visible to all delegates).
    - Computer Driven MS Office Professional PowerPoint facility.
    - Flip Chart.
  - e. A Secretariat, with sufficient desk space for at least 4 personnel and large enough to also house the equipment listed below. The Secretariat should provide the following support functions:
    - Photocopier (preferably with collation facility).
    - Computer (with Microsoft Word and PowerPoint software and CD burner) and printer for the preparation of reports and briefing handouts. This should be available for the Chairman and Secretary to produce minutes. Non-availability of this facility is to be reported to the Secretary in sufficient time for alternative arrangements to be made.
    - Telephone, Facsimile and unclassified e-mail/internet accesses where possible.
    - Technical support with regard to presentation aids and other meeting facilities.

## **ACCOMMODATION**

- 5.11 The host nation should make arrangements for a pre-booking of sufficient rooms at a hotel close to the meeting area. If available, and if transportation and other practical arrangements will allow, suitable military accommodation can be utilised. If all representatives cannot be accommodated at one hotel, other suitable hotels in the vicinity can be used. General hotel information should be provided to the CM SG/WG. The host nation should arrange for a final date by which representatives should make their booking.

**TRANSPORTATION**

5.12 The host nation is requested to arrange transport for delegates from air/rail heads to their accommodation and return. Confirmation is to be given in the invitation letter together with details of the air/rail head to be used. Wherever possible, distances between the air/rail head and the meeting venue should be minimised. In the event that transport is not available, delegates should be provided with information on how to reach the accommodation. Where applicable, the host nation is to provide transport between the accommodation facility and the meeting venue, and as a minimum the pickup time on the first day of the meeting should be given in the invitation letter. Other details should be given at an administrative briefing by the host nation on the first morning of the meeting. Other transportation details (including any expenses) in connection with the official dinner, cultural tours etc should be announced as early as possible.

**MEETING SCHEDULE**

5.13 The host nation should provide the SGs and WGs CM with administrative details to include a proposed schedule of events, which will be taken into consideration when finalising the Agenda. An example is listed below:

Previous day	1900-2200	Welcome Reception
Day 1-5	0800-0830	Transport from hotel to meeting venue
		Meeting at .....
		Lunch
	1600-1700	Meeting at .....
		Transport to hotel
		Transport to...
Day x	1900-2200	Official Dinner
		Transport to hotel
Day xxx	0900-1200	Spouses' programme/Cultural Tour

**SECURITY**

5.14 The security level of NTG SG/WG meetings is normally NATO UNCLASSIFIED. Exceptionally, special subjects with a higher classification may be discussed, but only when announced beforehand and with the prior approval of the CM SG/WG.

5.15 The host nation is required to indicate whether any special approval (e.g. Visa) is necessary for the visit to the country or the meeting venue. This information is to be passed to delegates with the invitation letter.

## **ACTION PLAN**

- 5.16 In order to achieve optimum planning of a meeting, the following timeframe guidelines should be used:
- a. At least 24 months before a planned meeting nations should inform the appropriate SG or WG of their offer to host a meeting (for inclusion in the long term hosting list).
  - b. 12 months before a planned meeting the offering nation will inform the appropriate SG or WG of the proposed place and specific dates for the meeting. If necessary, the SG or WG will negotiate the actual dates for the meeting with the host nation in order to de-conflict with other known meetings.
  - c. 6 months prior to the next meeting the host nation will confirm meeting arrangements, place and time, and will prepare detailed meeting arrangements.
  - d. At least 5 months before the next meeting the host nation will submit administrative details and a draft schedule of events to the CM SG/WG.
  - e. At least 2 months before the next meeting the SG/WG CM will distribute invitation letters including administrative information and registration forms to the delegates.
  - f. At least 6 weeks prior to the meeting, delegates will provide completed Registration Forms (example at Enclosure to Part 5) to the host nation, info to the SG/WG Secretary.
  - g. Before the meeting the host nation will arrange transportation and meeting facilities in accordance with the agreed details.
  - h. During the meeting the host nation will provide administrative support in accordance with the agreed details.



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**HQ SACT, JET Sub-Division, D & D Branch**  
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 Norfolk, Virginia 23551-2490  
 Tel: +1 757 747 3571 / Fax: 3271  
 E-mail: [NTGsection@act.nato.int](mailto:NTGsection@act.nato.int) at HQ SACT



– NTG SG/WG –

## REGISTRATION FORM

FOR THE NTG [ ] MEETING – [ ] (date, time) – [ ] (place, country)

**PLEASE RETURN NO LATER THAN: (date, time)**

<p><b>TO: NAME AND MAILING ADDRESS OF THE HOST NATION POC</b></p> <p><b>E-MAIL:</b></p> <p><b>FAX:</b></p> <p><b>TEL:</b></p>	<p><b>INFO: NAME AND MAILING ADDRESS OF THE NTG SG /WG SECRETARY</b></p> <p><b>E-MAIL:</b></p> <p><b>FAX:</b></p> <p><b>TEL:</b></p>
---	--

**THE DELEGATE FOR THE NTG [ ] MEETING IN [ ] , [ ] WILL BE:**

(Please complete in BLOCK CAPITALS, one form per delegate)			
Rank / Title:	Last Name:	First Name:	Nationality-Service: (AF=Air Force / A=Army / N=Navy)
[ ]	[ ]	[ ]	[ ]
REPRESENTATIVE FOR: NATION/ORGANISATION [ ]		Full Reply Mail Address: [ ]	
Position/Post Title: [ ]		E-mail Address: [ ]	
Full Civilian Telephone Number: [ ]			
Full Civilian Fax Number: [ ]		E-mail Address: [ ]	
Spouse's Name (if in attendance) [ ]			
<b>Arrival/Departure Information *</b>		* if not organised by the host nation, individuals are responsible for making their own arrangements in getting to .	
Date / Time of Arrival: Place of Arrival / Flight No.:		[ ]	
Date / Time of Departure: Place of Departure / Flight No.:		[ ]	

<b>Transport required from/to the Airport in [REDACTED]. *</b>		<input type="checkbox"/> Yes <input type="checkbox"/> No <i>* if provided by the host nation</i>		
<b>Accommodation Requirements:</b> <b>Note:</b> "first come – first served"		Please state your requirements and we will try to meet these, dependent upon availability.		
<b>Hotel Reservation required:</b> <input type="checkbox"/> **** HOTEL <input type="checkbox"/> **** HOTEL		<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Single room <input type="checkbox"/> Double room Check in date: Check out date:		
<b>Arrival by Car:</b> <input type="checkbox"/> Yes <input type="checkbox"/> No	<b>Arrival Date :</b> [REDACTED]	<b>Departure Date:</b> [REDACTED]	<b>Vehicle Reg.- No.</b> [REDACTED]	<b>Vehicle Type:</b> [REDACTED]
<b>Hosted Events:</b> For planning purposes, please indicate below with an "X" if you will attend the following hosted events: <ul style="list-style-type: none"> <li>• Reception (Date, Time)                      <input type="checkbox"/></li> <li>• Official Dinner (Date, Time)                      <input type="checkbox"/></li> <li>• Lunch (Date, Time)                      <input type="checkbox"/></li> <li>• Informal Dinner (Date, Time)                      <input type="checkbox"/></li> </ul>				
<b><u>TOPIC OF INTEREST SUGGESTED FOR MEETING:</u></b>				



**NATO TRAINING GROUP**  
HEADQUARTERS, SACT, JET Sub-Division  
7857 BLANDY ROAD, SUITE 100  
NORFOLK, VIRGINIA 23551-2490



E-mail: [NTGsection@act.nato.int](mailto:NTGsection@act.nato.int) at HQ SACT

– NTG SG / WG –

█ (Date: dd mm yyyy)

NTG SG/WGNe-█

█ (Addresses as appropriate)  
█ (Addresses as appropriate)

**SUBJECT: NATO TRAINING GROUP █ SUB GROUP / WORKING GROUP  
█ MEETING INVITATION**

References:

- A. MC 238/3 – INDIVIDUAL AND COLLECTIVE TRAINING TERMS OF REFERENCE OF THE NATO TRAINING GROUP (NTG), 22 Jan 04.
- B. NTG HB 2004, █ (dd mm yy).
- C. Record of Proceedings of the NTG SG / WG █ meeting, █ (dd mm yy).

- 1. As confirmed at Reference █, the NATO Training Group (NTG) █ SG / WG █ (spring / autumn) Meeting █ (year), will take place in █ (town), █ (country) from █ (dd mm yy) to █ (dd mm yy) . Details of the Programme, Agenda Items and administrative information are at Enclosures █.
- 2. The response date for attendance is to be not later than █ (dd mm yy), and responses are to be made, using the Registration Form at Enclosure █, to the host nation Project Officer (Point of Contact – POC) and to the SG / WG Secretary.

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3. On behalf of the NTG [REDACTED] SG / WG, this invitation is extended to delegates of Partnership for Peace (PfP) and Mediterranean Dialogue (MD) Partners (preferably with [REDACTED] training experience) to attend this meeting.
4. The meeting working language will be English. Please be advised that there is (usually) only one seat per nation.
5. PCC is kindly requested to forward this invitation to Partners' representatives.
6. PfP and MD Partners wishing to participate in this event may receive financial support from NATO, HQ SACT in accordance with the existing NATO/PfP/MD Funding Policy, as detailed at Enclosure [REDACTED]. Those wishing to apply for financial support are to complete and return Enclosure [REDACTED] to NTG Section not later than [REDACTED] (dd mm yy).

*(signature block)*

Chairman NTG SG / WG  
(rank, name & title)

Enclosures

1. Programme and Agenda Items
2. Administrative Information
3. Registration Form
4. Partner Funding Procedures
5. Financial assistance request form
6. Financial reimbursement request form

Copy to NTG National Co-ordinators; NTG Section; Records  
Action Officer (rank, name, E-mail address & phone No)



**NATO TRAINING GROUP**  
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NORFOLK, VIRGINIA 23551-2490



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– NTG SG / WG –

█ (Date: dd mm yyyy)

NTG SG/WGNe-█

**PROGRAMME AND AGENDA ITEMS**  
FOR NTG █ SG / WG █ YYYY MEETING IN █, █

Xxxday dd mm yy	ACTIVITY	REMARKS
	Arrive at Hotel	Welcome packs at hotel reception
1800-2000	Informal Welcome reception at the Hotel	With Spouses – Hosted

**1<sup>st</sup> WD – Monday, █ (dd mm yy)**

Serial No / Time	AGENDA ITEM	LEAD/REMARKS
1. 0830-0840	Welcome Address	CM SG /WG
2. xxxx-xxxx	Host Nation Official Welcome	HN
3. xxxx-xxxx	Administrative Remarks	SEC / HN
4. xxxx-xxxx	Review and Approval of Agenda	ALL
xxxx-xxxx	Break	
5. xxxx-xxxx		

**5<sup>th</sup> WD – Friday, █ (dd mm yy)**

Serial No / Time	ACTIVITY	Lead/REMARKS
6. xxxx-xxxx	Way ahead and Future Work Programme	ALL

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7. xxxx-xxxx	Review of Long Term Hosting List	CM x
8. xxxx-xxxx	Update on yyyy Meeting	HN
9. xxxx-xxxx	Any Other Business	ALL
10. xxxx-xxxx	Closing Remarks	CM
xxxx-xxxx	Farewell Luncheon With Spouses	Hosted
xxxx onwards	Delegates depart	to Airport

**SPOUSES PROGRAMME**

<b>Xx day dd mm yy</b>	<b>ACTIVITY</b>	<b>REMARKS</b>
	<i>Arrival at Hotel</i>	
	<i>Informal Welcome Reception With Spouses</i>	Hosted
<b>Xx day dd mm yy</b>	<b>ACTIVITY</b>	<b>REMARKS</b>
	<i>Cultural Program</i>	
<b>Xx day dd mm yy</b>	<b>ACTIVITY</b>	<b>REMARKS</b>
xxxx-xxxx	<i>Farewell Luncheon With Spouses</i>	Hosted
xxxx onwards	<i>Departure</i>	to Airport

Administration costs – €xx or \$xx

**ADMINISTRATIVE INFORMATION**

**FOR NTG**      **SG / WG**      **MEETING –**      **(town),**      **(country),**  
**(Date: dd-dd mm yyyy)**

**Accommodation:**

**Hotel**      town

**Address:**

**Reservations:**

Phone:

Fax:

URL: <http://www>.

Email:      Please inform the Hotel that you are part of the “NATO SG / WG”  
and are reserving at the hotel .

**Room Rates:**

Standard:

Double:

**Messing:**

Breakfast: (included in room price)

Lunch:

Dinner: Where you want (at own expense)

**Reception:**

**Official Dinner:**

**Informal Dinner:**

**Farewell Lunch:**

**Transportation:**

**Meeting Site:**

**Payment:**      Payment will be received in XXX, or Visa, MasterCard,  
Diners, AMEX and travellers cheques are accepted by the hotel. Other than the  
official welcome reception, two lunches, official dinner and farewell luncheon  
delegates will be responsible for the provision and payment of all other meals.

**Visas:**      Delegates of countries **who require Visas** to gain access to  
please take the appropriate action to obtain entry visas through your national  
authorities.

**Dress:**

**Informal Dinner:**      Cost: approx. € 25-40 per person.

**PARTNER FUNDING PROCEDURES**

7. Partners wishing to participate in the NATO Training Group [redacted] SG / WG [redacted] (spring / autumn) Meeting [redacted] (yy) in [redacted] (town), [redacted] (country) from [redacted] (dd mm yy) to [redacted] (dd mm yy) may receive financial support from NATO (HQ SACT) in accordance with the existing NATO/PfP/MD Funding Policy. The following procedures apply:
- a. Partner nation must be qualified for NATO/PfP/MD funding in accordance with the NATO/PfP/MD Funding Policy.
  - b. Partners are invited to submit their request for subsidies no later than **6 weeks** before the meeting (i.e. [redacted] dd mm yy), including an assessment of expected costs (Air Travel: Economy Class, APEX; accommodation: Not exceeding limits permitted for NATO personnel).
  - c. The subsidy request must be submitted in writing, using the Financial Assistance Request Form at Enclosure [redacted].
  - d. Partners must submit their reimbursement requests no later than 1 month after participation (i.e. [redacted] dd mm yy). Justification documents have to be included (Travel tickets (air, rail, bus, etc.), hotel bills, meal bills etc. (Original bills required!). A beneficiary (name), including (official) address, bank, and international account number (**IBAN or SWIFT code**) must be indicated. The Financial Reimbursement Request form is at Enclosure [redacted].
  - e. Partners are to direct their subsidy request in accordance with paragraph 1.b. above and, after participation, the reimbursement request with justification documents in accordance with paragraph 1.c. above to:

**NTG Section**

Design and Development (D&D) Branch  
Joint Education and Training (JET) Sub-Division

NATO UNCLASSIFIED

HQ Supreme Allied Commander Transformation (HQ SACT)  
7857 Blandy Road, Suite 100, Norfolk, Virginia 23551-2490  
Phone: ++1 757 747 3571  
Fax: ++1 757 747 3271  
E-mail: [NTGsection@act.nato.int](mailto:NTGsection@act.nato.int)

The NATO Training Group Section will provide responses as appropriate.

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Enclosure 6 to Part 5  
NTG HB 2004



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– NTG SG WG –

█ (Date: dd mm yyyy)

NTG SG/WGN<sup>o</sup>-█

## RECORD OF PROCEEDINGS

### NATO TRAINING GROUP

### SUB GROUP / WORKING GROUP MEETING

█ (dd mm yyyy)

█ (town), █ (country)

Distribution list

NATO Training Group National Coordinators

NTG Chairman

SG / WG National Representatives

Sub-Group Chairmen

Delegates from IMS, NATO SCs, Agencies & Organisations

SG / WG PfP National Delegates (through PCC)

SG / WG MD National Delegates (through MD EMBASSIES)

Internal Distribution:

TOTAL: xx

<b>ITEM</b>	<b>DISCUSSION</b>	<b>ACTION</b>
1	<b><u>WELCOME ADDRESS</u></b> CM SG / WG, opened the meeting by ... (See Attendance List and Contact Details at <b>Enclosure 1</b> ).	
2	<b><u>OFFICIAL WELCOME ADDRESS BY HOST NATION</u></b> delivered the Official Welcome Address...	
3	<b><u>ADMINISTRATIVE INFORMATION</u></b> The Host Nation representative and Sec JSSG delivered administrative information.	ALL
4	<b><u>REVIEW AND APPROVAL OF AGENDA</u></b> ...	CM SG / WG
5	<b><u>REVIEW AND APPROVAL OF 02/03 MINUTES</u></b> ...	CM SG / WG
6	<b><u>NTG CM Meeting (CMM)</u></b> • ... • ... (Briefing Slides at <b>Enclosure x</b> )	CM SG / WG
...		
...	<b><u>WGs REPORT</u></b> • ... • ... Discussion: Suggestions: (Briefing Slides at <b>Enclosure x</b> )	CM SG / WG
...	<b><u>SYNDICATE WORK AND DISCUSSION</u></b> • ... • ... Discussion: Suggestions: (Briefing Slides at <b>Enclosure x</b> )	ALL
...	<b><u>WAY AHEAD AND FUTURE WORK PROGRAMME</u></b> • ... • ... Discussion: Suggestions: ... (Briefing Slides at <b>Enclosure x</b> ).	CM SG / WG All
...	<b><u>REVIEW OF LONG TERM HOSTING LIST</u></b> • ... (Briefing Slides at <b>Enclosure x</b> ).	
...	<b><u>UPDATE ON NEXT MEETING</u></b> • ... (Briefing Slides at <b>Enclosure x</b> ).	CM SG / WG Next HN
...	<b><u>ANY OTHER BUSINESS</u></b>	
...	<b><u>CLOSING REMARKS</u></b> • ....	

Name  
Rank Service Nat  
Secretary  
SG / WG Sub Group

Enclosures:

1. Attendance List and Contact Details of Delegates
2. Agenda and Programme
3. Report from NTG CMM
4. WG Report
5. ...
6. ...
7. ... as appropriate

**MC 238/3**

**INDIVIDUAL AND COLLECTIVE TRAINING**

**TERMS OF REFERENCE OF THE**

**NATO TRAINING GROUP**

**(NTG)**

References

- A. MC 238/2 (Final), Rationalisation of Individual Training Terms of Reference of the NATO Training Group (NTG), 03 Mar 00.
- B. AAP-6 (2003), Dec 02.
- C. AAP-3 (H), Mar 01.
- D. MC 458 (Final) "The NATO Training, Exercise and Evaluation Policy", 21 Aug 01.
- E. MC 94/4 (Final) "The NATO Military Exercise Policy", 14 Feb 01.
- F. MC 400/2 (Final) "MC Guidance for the Military Implementation of Alliance Strategy", 23 May 00.
- G. MCM-138-02, MC Report on Minimum Military Requirements (MMR) for NATO Command Arrangements (NCA), 20 Sep 02.
- H. IMSM-309-03 "NATO Training Group (Annual) Report to the Military Committee", 08 Apr 03.
- I. PO (2002) 200 "Upgrading the Mediterranean Dialogue (MD) including an inventory of possible areas of co-operation", 18 Nov 02.
- J. MC 324/1 (MILDEC) "The NATO Military Command Structure", 16 May 03.
- K. IMAU-500(03)-040 "Report on ISPE Validation of Allied Command Transformation (ACT)", 10 Dec 2003.
- L. The NATO Training Group Handbook, Jun 00.

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## **SUMMARY**

1. This document provides information on the multinational co-ordination of individual and collective military training among NATO nations and NATO Military Authorities (NMAs) through the NATO Training Group (NTG), which is subordinated to the Supreme Allied Command Transformation (SACT). It also gives (broad) guidance to the NATO Training Group for the planning, conduct, reporting and evaluation of their activities.

2. Notwithstanding the principal responsibility of nations for military training and education of individuals or groups of individuals, nations have agreed that, as part of Transformation efforts, HQ SACT, acting on behalf of NATO, will act as a clearing house for the co-ordination of multinational individual and collective training<sup>1</sup> with the aim of making more efficient use of scarce training resources which are shared by nations and/or NMAs.

3. The principles and rules for co-ordination and rationalisation contained in this document will also apply to NTG activities, which are now increasingly extended to non-NATO nations within the framework of Partnership for Peace, and the content of the document "Upgrading the Mediterranean Dialogue including an inventory of possible areas of co-operation" endorsed by NATO Heads of State and Government at the Prague Summit on 21 Nov 02.

## **BACKGROUND**

4. The EUROGROUP Ministers made the first efforts to co-ordinate training on a multinational basis within NATO in 1970 when a sub-group called EUROTRAIN was established. Participation in EUROTRAIN was limited to the European member nations of NATO. The Chairman of EUROTRAIN reported directly to EUROGROUP Ministers. References A-K provide background to this document.

5. The initiative to form a multinational-working group in which all NATO nations and Major NATO Commands were invited to cooperate in training matters was taken in the context of the Study of the Alliance Defence Prospects for the 1970s. At that time the Military Committee accepted responsibility for the co-ordination of individual training matters within NATO and the NATO Training Group (NTG) was established to function under the Military Committee.

6. From 1971 the NTG and EUROTRAIN jointly met in combined sessions as the "EURO/NATO Training Group" (ENTG), being a single body under one chairman. Besides the EUROGROUP nations, Canada, the US and SHAPE participated as full members. France chose to assume an observer status in some of the ENTG sub-groups.

7. The functions of the EURO/NATO Training Group and the rules and procedures for the collaboration of the NTG within EUROTRAIN were laid down in the original version of MC 238 "Rationalisation and Specialisation of Defence

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<sup>1</sup> Collective training in accordance with the agreed functional realignment between both SCs.

Tasks – Consolidation of Training – Operation of EURO/NATO Training Group” which was approved by the Military Committee on 18 Oct 77, and promulgated after DPC notification on 15 Dec 77.

8. On 22 May 92, the EUROGROUP Ministers, after considering the future of the EUROGROUP, decided to give up their responsibilities for EURO/NATO Training. In the light of the still existing military requirement for co-ordination of training in NATO, the Defence Planning Committee, on 14 Apr 93 agreed that the EURO/NATO Training Group should be retitled as the NTG.

9. From its inception until 1999, the provision of the Chairman and Secretary of the NTG had been generously provided by a nation, a task Germany undertook for 29 years. In order to achieve greater co-ordination and top down direction, a staff element, hereafter referred to as the NTG Staff Element (NTGSE) (of 2 officers and 1 SNCO), filling the function of a secretariat, was established in 1999, within the International Military Staff (IMS) at NATO HQ, under the Chairmanship of the Assistant Director Operations Division.

10. At the November 2002 Prague Summit, NATO Heads of State and Government endorsed the proposal to realign the Strategic Commands along functional lines, with SACEUR assuming responsibility for all operations, and SACLANC assuming responsibility for Transformation. They endorsed a revised operational command structure and the concept of establishing an Allied Command Transformation (ACT) with its headquarters in Norfolk, supported by a footprint in Europe. ACT was officially stood up on 19 June 2003. Its mission is to instigate and oversee the transformation of NATO's military capabilities, and to serve as the new trans-Atlantic bridge to ensure NATO can continue to operate effectively as an Alliance whenever, wherever and however it may be called upon to do so. The NTG, subordinated to ACT, will have a major role in this mission as part of a comprehensive effort. Transformation is not just about technology or platforms. Effective Alliance transformation will require an “intellectual infrastructure” that includes:

- a. Enhanced training programmes.
- b. Ground breaking concept development and experimentation.
- c. Effective programmes to capture and implement lessons learned.
- d. Common interoperability standards.

11. From 19 June 2003, ACT assumed the lead for NATO and NATO/PfP joint individual education and training and took over a major role in supporting collective training including leadership training, and associated policy, with responsibility for the design, conduct, and assessment of experiments to assist in the development and testing of emerging concepts, doctrine and technology. HQ SACT schedules these experiments in close co-operation with Allied Command Operations (ACO). HQ SACT co-ordinates with ACO and nations to access forces necessary to conduct training, exercises and experiments in support of transformation

objectives. Additionally, HQ SACT supports ACO with exercise design, planning and evaluation support, especially joint training of HQs at the operational and component level.

## **AIM**

12. In line with NATO Transformation and the ACT vision, the overall aim of the NATO Training Group is to enhance interoperability among Alliance forces, and additionally between the forces of Partners, through improved co-ordination and standardisation of individual and collective training, thus improving efficiency of training and use of available resources, achieved through:

- a. Agreeing NATO's individual and collective training goals and standardising NATO's training objectives.
- b. Mutually informing nations and NMAs about national training capabilities, to improve and expand existing, and to initiate new, bilateral and multilateral training arrangements.
- c. Developing these arrangements to a stage where one nation might assume a responsibility for training in specific areas on behalf of all or a number of nations.
- d. Providing a forum for the discussion and exchange of views on individual and collective training matters for the benefit of mutual understanding.
- e. Maintaining or enhancing existing specific individual and collective training capabilities available to NATO despite declining financial and manpower resources of individual nations.
- f. Receiving appropriate feedback from NATO, Partner nations and MD countries.

## **OBJECTIVES**

13. Aligned with the HQ SACT Joint Education and Training (JET) Sub-Division policy and objectives, the NTG will identify and encourage individual and collective training projects for bilateral or multilateral co-operation with the following objectives:

- a. To identify and prioritise common training needs.
- b. To improve the quality of joint and combined individual/collective training.
- c. To encourage greater co-operation and mutual understanding, and thus improve the quality of joint and combined individual/collective training for

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NTG member nations and NATO Authorities and NATO Agencies, by exchanging information on training matters and by offering training opportunities.

d. To improve cost effectiveness and efficiency in the use of joint and combined training courses, including identification of opportunities for rationalisation of training arrangements/facilities/areas in order to achieve financial and manpower savings.

e. To increase standardisation and interoperability of individual and collective training by promoting common training equipment, technologies, doctrines and procedures in close co-operation with NMAs and other NATO Agencies.

f. To identify and initiate common, bilateral or multilateral funded training arrangements and projects.

g. To encourage individual nations to assume the training responsibility for specific projects on behalf of all or several of the nations.

h. To standardise the financial principles and procedures which will govern the provision of training supplies and services.

14. The NTG will support HQ SACT in the development of new Training Concepts and Policy Documents. Through this active involvement, which may be done at Working Group (WG) level, early participation of nations will be assured.

15. Co-ordination for individual and collective training through the NTG may be extended to non-NATO nations within the framework of Partnership for Peace and the content of the document "Upgrading the Mediterranean Dialogue including an inventory of possible areas of co-operation" endorsed by NATO Heads of State and Government at the Prague Summit on 21 Nov 02.

16. Terms related to Education and Training are to be understood in accordance with Ref D.

### **ORGANISATION**

17. The NTG is subordinate to the Supreme Allied Commander Transformation (SACT) (see Annexes A and B) and consists of:

a. The Chairman (CM) NTG (DACOS JET Sub-Division, HQ SACT).

b. Five Sub-Groups:

(1) Joint Services Sub-Group (JSSG).

(2) Army Sub-Group (ASG).

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- (3) Naval Sub-Group (NSG).
- (4) Air Force Sub-Group (AFSG).
- (5) Financial Sub-Group (FSG).

c. Each Sub-Group contains:

- (1) A Chairman and a Deputy Chairman elected by national representatives, normally for a period of 2 years.
- (2) National representatives from NATO nations.
- (3) A supporting HQ SACT Staff Officer as Sub-Group secretary and ACT representative.
- (4) A representative from ACO and observers from IMS and PCC.
- (5) Observers from Partner Countries.
- (6) Chairmen of Working Groups.

d. Working Groups (WGs) (reporting to the 5 Sub-Groups), which may be proposed by HQ SACT or one of the Sub-Groups. The establishment of a WG must be with consensus by the Sub-Group members and approved by the CM NTG. The Chairman, Deputy chairman and secretary of these WGs are, as with the Sub-Groups, to be elected by National representatives, normally for a period of 2 years.

18. The NTG will be given direct support by the NTG Section, one of 3 sections contained within the Design and Development (D & D) Branch of the JET Sub-Division, HQ SACT.

a. The NTG Section consists of:

- (1) The Section Head, NTG Section OF-5
- (2) SO NTG Joint Service Sub-Group (JSSG) OF-4
- (3) SO NTG Army Sub-Group (ASG) OF-4
- (4) SO NTG Navy Sub-Group (NSG) OF-4
- (5) SO NTG Air Force Sub-Group (AFSG) OF-4
- (6) SO NTG Financial Sub-Group (FSG) OF-4
- (7) Administrative Assistant, NTG Section OR-6/7

- b. The role of the NTG Section is to support the NTG by:
- (1) Co-ordinating the work of the NTG on behalf of the CM NTG (DACOS JET).
  - (2) Contributing to the development and communication of NATO Joint Education and Training (JET) policy through the NTG.
  - (3) Providing the direct contact between the NTG, HQ SACT and NATO, Partner, MD and other national bodies involved in individual and collective military training, education and training standardisation.
  - (4) Supporting the Sub-Group Chairmen with the administrative details of the Sub-Group meetings and business while acting as the permanent Sub-Group secretaries.
  - (5) Co-ordinating the inputs of the Sub-Groups and WGs in the preparation of the NTG Annual Report.

19. The Chairmen of the individual Sub-Groups report directly to the CM NTG, whereas the Head of the supporting NTG Section reports through the normal NATO military chain of command, i.e. through the Branch Head, D & D. Annex A illustrates the NTG within the structure of NATO, while Annex B shows the NTG Section within HQ SACT's organisation.

## **PROCEDURES**

20. A NTG Chairmen Meeting (NTG CMM) chaired by CM NTG with the chairmen of the Sub-Groups will be held at HQ SACT prior to the production of the NTG Annual Report. During these meetings the activities of the different Sub-Groups and WGs will be discussed and co-ordinated. New training developments within NATO relevant to the NTG will also be discussed.

21. The NTG Sub-Groups meet twice a year, normally in Spring and Autumn. These meetings will be organised and hosted by participating Nations on a rotational basis. During these meetings current projects are evaluated and further developed, potential new projects are examined, and relevant training developments and information discussed.

22. The Sub-Group and Working Group Chairmen, supported by their secretaries, will produce Minutes of Sub-Group and WG meetings. The NTG Section will co-ordinate with the Sub-Groups and WGs, to produce the annual update of the Overall NTG Project List (OPL).

23. NTG projects may be proposed by HQ SACT and, in addition, may be based on bilateral or multilateral training initiatives with one or more nations taking

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the lead on behalf of other or all NATO nations. Projects may also involve standard financial principles and procedures. This should result in substantial financial and manpower savings by avoiding duplication of effort.

24. Bilateral or multilateral projects will be finalised in MOUs or STANAGs as appropriate. Although the NTG has the tasking authority for STANAGs, HQ SACT, in co-ordination with the NATO Standardisation Agency (NSA), will carry out the ratification process for NTG developed draft STANAGs. The NSA will promulgate the STANAGs in accordance with AAP-3. The NTG will review its developed STANAGs at least every 3 years.

25. Through the NTG Sub-Groups, appropriate training opportunities may be identified for Partner nations to be included in the ACT section of the Partnership Work Programme (PWP) via the Co-operation, Dialogue and Partner Training Branch, JET HQ SACT.

26. CM NTG submits an annual report to SACT by the end of January each year, which includes the progress of NTG activities and recommendations for action. After endorsement of the NTG Report by SACT, the report will be submitted to all National representatives in the NTG, and the MC for notation.

27. Financing of projects and initiatives is the responsibility of the Sub-Groups to decide upon and manage by mutual agreement, and will normally observe the standard financial procedures in MOUs and STANAGs.

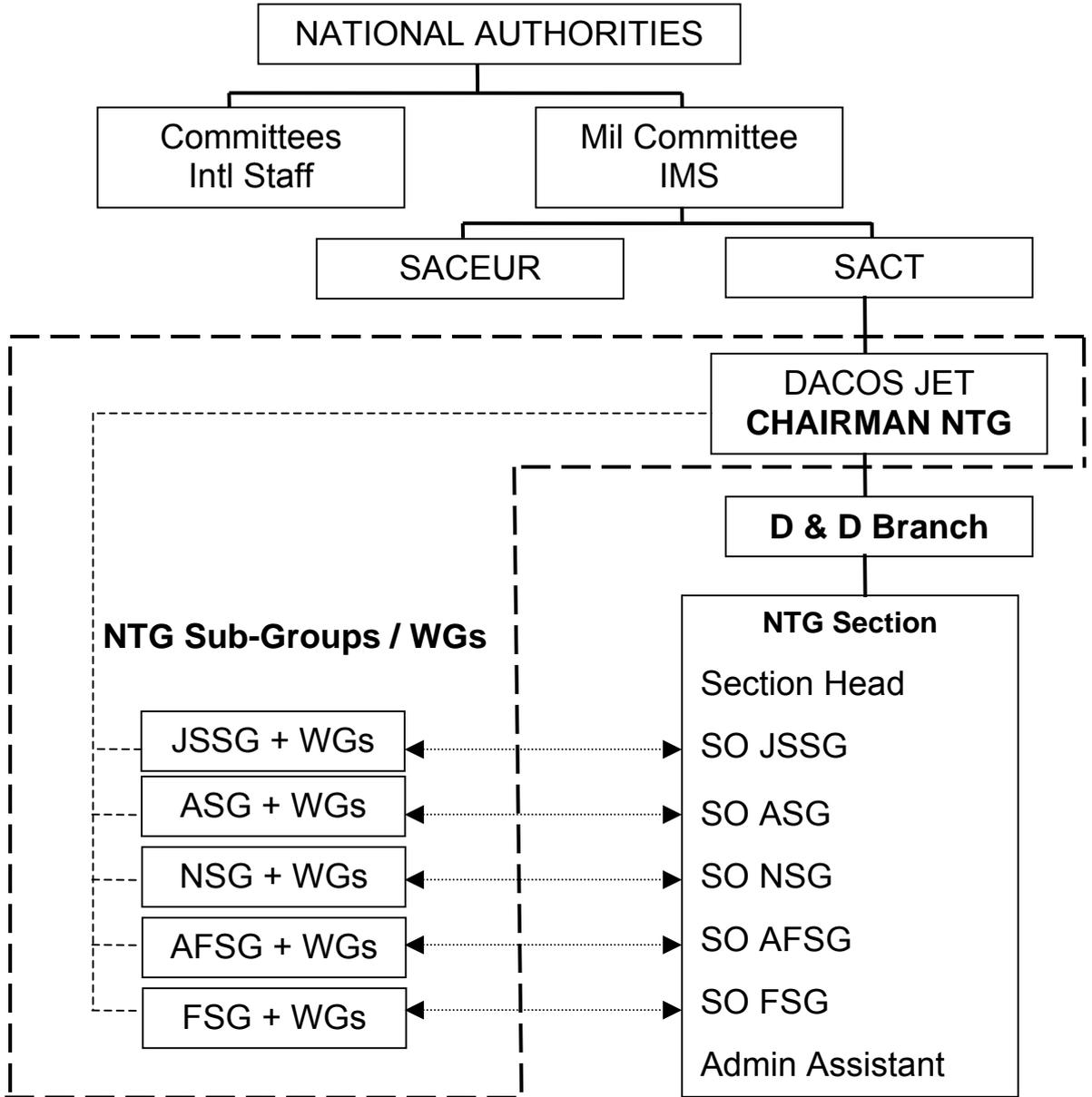
28. If common NATO funding is required for NTG operations and projects, the request has to be forwarded prior to 1 Jul for the following budget year.

29. Based on this document, the NTG Section will develop Terms of Reference for the Sub-Groups and Working Groups which, after approval by the Chairman NTG, will be reflected in the NTG Handbook. The NTG Handbook (Ref L) will be updated as appropriate under the co-ordination of the NTG Section.

### Appendices:

1. The NATO Training Group within the Structure of NATO
2. The NTG Section within the Organisation of HQ SACT

**The NATO Training Group within the Structure of NATO**

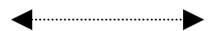


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NTG Organisation

NTG Reporting

NTG Support



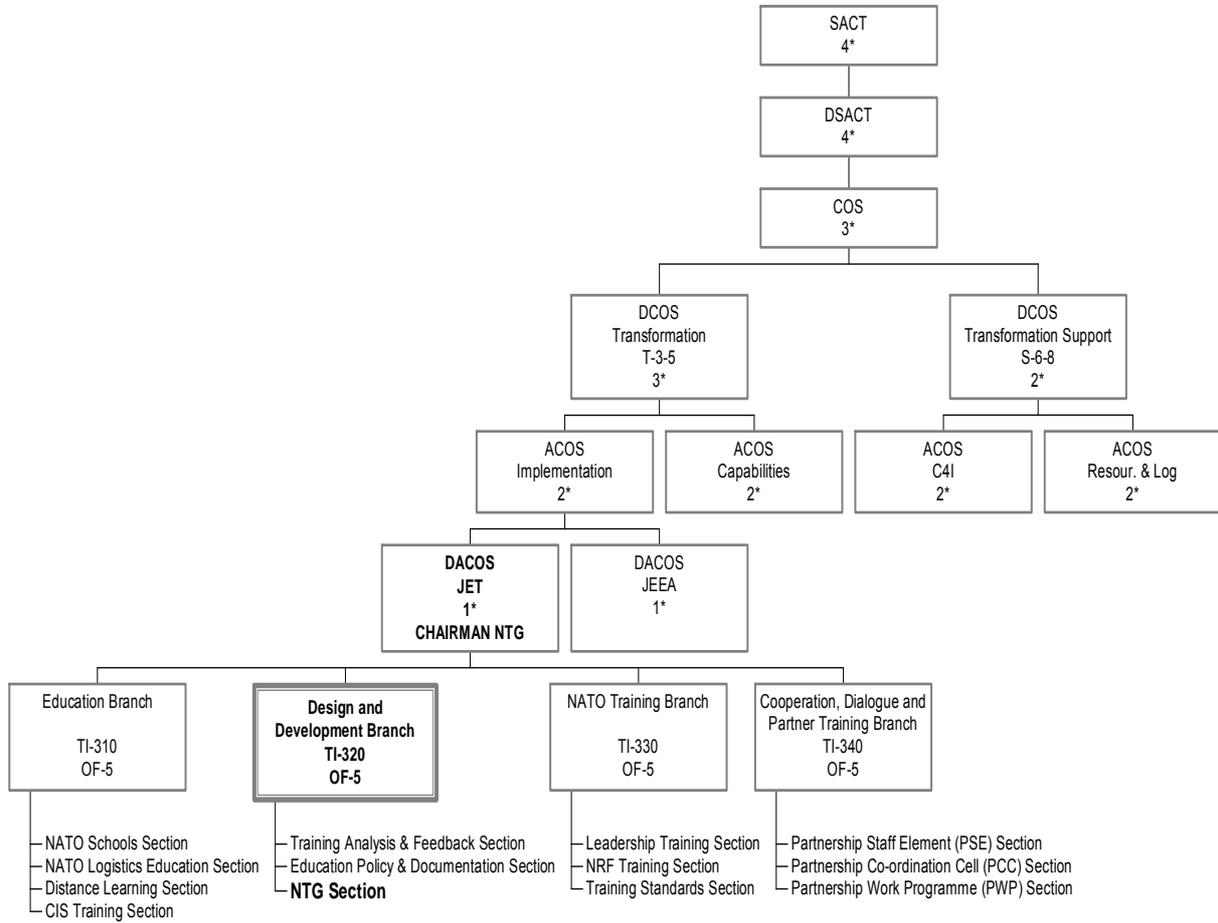
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**The NTG Section within the Organisation of HQ SACT**



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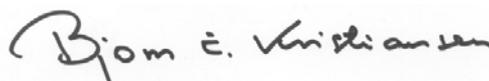
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**TERMS OF REFERENCE (TORs) OF  
THE NATO TRAINING GROUP  
JOINT SERVICES SUB-GROUP (NTG JSSG)**

References:

- A. MC 238/3, Individual and Collective Training Terms of Reference of the NATO Training Group (NTG), 22 Jan 04.
  - B. The NATO Training Group Handbook, Jun 00.
1. Attached are the revised Terms of Reference (TOR) for the NTG JSSG, as approved by the CM NTG (in accordance with Reference A).
  2. The TORs are effective upon receipt and supersede those previously issued under Reference B.



Bjørn E Kristiansen  
Major General, NOAF  
Chairman, NATO Training Group  
DACOS JET, HQ SACT

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## **AUTHORITY**

1. The NATO Training Group Joint Services Sub Group (NTG JSSG) – in the field of joint education and training<sup>1</sup> – is established to initiate and develop co-ordination and standardisation of education and training in order to enhance interoperability<sup>2</sup> among Alliance forces, and additionally between the forces of PfP (Partner) and Mediterranean Dialogue (MD) countries.
2. The NTG JSSG acts as a multinational group of joint education and training experts, responsible for NTG education and training aspects required at the joint level. It is directed by Reference A and reports to the Chairman NTG.

## **AIM**

3. In line with the overall aim of the NTG (as contained in Reference A), the aim of the NTG JSSG is to enhance interoperability among Alliance forces, and additionally between the forces of Partner and MD countries, through improved co-ordination and standardisation of joint education and training, thus improving the effectiveness and efficiency of joint education and training and use of available resources, achieved through:
  - a. Developing NATO's individual and collective training goals and standardising NATO's training objectives.
  - b. Mutually informing nations and NATO Military Authorities (NMAs) about national training capabilities, to improve and expand existing, and to initiate new, bilateral and multilateral training arrangements.
  - c. Developing these arrangements to a stage where one nation might assume a responsibility for training in specific areas on behalf of all or a number of nations.
  - d. Providing a forum for the discussion and exchange of views on joint education and training matters for the benefit of mutual understanding.
  - e. Maintaining or enhancing existing specific joint education and training capabilities available to NATO.
  - f. Receiving and processing relevant feedback.

## **OBJECTIVES**

4. Aligned with the HQ SACT Joint Education and Training (JET) Sub-Division policy and objectives, the NTG JSSG has the following objectives:

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<sup>1</sup> *Throughout this document "joint education and training" includes both individual and, where appropriate, collective training.*

<sup>2</sup> *Interoperability is the ability of Alliance Forces, and when appropriate, the forces of partners and other nations to train, exercise and operate effectively together in execution of assigned missions and tasks.*

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- a. To identify and specify common education and training needs.
  - b. To identify, encourage and initiate joint education and training projects for bilateral or multilateral co-operation, where a need is not being adequately covered by existing projects.
  - c. To improve the quality of joint and combined education and training.
  - d. To encourage co-operation and mutual understanding in combined and joint education and training among NTG member nations, NATO Authorities and Agencies by exchanging information on joint education and training matters and offering education and training opportunities.
  - e. To improve cost effectiveness and efficiency in the use of joint and combined training courses, including identification of opportunities for rationalisation of training arrangements/facilities/areas in order to achieve financial and manpower savings.
  - f. To improve interoperability by contributing to joint education and training standards and STANAGs with the use of common training doctrines, procedures and tools in co-operation with NATO Military Authorities and Agencies.
  - g. To constitute a forum of experts for the exchange of information in the field of joint education and training.
  - h. To co-operate and co-ordinate with other NATO and relevant international bodies in the field of joint education and training.
  - i. To act as a co-ordinating body within the NTG, on request of the CM NTG, for joint education and training matters.
  - j. To support HQ SACT in the development of new Training Concepts and Policy Documents.
  - k. To install and task Working Groups (WGs) (permanent or temporary) with training and education projects, based on the identification and specification of common training and education needs, and to watch over the progress and output of these projects.
5. The NTG JSSG activities in co-ordination of joint education and training may be extended to Partner and MD countries within the framework of the Reference A.

### **ORGANISATION**

6. The NTG JSSG consists of:
- a. The Chairman (CM) who reports directly to the CM NTG (DACOS JET, HQ SACT).
  - b. The Deputy Chairman (DCM).
  - c. The Secretary, SO NTG JSSG (NTG Section, D & D Branch, JET Sub-Division, HQ SACT).

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- d. National delegates from NATO nations.
  - e. National delegates from Partner and MD countries.
  - f. Delegates from the IMS, Strategic Commands (SCs), and PCC.
  - g. The Chairmen (CM) of the NTG JSSG Working Groups (WGs) and a representative from the Bureau for International Language Coordination (BILC).
  - h. Other observers, subject experts and presenters invited by the CM NTG JSSG.
7. The following 3 permanent WGs report to the NTG JSSG:
- a. The Working Group on Individual Training and Education Developments (WG IT&ED). (WG/IT&ED TOR – NTG HB 2004, Appendix 1 to Annex B);
  - b. The NBC Defence Working Group (NBCDef WG). (NBCDef WG TOR – NTG HB 2004, Appendix 2 to Annex B);
  - c. The Working Group on Training and Education for Peace Support Operations (WG TEPSO). (WG TEPSO TOR – NTG HB 2004, Appendix 3 to Annex B);

In addition, the Bureau for International Language Co-ordination (BILC) acts as an advisory body, coordinating with the NTG JSSG, in relation to language education and training. (BILC Constitution and Rules of Procedures – NTG HB 2004, Appendix 4 to Annex B).

8. Each nation and NMA should designate one delegate to the NTG JSSG to attend each meeting.
9. The establishment of a permanent WG may be proposed by CM NTG, HQ SACT or the NTG JSSG and must be agreed with consensus, where possible, by the NTG JSSG delegates and approved by the CM NTG. The Chairman, Deputy Chairman and Secretary of these WGs are to be elected by national representatives delegates, normally for a period of 2 years.
10. The establishment of a Temporary Working Group (TWG) may be proposed by CM NTG, HQ SACT or the NTG JSSG delegates and approved with consensus, where possible, by the NTG JSSG delegates to undertake specific tasks in line with the aims and objectives of the NTG and the NTG JSSG for a limited and stated life span (max 2 years).
11. The NTG JSSG, WGs and TWGs may form Working Panels to undertake a specific task and to achieve effectiveness with the division of workload, keeping the CM NTG JSSG informed.

**CHAIRMANSHIP AND SECRETARY**

12. The Chairman (CM) and the Deputy Chairman (DCM) of the NTG JSSG are to be elected by national delegates during the NTG JSSG meeting normally for a period of 2 years. The CM will be from a NATO nation whereas the DCM can be elected from any of the national delegates.
13. The Secretary of the NTG JSSG is a designated Staff Officer (SO) from the NTG Section, Design & Development Branch, JET Sub-Division, HQ SACT.

**RESPONSIBILITIES (CM, DCM, Secretary, Delegates and Host Nation)**

14. **The responsibilities of the Chairman NTG JSSG are as follows:**
  - a. To set the programme and agenda of the NTG JSSG meetings and coordinate it with the host nation.
  - b. To chair the NTG JSSG meetings.
  - c. Coordination of the JSSG and its WGs' activities.
  - d. Coordination of the proposals of HQ SACT or CM NTG for JSSG consideration.
  - e. Coordination of the JSSG work with the other NTG SGs.
  - f. Coordination of the JSSG activities with NATO Authorities and Agencies, supported by the Secretary NTG JSSG (SO NTG JSSG).
  - g. To represent the NTG JSSG at NTG CM Meetings and to report to CM NTG.
15. **The responsibilities of the Deputy Chairman NTG JSSG are as follows:**
  - a. In the event that the CM NTG JSSG is unavailable the DCM will automatically take over responsibility as Acting CM NTG JSSG.
  - b. To support the CM NTG JSSG.
16. **The responsibilities of the Secretary NTG JSSG are as follows:**
  - a. To perform his duties in accordance with Reference A and the Job Description for the HQ SACT, JET Post TI-3221 – SO NTG JSSG.
  - b. To maintain the NTG JSSG portion of the Overall Project List.
  - c. To send invitations to attend the JSSG meetings.
  - d. To assist the CM in the preparation and conduct of the meeting.
  - e. To maintain a database of relevant information (eg delegates' contact details etc).
  - f. To prepare and distribute the minutes of the NTG JSSG meetings.
  - g. To distribute and collect information in response to the NTG JSSG actions required.

- h. To respond to and process questions or issues of importance to the NTG JSSG.
- i. To co-ordinate information and actions with the Chairman.
- j. To work with the Chairman and assist the host nation in organising NTG JSSG meetings.

**17. The responsibilities of the Delegates are as follows:**

- a. To participate actively and contribute to the NTG JSSG activities by being fully briefed and prepared to present national or organisational views, and by participating in discussions on proposals, to reach consensus in the interest of joint education and training issues.
- b. To inform their nation or organisation of the outcomes and decisions made at NTG JSSG meetings.

**18. The responsibilities of the Host Nations are as follows** (for further guidance see NTG Handbook 2004 Part 5 entitled "Procedures and Administrative Details For Hosting NTG Meetings"):

- a. To organise the meeting facilities for the NTG JSSG, including all administrative arrangements.
- b. To provide conference room(s) with audio-visual aids, reproduction and communication facilities and clerical support.
- c. To provide a meeting programme, including training facilities visits and local transportation as required.
- d. To assist in reserving hotel accommodation and messing for attendees and guests.
- e. To offer further administrative support, information folders and local information as required.

**METHOD OF WORK**

- 19. The NTG JSSG meetings will be held usually twice a year, normally in Spring and Autumn but, where possible, a minimum of two weeks after the WGs' meetings. The NTG JSSG meetings will be organised and hosted on a rotational basis, according to the long term hosting list.
- 20. It is highly recommended that the NTG JSSG National Delegates act as their nation's overall NTG National Point of Contact (POC) (otherwise informing the NTG Section of the contact details of their NTG National POC) in order to preserve contacts and maintain a current database of the NTG SGs' and WGs' National Representatives.

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21. To avoid duplication of effort within the NTG and to provide a coordinating function as directed by the CM NTG, the NTG JSSG liaises closely with the other NTG Sub-Groups through the CM NTG JSSG.
22. The CM NTG JSSG reports to the CM NTG through the submission of minutes (Record of Proceedings) after each meeting, by providing input for the overall project list (OPL), making proposals for the CM NTG report, and giving progress reports during the NTG Chairmen's Meeting (NTG CMM).
23. As necessary, the NTG JSSG may form Temporary Working Groups (TWGs) (see paragraph 11) consisting of members of their Sub Group and national experts as appropriate, to elaborate possible solutions for problems linked with joint education and training or to support other NTG Sub Groups with advice on a case-by-case-basis. In the event that a permanent Working Group is required (see paragraph 10), an appropriate TOR will be prepared and submitted to the Chairman, NTG for approval in accordance with Reference A.
24. **Syndicate Work.** In light of increasingly larger numbers of JSSG meeting participants, syndicate work offers the opportunity to maximise delegates' participation and discussion. The lead delegate must specify clearly the purpose and anticipated output of the syndicate work to ensure the maximum benefit of the effort. Syndicate work will require additional support (e.g. separate workrooms and facilities) from the host nation.
25. **Overall Project List (OPL).** The NTG OPL is a detailed listing and status report for each of the various projects being handled by each NTG Sub-Group. The Secretary will seek updates from the NTG JSSG delegates and/or WGs responsible for specific items during the Autumn meeting, for consolidation and submission to the NTG Section by December. The NTG Section will normally publish the updated OPL by the following January.
26. In order to contribute fully to the NTG JSSG activities, the language proficiency of the participants should be SLP 3333 (English) as a minimum in accordance with STANAG 6001.

### VOTING PROCEDURES

27. For the purposes of the NTG JSSG, each delegate (from NATO, Partner and MD countries, IMS, SCs and PCC) is encouraged to attend and participate in discussions. They may offer advice and are empowered to make decisions or vote on NTG JSSG issues with the exception of the election of the CM and DCM where only national delegates will vote. Each

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delegate (national, IMS, SCs, and PCC) will have one vote only. There is no power of veto.

28. The CM will always seek consensus but, where necessary, majority votes will carry forward decisions on the issues. Where financial obligations are involved, any nation may reserve its position.
29. As an exception, if voting is required on recommendations of NATO specific issues, only NATO nations and NMAs will be permitted to participate. Accordingly the CM of the NTG JSSG is to announce a break for partners.

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**TERMS OF REFERENCE (TORs) OF  
THE NTG JSSG WORKING GROUP FOR INDIVIDUAL  
TRAINING AND EDUCATION DEVELOPMENTS  
(WG IT&ED)**

References:

- A. MC 238/3, Individual and Collective Training Terms of Reference of the NATO Training Group (NTG), 22 Jan 04.
- B. The NATO Training Group Handbook, Jun 00.
- C. NTG 012-04, Terms of Reference (TORs) of the NATO Training Group Joint Services Sub-Group (NTG JSSG).

1. Attached are the revised Terms of Reference (TORs) for the WG IT & ED in accordance with References A, B, and C.
2. The TORs are effective upon receipt and supersede those previously issued under other appropriate references and authorities.

*Signed on original*

Bjørn E Kristiansen  
Major General, NOAF  
Chairman, NATO Training Group  
DACOS JET, HQ SACT

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## **AUTHORITY**

1. The NATO Training Group (NTG) Working Group on Individual training and Education (WG IT & ED) – in the field of joint training and education<sup>1</sup> – is established to initiate and develop co-ordination and standardisation of practices in training and education in order to enhance interoperability<sup>2</sup> among Alliance forces, PfP (Partner countries) and potentially Mediterranean Dialogue (MD) countries.
2. The WG IT & ED acts as a multinational group of joint training and education experts, responsible for NTG training and education required at the joint level. It is directed and regulated by References A, B and C and reports to the Chairman NTG JSSG.

## **AIM**

3. In line with the overall aim of the NTG (as contained in References A, B and C), the aim of the WG IT & ED is to enhance interoperability among Alliance forces, PfP (Partner) and potentially Mediterranean Dialogue MD countries, through improved co-ordination and standardisation of individual training, and joint training and education, thus improving the effectiveness and efficiency of individual training applications and other practices in joint training and education achieved through:
  - a. Developing NATO's individual and collective training goals and standardising NATO's training objectives.
  - b. Mutually informing nations and NATO Military Authorities (NMAs) about national training and education capabilities, to improve and expand existing arrangements, and to initiate new, bilateral and multilateral training and education arrangements.
  - c. Developing these arrangements to a stage where a single nation may assume a responsibility for training in specific areas on behalf of all or a number of nations.
  - d. Providing a persistent forum for the discussion and exchange of views on joint training and education matters for the benefit of mutual understanding.
  - e. Maintaining or enhancing existing specific joint training and education capabilities available to NATO, PfP and potentially Med Dialogue countries.

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1 *Throughout this document "joint training and education" includes both individual and, where appropriate, collective training.*

2 *Interoperability is the ability of Alliance Forces, and when appropriate, the forces of partners and other nations to train, exercise and operate effectively together in execution of assigned missions and tasks.*

- f. Receiving and processing relevant feedback.

## **OBJECTIVES**

- 4. Aligned with the HQ SACT Joint Education and Training (JET) Sub-Division Joint Services Sub Group policy and objectives, the WG IT & ED has the following objectives:
  - a. To identify and specify common needs in training, education and relevant individual training applications, identify, encourage and initiate individual training and joint training and education projects for bilateral or multilateral co-operation, where a need is not being adequately covered by existing projects or programs.
  - b. To improve the quality of joint and combined training and education with the aim of leveraging individual training, metrics, and best practices to the maximum extent possible.
  - c. To encourage co-operation and mutual understanding in combined and joint training and education among NTG member nations, and NATO Authorities and Agencies by exchanging information on joint training and education matters and offering opportunities for mutual training and education.
  - d. To improve cost effectiveness and efficiency in the use of individual training for joint and combined training courses, including identification of opportunities for rationalisation of training arrangements / facilities / areas in order to achieve financial and manpower savings.
  - e. To improve interoperability by contributing to individual training and joint training and education standards, STANAGs and Allied publications with the use of common training doctrines, procedures and tools in co-operation with NATO Military Authorities and Agencies.
  - f. To constitute a forum of experts for the exchange of information in the field of individual training and joint training and education.
  - g. To co-operate and co-ordinate with other NATO, and PfP bodies, and other relevant international bodies, including MD bodies, in the field of individual training and joint training and education.
  - h. To act as a co-ordinating body within the NTG, on request of the CM NTG JSSG, for individual training and joint training and education matters.
  - i. To support HQ SACT in the development of new Training and Education Concepts and Policy Documents.
  - j. To install and task Working Panels (WPs) (temporary or permanent) with individual training, training and education projects, based on the identification and specification of common training and education needs, and to monitor the progress and output of these projects.

5. The WG IT & ED activities in co-ordination of individual training and joint training and education may be extended to Partner and MD countries within the framework of the References A, B and C.

### **ORGANISATION**

6. The WG IT & ED consists of:
  - a. The Chairman (CM) who reports directly to the CM NTG JSSG.
  - b. The Deputy Chairman (DCM).
  - c. The Secretary.
  - d. National delegates from NATO nations.
  - e. National delegates from Partner and MD countries.
  - f. When appropriate, delegates from the IMS, Strategic Commands (SCs), and PCC.
  - g. Other observers, subject experts and presenters invited by the CM NTG WG IT&ED.
  - h. Each nation and NMA should designate one delegate to the WG IT & ED to attend each bi-annual meeting.
7. The establishment of a temporary Working Panel may be proposed by the CM NTG JSSG, Secretary or delegates and must be agreed with consensus and formal vote, where possible. The Chairman, and Secretary of these panels are to be elected by national representatives delegates, normally for a period to be determined by separate process, due to their temporary status not longer than 2 years.
8. The establishment of a permanent Working Panel may be proposed by CM, DCM, Secretary or WG IT & ED delegates and approved with consensus and formal vote, where possible to undertake specific tasks in line with the aims and objectives of the WG IT & ED for a limited and stated life span, normally 2 years or more
9. The CM WG IT & ED may form Working Panels to undertake a specific and limited task to achieve effectiveness with the division of workload, keeping the CM NTG JSSG informed. The CM WG IT & ED may appoint a CM and Secretary for a period of one year.

### **CHAIRMANSHIP AND SECRETARY**

10. The Chairman (CM) and Secretary of the WG IT & ED are to be elected by national delegates during the WG IT & ED meeting normally for a period of

2 years. The CM will be from a NATO nation whereas the DCM and Secretary can be elected from any of the NATO or PfP national delegates.

**RESPONSIBILITIES (CM, DCM, Secretary, Delegates and Host Nation)**

11. **The responsibilities of the CM WG IT & ED are as follows:**
  - a. To set the programme and agenda of the WG IT & ED meetings and coordinate it with the host nation.
  - b. To chair the WG IT & ED meetings.
  - c. Coordination of the WG IT & ED and its panel activities, where appropriate.
  - d. Coordination of the proposals of WG IT & ED for JSSG consideration.
  - e. Coordination of the WG IT & ED work with the other NTG SubGroups.
  - f. Coordination of the WG IT & ED activities with NATO Authorities and Agencies, supported by the Secretary WG IT & ED.
  - g. To represent the WG IT & ED at NTG JSSG CM Meetings and to report to CM NTG JSSG.
  
12. **The responsibilities of the Deputy Chairman NTG WG IT & ED are as follows:**
  - a. In the event that the CM WG IT & ED is unavailable the DCM will automatically take over responsibility as Acting CM WG IT & ED.
  - b. To support the CM WG IT & ED.
  
13. **The responsibilities of the Secretary NTG WG IT & ED are as follows:**
  - a. To perform his duties in accordance with desires of the CM / DCM NTG WG IT & ED and delegates upon formal vote, where feasible.
  - b. To maintain the WG IT & ED portion of the Overall Project List.
  - c. To send invitations to attend the NTG WG IT & ED meetings.
  - d. To assist the CM / DCM in the preparation and conduct of the meeting.
  - e. To maintain a database of relevant information, such as delegates' contact details, and long term hosting list.
  - f. To prepare and distribute the minutes of the WG IT & ED meetings.
  - g. To distribute and collect information in response to the WG IT & ED actions required.

- h. To respond to and process questions or issues of importance to the WG IT & ED.
- i. To co-ordinate information and actions with the Chairman.
- j. To work with the CM and assist the host nation in organising WG IT & ED bi-annual meetings.

**14. The responsibilities of the Delegates are as follows:**

- a. To participate actively and contribute to the WG IT & ED activities by being fully briefed and prepared to present national or organisational views, and by participating in discussions on proposals, to reach consensus in the interest of joint training and education issues.
- b. To inform their nation or organisation of the outcomes and decisions made at WG IT & ED meetings.

**15. The responsibilities of the Host Nations are as follows** (for further guidance see NTG Handbook 2004 Part 5 entitled "Procedures and Administrative Details For Hosting NTG Meetings"):

- a. To organise the meeting facilities for the WG IT & ED, including all administrative arrangements.
- b. To provide conference room(s) with audio-visual aids, reproduction and communication facilities and clerical support.
- c. To provide a meeting programme, including training facilities visits and local transportation as required.
- d. To assist in reserving hotel accommodation and messing for attendees and guests.
- e. To offer further administrative support, information folders and local information as required.

**METHOD OF WORK**

- 16. The WG IT & ED meetings will be held usually twice a year, normally in Spring and Autumn but, where possible, a minimum of two weeks after the WGs' meetings. The WG IT & ED meetings will be organised and hosted on a rotational basis, according to the long term hosting list.
- 17. It is highly recommended that the WG IT & ED National Delegates act as their nation's overall NTG National Point of Contact (POC) (otherwise informing the NTG Section of the contact details of their NTG National POC) in order to preserve contacts and maintain a current database of the NTG SGs' and WGs' National Representatives.

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18. To avoid duplication of effort within the NTG and to provide a coordinating function as directed by the CM NTG, the WG IT & ED liaises closely with the other NTG Sub-Groups through the CM NTG JSSG.
19. The CM WG IT & ED reports to the CM NTG JSSG through the submission of minutes (Record of Proceedings) after each meeting, by providing input for the overall project list (OPL), making proposals for the CM NTG JSSG report, and providing progress reports to the CM NTG JSSG in preparation for the NTG Chairmen's Meeting (NTG CMM).
20. Per paragraphs 8 and 9, as necessary, the WG IT & ED may form Working Panels consisting of members of their Sub Group and national experts as appropriate, to elaborate possible solutions for problems linked with joint training and education or to support other NTG Sub Groups with advice on a case-by-case-basis. In the event that a permanent Working Group is required (see paragraph 9), an appropriate TOR will be prepared and submitted to the Chairman, NTG JSSG for approval in accordance with References A, B and C where appropriate.
21. **Syndicate Work.** In light of increasingly larger numbers of WG IT & ED meeting participants, syndicate work offers the opportunity to maximise delegates' participation and discussion. The lead delegate must specify clearly identify the purpose and anticipated output of the syndicate work to ensure the maximum benefit of the effort. Syndicate work will require additional support (e.g. separate workrooms and facilities) from the host nation.
22. **Overall Project List (OPL).** The WG IT & ED OPL is a detailed listing and status report for each of the various projects being handled by each NTG Sub-Group. The Secretary will seek updates from the NTG WG IT & ED delegates and / or WGs responsible for specific items during the Autumn meeting, for consolidation and submission to the NTG Section by December. The NTG Section will normally publish the updated OPL by the following January.
23. In order to contribute fully to the WG IT & ED activities, the language proficiency of the participants should be SLP 3333 (English) as a minimum in accordance with STANAG 6001.

### **VOTING PROCEDURES**

24. For the purposes of the WG IT & ED, each delegate (from NATO, Partner and MD countries, IMS, SCs and PCC) is encouraged to attend and participate in discussions. They may offer advice and are empowered to

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make decisions or vote on WG IT & ED issues with the exception of the election of the CM and DCM where only national delegates will vote. Each delegate (national, IMS, SCs, and PCC) will have one vote only. There is no power of veto.

25. The CM will always seek consensus but, where necessary, majority votes will carry forward decisions on the issues. Where financial obligations are involved, any nation may reserve its position.
26. As an exception, if voting is required on recommendations of NATO specific issues, only NATO nations and NMAs will be permitted to participate. Accordingly the CM of the WG IT & ED is to announce a break for partners.

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**TERMS OF REFERENCE (TORs) OF  
THE NTG JSSG NUCLEAR, BIOLOGICAL AND  
CHEMICAL DEFENCE WORKING GROUP  
(NTG JSSG NBCDEFWG)**

References:

- A. MC 238/3, Individual and Collective Training Terms of Reference of the NATO Training Group (NTG), 22 Jan 04.
- B. The NATO Training Group Handbook, Jun 00.
- C. NTG 012-04, Terms of Reference (TORs) of The NATO Training Group Joint Services Sub-Group (NTG JSSG).

1. Attached are the revised Terms of Reference (TORs) for the NTG JSSG NBCDefWG, as approved by the CM NTG (in accordance with Reference A).
2. The TORs are effective upon receipt and supersede those previously issued under Reference B.

*Signed on original*

Bjørn E Kristiansen  
Major General, NOAF  
Chairman, NATO Training Group  
DACOS JET, HQ SACT



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## **AIM**

1. The NBC Defence Working Group (NBCDefWG) is responsible to the NATO Training Group Joint Services Sub-Group (NTG JSSG) for promoting relevant individual and collective NBC defence training.

## **OBJECTIVES**

2. This is to be achieved by:
  - a. Providing a forum for discussion and exchange of information on all aspects of NBC defence and damage control training in the air, ground and sea environments.
  - b. Identifying relevant and suitable areas within NBC defence training, where cooperation is appropriate and beneficial to NATO nations.
  - c. Proposing potential cooperative projects related to NBC defence training.
  - d. Reviewing and recommending updates to all relevant standardisation agreements including NBC defence training aspects.
  - e. Highlighting training needs not previously covered by standardisation agreements to the appropriate NATO agencies.

## **ORGANISATION**

3. The composition of the NBCDefWG should be as follows:
  - a. A Chairman elected from and by the NATO members of the Working Group.
  - b. A Deputy Chairman and a Secretary appointed by the Chairman.
  - c. Members designated by each of the participating NATO nations. Each nation should be represented by a delegation concerned with NBC defence training.
  - d. Observers from NATO agencies and bodies may attend the meeting as recommended by the Working Group.
  - e. All member nations and observers should indicate a Point of Contact to whom information and material is to be sent.
  - f. Non-NATO nations within the framework of Partnership for Peace and the content of the document "Upgrading the Mediterranean Dialogue" iaw Ref A para 15, may attend the meetings, except for specific items classified "NATO only" in the agenda. Official NBCDefWG correspondence to PfP nations will be distributed from the Chair via the PCC.
  - g. In accordance with with the Procedures and Administrative Details for Hosting NTG Meetings at Part 5 of the main section of the NTG

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Handbook 2004, participation will be limited to a maximum of 100 delegates in NBCDefWG meetings.

- h. Uniform is to be worn during working hours in NBCDefWG meetings.

### **METHOD OF WORK**

4. The NBCDefWG is to meet periodically, normally once a year between April-June. Meetings may take place outside NATO HQ, giving the Working Group the opportunity to be introduced to the host nation's NBC defence training capability. The Working Group is to report at the Autumn meeting of the Joint Services Sub-Group. The report should cover any proposals, results, future actions and other matters of significance that will enable the JSSG to endorse the report and take appropriate actions on the recommendations of the Working Group.
5. The NBCDefWG is to maintain liaison with:
  - a. NAAG, AC/225 (Land Group 7 on Joint NBC Defence), including any TOEs, SGs or WGs.
  - b. NSA NBC Working Group, and NSA NBC/Medical Working Group.
  - c. Other relevant groups as appropriate.
6. To ensure that this liaison is maintained, the Working Group Chairman/Secretary will participate in the Chairmen's and Secretaries' Coordination Meeting with Land Group 7, NSA NBC Working Group and NSA NBC/Medical Working Group. The NBCDefWG Chairman/Secretary will also participate in DGP meetings. Industrial presentations may be given if agreed to by all nations.

### **WORKING TEAMS**

7. The Working Group may discuss specific subjects in Working Teams (WTs). Such Teams must have agreed Terms of Reference and an agreed agenda. The resulting proposals and recommendations must be validated and approved by the Working Group. The Terms of Reference for Working Teams 1 - 4 are as follows:

## **TERMS OF REFERENCE FOR WORKING TEAM 1 (INTER-SERVICE AND ARMY)**

### **INTRODUCTION**

1. Working Team 1 (WT1) is the Inter-Service and Army Working Team of NBCDefWG. WT1 will meet annually as determined by the NBCDefWG. The agenda for each WT1 meeting is to be submitted by the WT1 Chairman by 1 October each year for approval and subsequent issue by the NBCDefWG Chairman.

### **PURPOSE**

2. Primary Purpose. To provide a forum for discussion, exchange of information and recommendations to the NBCDefWG on all aspects of NATO NBC defence training.
3. Secondary Purpose.
  - a. To provide a focus for all NATO NBC defence training matters.
  - b. To foster sound working relationships between all member nations.
  - c. To identify areas of commonality that offer potential for the overall improvement of NATO and national NBC defence training.
  - d. To undertake such work as directed by the NBCDefWG.

### **PRINCIPAL TASKS**

4. The principal tasks of WT1 are as follows:
  - a. To accomplish DGP taskers as directed by the NTG.
  - b. To review and recommend updates to STANAGs that have implications on NBC defence training.
  - c. To exchange national ideas and development projects that are of benefit to NATO forces.
  - d. To update delegates on national NBC defence training procedures, equipment and future developments.
  - e. To exchange information and lessons learned from national and NATO experiences/exercises in all areas of NBC defence.
  - f. To discuss and exchange information on developments in specific NBC defence training aids.
  - g. To submit annual reports to the NBCDefWG on progress, recommendations and actions.

### **COMPOSITION**

5. The composition of WT1 should be as follows:

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- a. The Chairman and Secretary are to be nominated by WT1 for each succeeding year and the details recorded in the annual minutes.
- b. Representatives from each NATO nation should attend as nominated by the respective national Head of Delegation.
- c. Representatives and observers from other nations, commands and agencies may attend as approved by the NBCDefWG Chairman.

**METHOD OF WORK**

6. The following method of work is effective for WT1:
  - a. WT1 is to meet periodically, normally once a year, as an NBCDefWG Working Team.
  - b. WT1 members are to forward any proposed new agenda items to the Chairman WT1 by mid September each year. Chairman WT1 will collate and forward proposed items to the NBCDefWG Chair by 1 October.
  - c. Minutes of WT1 are to be recorded and require approval by WT1 members before being forwarded to the NBCDefWG Chair.
  - d. Actions allocated to WT1 members in the minutes should be completed at the earliest opportunity, keeping the Chairman WT1 informed.

## **TERMS OF REFERENCE FOR WORKING TEAM 2 (NAVY)**

### **INTRODUCTION**

1. Working Team 2 (WT2) is the Naval team of the NBCDefWG. WT2 will meet annually as determined by the NBCDefWG. As Damage Control training aspects are not covered elsewhere in NATO forums it will be addressed by this WT alongside NBC issues. The agenda for each WT2 meeting will be submitted by the WT2 Chairman by **1 October** each year for approval and subsequent issue by the NBCDefWG Chairman.

### **PURPOSE**

2. Primary Purpose. To provide a forum for discussion, exchange of information and recommendations to the NBCDefWG on all training aspects of NATO NBC defence and damage control.
3. Secondary Purpose.
  - a. To provide a focus for all Naval NATO NBC defence training matters.
  - b. To foster sound working relationships and cooperation between all member nations.
  - c. To identify areas of commonality that offer potential for the overall improvement of NATO and national NBC defence training.
  - d. To undertake such work as directed by the NBCDefWG.

### **PRINCIPAL TASKS**

4. The following principal tasks are authorised:
  - a. To review and recommend updates to STANAGs that have implications on NBC defence training for NATO Naval forces.
  - b. To exchange national ideas and development projects on NBCD that are of benefit to NATO Naval forces.
  - c. To update delegates on national NBCD training procedures, equipment and future developments.
  - d. To exchange information and lessons learned from national and NATO experiences/exercises in all areas of NBCD.
  - e. To discuss and exchange information on developments in specific NBCD training aids.
  - f. To submit annual reports to the NBCDefWG on progress, recommendations and actions.

**COMPOSITION**

5. The composition of WT2 should be as follows:
  - a. Representatives from each NATO maritime nation should attend as nominated by the respective national Head of Delegation.
  - b. Representatives and observers from other nations, commands and agencies may attend as approved by the NBCDefWG Chair.
  - c. Chairman WT2 is to be nominated by WT2 for each succeeding year and reported to the NBCDefWG Chair in the minutes.
  - d. Secretary WT2 is to be nominated by WT2 for each succeeding year and reported to the NBCDefWG Chair in the minutes.

**METHOD OF WORK**

6. The following method of work is effective for WT2:
  - a. WT2 is to meet periodically, normally once a year, as an NBCDefWG Working Team.
  - b. WT2 members are to forward any proposed new agenda items to the Chairman WT2 by mid-September each year. Chairman WT2 will collate and forward proposed items to the NBCDefWG Chair by 1 October.
  - c. Minutes of WT2 are to be recorded and require approval by WT2 members before being forwarded to the NBCDefWG Chair.
  - d. Actions allocated to WT2 members in the minutes should be completed at the earliest opportunity, keeping the Chairman WT2 informed.

## **TERMS OF REFERENCE FOR WORKING TEAM 3 (AIR FORCE)**

### **INTRODUCTION**

1. Working Team 3 (WT3) is the Air Force Working Team of the NBCDefWG. WT3 will meet annually as determined by the NBCDefWG. The agenda for each WT3 meeting will be submitted by the WT3 chairman by **1 October** each year, for approval and subsequent issue by the NBCDefWG chairman.

### **PURPOSE**

2. Primary Purpose. To provide a forum for discussion, exchange of information and recommendations to the NBCDefWG on all training aspects of NATO Air Force NBC defence.
3. Secondary Purposes.
  - a. Provide a focus for all NATO Air Force NBC training matters.
  - b. To foster a sound working relationship between all member nations.
  - c. To identify areas of commonality that offer potential for the overall improvement of NATO and national Air Force NBC training.
  - d. To undertake such work as directed by the NBCDefWG.

### **PRINCIPAL TASKS**

4. WT3 has the following principal tasks:
  - a. To review and recommend updates to NATO publications that have NBC training implications to NATO air forces.
  - b. To exchange national ideas and development projects that are of benefit to NATO air forces.
  - c. To update delegates on national NBC training procedures, equipment and future developments.
  - d. To exchange information and lessons learnt from National and NATO exercises and operations in all areas of NBC.
  - e. To discuss and exchange information on developments in specific NBC training aids.
  - f. To report annually to the NBCDefWG on progress, recommendations and actions.
  - g. To co-ordinate and conduct the CCA exercise, seminar and workshop Toxic Trip annually.
  - h. To involve Army, Navy and other aviation services in WT 3 activities whilst reflecting their specific requirements.

## **COMPOSITION**

5. The composition of WT3 should be as follows:
  - a. Air Force representatives from each NATO nation should attend as nominated by its Head of Delegation of the NBCDefWG.
  - b. Air Force representatives and observers of other nations, Commands and agencies may attend, as approved by the NBCDefWG chairman.
  - c. The Chairman and Secretary are to be nominated by WT3 for each succeeding year and the details recorded in the annual minutes.

## **METHOD OF WORK**

6. The following method of work for WT3 is to be implemented:
  - a. The WT3 is to meet periodically, normally once a year, as a Working Team of the NBCDefWG.
  - b. WT3 members are to forward any proposed new agenda items to the Chairman WT3 by mid September each year. Chairman WT3 will collate and forward proposed items to the NBCDefWG Chair by 1 October.
  - c. Minutes of WT3 are to be recorded, and produced for approval by the WT, before forwarding to the NBCDefWG chairman.
  - d. Actions allocated to WT3 members in the minutes should be completed at the earliest opportunity, keeping the chairman WT3 informed.
  - e. Long-term and short-term goals are to be agreed and reviewed annually as part of the WT3 agenda.

## **LONG TERM GOALS**

7. WT 3 has the following long-term goals:
  - a. Develop the multi-national training of personnel in the handling of cargo and personnel in a contaminated environment and the handling of contaminated cargo and personnel.
  - b. The continued development of the CCA exercise, seminar and workshop Toxic Trip within WT3's TORs.
  - c. Establishing liaison with WT4 in order to discuss the NBC training aspects of aeromedical evacuation.

## **TERMS OF REFERENCE FOR WORKING TEAM 4 (Medical)**

### **INTRODUCTION**

1. Working Team 4 is the Medical Working Team of the NBCDefWG. WT4 will meet annually as determined by the NBCDefWG. The agenda for each WT4 meeting will be submitted by the WT4 Chairman by **1 October** each year for approval and subsequent issue by the NBCDefWG Chairman.

### **PURPOSE**

2. Primary Purpose. To provide an international forum for discussion, exchange of NBC medical training information and recommendations to the NBCDefWG on all aspects of NBC defence medical training, including proposals for matters concerning the NBC Medical Working Group (NBC/MedWG).
3. Secondary Purpose:
  - a. To provide a focus for all medical aspects of NATO NBC defence training matters.
  - b. To foster sound working relationships between all member nations.
  - c. To identify areas of commonality that offer potential for the overall improvement of NATO and national NBC defence medical training.
  - d. To undertake such work as directed by the NBCDefWG.
  - e. Chairman WT4 will liaise with NBC/MedWG and NBCDefWG and provide a report.
  - f. To be informed about the host nation's facilities for NBC defence medical training.
  - g. The Chairman, NBCDefWG, WT4, or representative, will represent NBCDefWG, WT4 at meetings of the NBC/MedWG.

### **PRINCIPAL TASKS**

4. The following principal tasks are authorised:
  - a. To provide a forum to develop a standard training approach based upon the ATLS doctrine now in use for trauma management.
  - b. To review NBC/MedWG or other approved WGs medical STANAGs and make recommendations as to the training implications of these.
  - c. To update delegates on national NBC defence medical training procedures, equipment and future developments.

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- d. To examine the NBC defence training requirements for all medical specialist areas from first aid to specialist hospital care.
- e. To exchange information and lessons learned from national and NATO experiences/exercises in areas of concern for medical NBC defence.
- f. To discuss and exchange information on the development of specific NBC defence training aids, including computer simulation system.
- g. To submit annual reports to NBC/MedWG and NBCDefWG on progress, recommendations and actions.
- h. To develop practical and appropriate training handbooks on the basis of the doctrine contained in the NATO medical publications.

### **COMPOSITION**

5. The composition of WT4 should be as follows:
  - a. A representative from each NATO nation who is significantly involved in NBC medical education should be nominated by the respective national Head of Delegation.
  - b. Representatives and observers from other nations, commands and agencies may attend as approved by the NBCDefWG Chairman.
  - c. Chairman and the Secretary of WT4 are to be agreed by WT4 for each succeeding year and reported to the NBCDefWG Chairman in the minutes.

### **METHOD OF WORK**

6. The following method of work is effective for WT4:
  - a. WT4 is to meet periodically, normally once a year, as an NBCDefWG Working Team.
  - b. WT4 members are to forward any proposed new agenda items to the Chairman WT4 by mid September each year. Chairman WT4 will collate and forward proposed items to the NBCDefWG Chair by 1 October.
  - c. Any proposed changes to the existing STANAGs on medical training must be approved by the NBCMedWG.

**TERMS OF REFERENCE (TORs) OF  
THE NTG JSSG WORKING GROUP ON TRAINING  
AND EDUCATION FOR PEACE SUPPORT OPERATIONS  
(WG TEPSO)**

References:

- A. MC 238/3, Individual and Collective Training Terms of Reference of the NATO Training Group (NTG), 22 Jan 04.
  - B. The NATO Training Group Handbook, Sep 04.
  - C. NTG 012-04, Terms of Reference (TORs) of The NATO Training Group Joint Services Sub-Group (NTG JSSG).
1. Attached are the revised Terms of Reference (TORs) for the NTG JSSG WG TEPSO, as approved by the CM NTG (in accordance with Reference A).
  2. The TORs are effective upon receipt and supersede those previously issued under other appropriate references and authorities.

*Signed on original*

Bjørn E Kristiansen  
Major General, NOAF  
Chairman, NATO Training Group  
DACOS JET, HQ SACT

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## **AUTHORITY**

1. The NATO Training Group Joint Services Sub Group Working Group TEPSO (NTG JSSG WG TEPSO) – in the field of joint PSO education and training<sup>1</sup> – is established as a permanent Working Group.
2. The WG TEPSO acts as a multinational group of joint education and training experts, responsible for PSO education and training aspects required at the level of individuals, units and HQs up to Task Force level.
3. The WG TEPSO is charged by and responsible to JSSG. It is directed by Reference A and C and reports to the Chairman NTG JSSG.

## **AIM**

4. In line with the overall aim of the NTG and JSSG (as contained in Reference A and C), the aim of the WG TEPSO is to promote interoperability<sup>2</sup> through standardization<sup>3</sup>, thus enhancing PSO training and education among Alliance forces, and additionally between the forces of partners<sup>4</sup> and others for NATO led Peace Support Operations

## **OBJECTIVES**

5. Aligned with the HQ SACT Joint Education and Training (JET) Sub-Division policy and objectives, the WG TEPSO has the following objectives:
  - a. Identify areas where standardization in PSO education and training can be improved.
  - b. Recommend standardized training modules and/or goals for PSO.

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<sup>1</sup> Throughout this document “joint PSO education and training” includes both individual and, where appropriate, collective training.

<sup>2</sup> Interoperability is the ability of Alliance Forces, and when appropriate, the forces of partners and other nations to train, exercise and operate effectively together in execution of assigned missions and tasks.

<sup>3</sup> “The development and implementation of concepts, doctrines, procedures and designs in order to achieve and maintain the compatibility, interchangeability or commonality which are necessary to attain the required level of interoperability or to optimise the use of resources, in the fields of operations, materiel and administration.”

<sup>4</sup> Throughout this document “partners” is to be defined as but not exclusively, to include PfP, MD and Nations with established links to NATO.

- c. Develop recommendations for standardized tactics, techniques and procedures to enhance interoperability.
- d. To annually review the NATO TEPSO Manual and update it as required, in order to provide a reference for those involved in education and training for NATO-led PSO.
- e. TEPSO Members will recommend changes and updates to the Manual based upon national or organizational PSO lessons learned, education and training (JALLC, national lessons learned centers, Centers of Excellence, etc).<sup>5</sup>
- f. When necessary or upon request, to consider in detail relevant lessons learned from JALLC, national lessons learned centers or other sources.
- g. Provide a forum to share and systematically review PSO lessons learned within functional areas so nations and organizations may benefit from the experiences of others.

## **ORGANISATION**

6. The WG TEPSO consists of:
  - a. The Chairman (CM).
  - b. The Deputy Chairman (DCM).
  - c. The Secretary
  - d. National delegates from NATO nations.
  - e. National delegates from partner countries.
  - f. Delegates from the IMS, Strategic Commands (SCs), JALLC and PCC, as appropriate.
  - g. Other observers, subject experts and presenters invited by the CM WG TEPSO.
7. Each nation and NMA should designate one delegate and an alternate to the WG TEPSO, at least one of which will attend each meeting.

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<sup>5</sup> Changes will be incorporated as prescribed in the Voting Procedures.

**CHAIRMANSHIP AND SECRETARY**

8. The Chairman (CM) and the Deputy Chairman (DCM) of the WG TEP SO are to be elected by national delegates during the WG TEP SO meeting for a period of 2 years. The CM will be from a NATO nation whereas the DCM can be elected from any of the other national delegates.
9. The Nation providing the CM will provide the Secretary and organize the Secretariat of the WG TEP SO.

**RESPONSIBILITIES (CM, DCM, Secretary, Delegates and Host Nation)**

10. **The responsibilities of the Chairman WG TEP SO are as follows:**
  - a. Set the programme and agenda of the WG TEP SO meetings and coordinate it with the host nation.
  - b. Chair the WG TEP SO meetings.
  - c. Co-ordinate the WG's and its working panels activities.
  - d. As required, request TEP SO delegates provide specific input to WG meetings.
  - e. Co-ordination of the WG TEP SO work with other WG's as appropriate.
  - f. Communicate the work of TEP SO to other NATO forums and interested parties on request
  - g. Invite participating nations to host future WG TEP SO conferences. The WG TEP SO meetings will be organized and hosted on a rotational basis, according to the long term hosting list.
  - h. Represent the WG TEP SO at JSSG Meetings and report to CM JSSG.
11. **The responsibilities of the Deputy Chairman WG TEP SO are as follows:**
  - a. In the event that the CM WG TEP SO is unavailable the DCM will automatically take over responsibility as Acting CM WG TEP SO.
  - b. Support the CM WG TEP SO.
12. **The responsibilities of the Secretary WG TEP SO are as follows:**

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- a. Perform his duties in accordance with Reference A, B and C.
- b. Maintain the WG TEPSO portion of the Overall Project List.
- c. Send invitations to attend the WG TEPSO meetings.
- d. Assist the CM (DCM) in the preparation and conduct of the meeting.
- e. Maintain a database of relevant information.
- f. Prepare and distribute the minutes of the WG TEPSO meetings.
- g. Distribute and collect information in response to the WG TEPSO actions required.
- h. Respond to and process questions or issues of importance to the WG TEPSO members and to NTG JSSG.
- i. Work with the Chairman and assist the host nation in organising WG TEPSO meetings.
- j. Other duties as assigned by the CM.

13. **The responsibilities of the Delegates are as follows:**

- a. Participate actively and contribute to the WG TEPSO activities by being fully briefed and prepared to present national or SC views, and by participating in discussions on proposals, to reach consensus in the interest of joint PSO education and training issues.
- b. Inform their nation or organisation of the outcomes, decisions and recommendations made at WG TEPSO meetings.
- c. The WG TEPSO National Delegates are encouraged to coordinate closely with their NTG JSSG Representative(s).
- d. The JALLC will provide LL from PSO on request
- e. Nations and other relevant organizations are invited and encouraged to provide their PSO LL on a voluntary basis or on invitation by the CM WG TEPSO.

14. **The responsibilities of the Host Nations are as follows** (for further guidance see Enclosure 1 entitled "Procedures and Administrative Details For Hosting NTG JSSG Meetings"):

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- a. Organise the meeting facilities for the WG TEPSO, including all administrative arrangements.
- b. Provide conference room(s) with audio-visual aids, reproduction and communication facilities and clerical support.
- c. Provide a meeting programme, including training facilities visits and local transportation as required.
- d. Assist in reserving hotel accommodation and messing for attendees and guests.
- e. Offer further administrative support, information folders and local information as required.

### **METHOD OF WORK**

15. The WG TEPSO meetings will be held usually twice a year, normally in Spring and Autumn but, where possible, a minimum of two weeks before the JSSG's meetings.
16. The WG may form Working Panels to accomplish TEPSO objectives.
17. **Syndicate Work.** In light of increasingly larger numbers of WG TEPSO meeting participants, syndicate work offers the opportunity to maximize delegates' participation and discussion. The lead delegate must specify clearly the purpose and anticipated output of the syndicate work to ensure the maximum benefit of the effort. Syndicate work will require additional support (e.g. separate workrooms and facilities) from the host nation.
18. **Overall Project List (OPL).** The NTG OPL is a detailed listing and status report for each of the various projects being handled by each NTG Sub-Group. The Secretary will provide updates for the NTG JSSG for consolidation and submission to the NTG Section by November. The NTG Section will normally publish the updated OPL by the following January.
19. The CM WG TEPSO reports to the CM NTG JSSG through the submission of minutes (Record of Proceedings) after each meeting, by providing input for the OPL and making proposals for the CM NTG report.
20. The working language of NTG WG TEPSO activities will be English. In order to contribute fully to the NTG WG TEPSO activities, it is recommended the language proficiency of the participants should be SLP 3333 in accordance with STANAG 6001.

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**STAFFING AND VOTING PROCEDURES**

21. For the purposes of the WG TEPSO, each delegate (from NATO and partner countries, IMS, SCs and PCC) is encouraged to attend and participate in discussions. Break of Silence may be used to assist staffing in between meetings; it does not confer a power of veto.
22. Delegates may offer advice and are empowered to make decisions or vote on WG TEPSO issues with the exception of the election of the CM and DCM where only national delegates will vote. Each delegation (national, IMS, SCs and PCC) will have one vote only. There is no power of veto.
23. The CM will always seek consensus but, where necessary, simple majority votes will carry forward decisions on the issues. In the event of a tied vote, the CM will cast the deciding vote. Where financial obligations are involved, any nation may reserve its position.
24. As an exception, if voting is required on recommendations of NATO specific issues, only NATO nations and NMAs will be permitted to participate. Accordingly the CM of the WG TEPSO is to announce a break for Partners.

**CONSTITUTION AND RULES OF PROCEDURE  
FOR THE BUREAU FOR INTERNATIONAL LANGUAGE  
CO-ORDINATION (BILC)**

References

- A. MC 238/3, Individual and Collective Training Terms of Reference of the NATO Training Group (NTG), 22 Jan 04.
  - B. The NATO Training Group Handbook, Jun 00.
  - C. NTG 012-04, Terms of Reference (TORs) of The NATO Training Group Joint Services Sub-Group (NTG JSSG).
1. Attached are the revised Constitution and Rules of Procedure for the Bureau for International Language Co-ordination (BILC) which acts as an advisory body to the NTG JSSG in relation to language training and education (in accordance with Reference C).
  2. These are effective upon receipt and supersede those previously issued under Reference B.

*Signed on original*

Bjørn E Kristiansen  
Major General, NOAF  
Chairman, NATO Training Group  
DACOS JET, HQ SACT

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1. Establishment of BILC.
  - a. BILC was established through the British MOD Memorandum DS15/160/7 dated 26 July 1966 (Enclosure 1).
  - b. The relationship of BILC with NATO is defined in a NATO Training Group (NTG) Joint Services Sub Group (JSSG) Memorandum dated February 1978. The text of the Memorandum is at Enclosure 2.
2. The Purposes of BILC.
  - a. To disseminate to participating countries print and multimedia instructional materials, tests, and information on developments in the field of language training.
  - b. To review the work done in the co-ordination field and in the study of particular language topics through the convening of an annual conference and seminar for participating nations.
  - c. To act as a clearing house for the exchange of information between participating countries on developments in the field of language training.
3. Elements of BILC. BILC has three component elements:
  - a. Members.
  - b. The Secretariat.
  - c. The Steering Committee.
4. Members. Full membership of BILC is open to all member countries of NATO. In addition, representatives from organisations such as NATO HQ International Staff, International Military Staff, Allied Command Operations (ACO), Allied Command Transformation (ACT), and the Partnership Coordination Cell (PCC) may attend BILC Conferences as associate non-voting members. Applications for membership are subject to the unanimous approval of the Steering Committee. A list of current member countries is at Enclosure 3. Full members and associate members may send an official delegation to BILC conferences. Each delegation, with the exception of that of the conference host country, should be limited to no more than 4 persons, with the addition of the Secretariat as outlined below.
5. The BILC Secretariat. The Secretariat for BILC will:
  - a. Be provided on a volunteer basis by one of the full member countries for a minimum of three years and normally a maximum of five years,

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although this may be extended with the consent of the members of the Steering Committee.

- b. Normally be comprised of a Chairman and Secretaries who will attend each conference and be represented at each seminar (see paragraph 10).
- c. Co-ordinate the annual conference and any other seminars that are arranged during the year during its period of office.
- d. Upon transfer of responsibilities to another country, hand over its duties, ideally at the annual conference, with the preceding six months used as a handover/takeover period.

6. The Steering Committee. In regard to the Steering Committee:

- a. The BILC Secretariat will provide the Chairman and the Secretary of the Steering Committee.
- b. The Committee will comprise the head of each full member delegation present at meetings plus the head of any non-voting associate member/ observer delegation.
- c. On those occasions when the head of a delegation is also the Chairman of the Steering Committee, another member of that same delegation may serve as spokesman for that country at the Steering Committee Meeting and will vote on behalf of that country if required.

7. Steering Committee Meetings. The Steering Committee is the official policy making body of BILC. It will meet during each annual conference. At these meetings:

- a. Each full member country in attendance shall be represented and shall have one vote on proposals put to the Steering Committee. Associate members/observers may attend and speak at meetings but they may not vote.
- b. Advisors to individual delegations may be present at Steering Committee Meetings, but they may only address the meeting at the invitation of their Head of Delegation and with the concurrence of the Chairman.
- c. A motion on a matter of policy will only be carried if it is approved unanimously by those heads of delegation in attendance.

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- d. Any submission or proposal which the Steering Committee agrees to send to the Chairman of the NTG JSSG is subject to the endorsement of the national authorities of those member countries who are required to seek such approval.
8. Languages. The official languages of BILC are English and French, and policy documents such as the Constitution and Rules of Procedure are to be produced in accordance with NATO policy in both languages. However, it is accepted that for routine working purposes, English will normally be used.
9. Conference. There will be an annual BILC Conference which will be hosted by member countries on a roster basis. The host country must:
  - a. Co-ordinate the location, dates and conferences through the Secretariat.
  - b. Be responsible for budgeting and arranging the conference allocated to it. If for any reason, a host country has to change its sequence on the roster, it shall enter into bilateral arrangements with another country to transfer the hosting responsibility.
10. Seminars. In addition to the annual conference, BILC may sponsor seminars as required, including those in conjunction with NATO PfP.
11. Observers and Guest Speakers. With regard to conferences and seminars:
  - a. The host country may invite national observers provided that those persons' attendance serves the interest of BILC. It may also invite guest speakers, who may be from another country, provided that this has been cleared in advance by the Secretariat.
  - b. National observers and guest speakers from member countries, other than the host country, may attend as part of that country's official delegation.
  - c. In addition to BILC member countries, the other NATO member countries will be invited to send observers.
  - d. Non-NATO nations may be invited to attend each subsequent BILC Conference with observer status as decided by the BILC Steering Committee. The underlying principle is mutual benefit to BILC members and the nation in question. Any such nation wishing to attend the BILC Conference must submit a formal written request by 30 November and should include details of subject areas that the applicant could offer as value to the BILC Conference members. This will allow the Steering Committee members time to consider the

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request out of committee. A decision will be given to the non-NATO nations by the end of January. Silence procedures will be taken as concurrence. Non-NATO EU member countries have automatic Observer status at the BILC Conference.

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DATED JUNE 1996

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**MINISTRY OF DEFENCE**

**DEFENCE LANGUAGE COMMITTEE**

**BUREAU FOR INTERNATIONAL LANGUAGE CO-ORDINATION**

Note by the Secretary

In response to (1), attached for information is a copy of a memorandum which has been sent to UKNMR, SHAPE and the UK Defence Attaches in NATO countries for onward transmission to the appropriate authority, on the subject of establishing a Bureau for International Language Co-ordination at the Institute of Army Education, Eltham Palace.

2. A copy of the memorandum has also been forwarded for information to UKDEL/NATO.

(Signed) A.P. MONTEATH

DS 15 ext 2145  
MINISTRY OF DEFENCE  
MAIN BUILDING  
LONDON, S.W.1.  
2ND AUGUST 1966

Our reference: DS15/160/7

Your reference:

**A BUREAU FOR INTERNATIONAL LANGUAGE CO-ORDINATION (BILC)**

Memorandum by United Kingdom Ministry of Defence

1. In December 1965 an International Language Conference was held at the Institute of Army Education in London with the participation of representatives of NATO countries and of SHAPE. One of the subjects discussed was the need to establish an organisation which would act as a clearing house for the exchange of information between NATO countries on development in the field of language training. It was generally agreed by the Conference that the Institute of Army Education, with the assistance of the Language Department of the Federal German Ministry of Defence, should take on this function.

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2. To implement this recommendation the United Kingdom Ministry of Defence is prepared to set up a Bureau for International Language Co-ordination (BILC) at the Institute of Army Education, Eltham Palace, London, S.E.9, with the following responsibilities:

- a. The dissemination to participating countries, by means of a bulletin, of information on developments in the field of language training.
- b. The convening of an annual conference of participating nations which would review the work done in the co-ordination field and in the study of particular language topics.

3. It is envisaged that Countries taking part should in the first instance report on their own language training schemes and give the address of an organization through which other nations could send queries which could not be directed through existing channels. (The Bureau would discharge this function for the British Armed Services.) This information would be circulated in the first issue of a bulletin which could be produced by the Bureau.

4. Thereafter countries would be invited to submit periodic reports on developments in:

- a. Organisation.
- b. Instructional techniques.
- c. The production of language training equipment and materials and also advance information on national conference on language training which may be of interest to other nations.

This information would be circulated periodically in further issues of the bulletin.

5. In order that the Bureau can become an effective organisation for the co-ordination and dissemination of information on language training it is hoped that the appropriate language training agency in your country will be prepared to play an active part in this work.

6. The United Kingdom Ministry of Defence would be glad to learn as soon as possible whether these proposals commend themselves to other allied military authorities and whether they are prepared to participate in the Bureau for International Language Co-ordination (BILC), as outlined above.

7. Allied military authorities who wish to participate in the scheme are requested to inform the United Kingdom Ministry of Defence (D.S.15) of the name and address of the channels through which they wish detailed contact to be established between themselves and BILC.

D.W. Ward  
(Head of D.S.15)  
Ministry of Defence,  
Main Building  
Whitehall, S.W.1.  
26th July, 1966.

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**BILC CONSTITUTION AND RULES OF PROCEDURE**

**Text of JSSG (NTG) Memorandum dated February 1978**

“At a meeting of the JSSG in Bonn in October 1977 the relationship of BILC to NATO was discussed. It was agreed that BILC should be recognised as a consultative and advisory body concerned with language training matters, and should be consulted by the JSSG on behalf of EURO/NATO Training Group on any such matters that may arise. Similarly any advice or development which BILC wishes to offer or make known to EURO/NATO Training Group should be put to the JSSG for further transmission.”

**BILC CONSTITUTION AND RULES OF PROCEDURE**

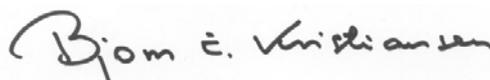
**BILC Member Countries**

Belgium  
Bulgaria  
Canada  
Czech Republic  
Denmark  
Estonia  
France  
Germany  
Greece  
Hungary  
Italy  
Latvia  
Lithuania  
Netherlands  
Norway  
Poland  
Portugal  
Romania  
Slovakia  
Slovenia  
Spain  
Turkey  
United Kingdom  
United States

**TERMS OF REFERENCE (TORs) OF  
THE NATO TRAINING GROUP  
ARMY SUB-GROUP (NTG ASG)**

References:

- A. MC 238/3, Individual and Collective Training Terms of Reference of the NATO Training Group (NTG), 22 Jan 04.
  - B. The NATO Training Group Handbook, Jun 00.
1. Attached are the revised Terms of Reference (TOR) for the NTG ASG, as approved by the CM NTG (in accordance with Reference A).
  2. The TORs are effective upon receipt and supersede those previously issued under Reference B.



Bjørn E Kristiansen  
Major General, NOAF  
Chairman, NATO Training Group  
DACOS JET, HQ SACT

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## **AUTHORITY**

1. The ASG operates under the authority of MC 238/3, "Individual and Collective Training Terms of Reference of the NATO Training Group (NTG)", dated 22 January 2004, and based on direction from the NTG Chairman.
2. The ASG's supporting permanent WGs operate under similar authority, but at the direction of the ASG Chairman, on behalf of all members of the ASG.
3. The ASG, as a multi-national group of Army training experts, supports the NTG by providing a forum to discuss and develop cooperative training arrangements within the NTG, that are of Army interest, in order to enhance interoperability among Alliance forces, and additionally, between the forces of Partner nations and Mediterranean Dialogue countries.

## **MISSION**

4. The aim of the ASG is to enhance interoperability among Alliance forces, and additionally between the forces of Partners, through improved co-ordination and standardisation of Army individual and collective training, thus improving efficiency of training and use of available resources, through:
  - a. Agreeing on NATO's individual and collective training goals and standardising NATO's training objectives.
  - b. Mutually informing nations and NATO Military Authorities (NMAs) about national training capabilities, to improve and expand existing, and to initiate new, bilateral and multilateral training arrangements.
  - c. Developing these arrangements to a stage where one nation might assume a responsibility for training in specific areas on behalf of all or a number of nations.
  - d. Providing a forum for the discussion and exchange of views on individual and collective training matters for the benefit of mutual understanding.
  - e. Maintaining or enhancing existing specific individual and collective training capabilities available to NATO despite declining financial and manpower resources of individual nations.
  - f. Receiving appropriate feedback from NATO, Partner Nations, and Mediterranean Dialogue countries.

## **OBJECTIVES**

5. The ASG will identify and recommend suitable projects, present and future, for consolidation of training within NATO through bilateral and multilateral cooperative training arrangements. These actions should be accomplished

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without prejudice to bilateral and multilateral training arrangements already in existence. Furthermore, PfP/NACC initiatives and Army training ventures with Partner nations and MD countries are to be developed.

6. Aligned with HQ SACT JET Sub-Division policy and objectives, the ASG considers the following objectives in guiding its efforts and projects:
  - a. To identify and encourage individual and collective training projects for bilateral or multilateral co-operation.
  - b. To improve the quality of Army individual and collective training.
  - c. To constitute a forum of Army training experts for the exchange of information in the field of Army individual and collective training.
  - d. To encourage co-operation and mutual understanding in Army individual and collective training among member nations by exchanging information on training matters, and offering education and training opportunities.
  - e. To initiate multinational Army individual and collective training projects, where a need is not being adequately covered by existing projects.
  - f. To improve cost-effectiveness in Army individual and collective training, including the identification of opportunities to share individual and collective training and education capabilities, facilities, and technologies.
  - g. To assist SACT/HQ SACT with the development of new training concepts and policy documents.
  - h. To work towards uniform standards of skill.
  - i. To work to improve co-operation in training in the context of rationalisation and specialisation.
  - j. To review opportunities for increasing standardisation of training through the use of common equipment.
  - k. To contribute to harmonization of operational doctrine through common training procedures.
7. The ASG will work in conjunction and close collaboration with the other NTG Sub-Groups in studying and reporting on the subject of consolidation of training within NATO. Within this field, temporary or permanent Working Groups – for the specific areas of Army training – might be established iaw MC 238/3, paragraph 17d.

### **ORGANISATION**

8. The NTG ASG responds to direction from the NTG Chairman (the Deputy Assistant Chief of Staff Joint Education and Training, HQ SACT), through its Chairman. The NTG ASG comprises 3 permanent Working Groups (WGs) and 2 associated training centres' WGs plus the following appointments:

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- a. Chairman. An elected Chairman responsible to set the policies and procedures of the NTG ASG, set the programme and agenda of the NTG ASG meetings, and coordinate the programme and agenda with the Host Nation. The Chairman will be the National representative of a NATO Nation, who will co-ordinate the activities of the NTG ASG, and chair all NTG ASG meetings, ensuring delegates receive proper notice and invitation of all NTG ASG meetings. The Chairman will represent the NTG ASG at NTG CM Meetings, and express the consensus of the NTG ASG. The ASG Chairman reports directly to the CM NTG on the proceedings of the ASG annually, during the NTG Chairmen's Meeting, and liaises widely to preclude duplication of effort with other NTG Sub-Groups. The Chairman will support the NTG CM by encouraging and forwarding proposals for the NTG CM's annual report, and is to ensure that the SO NTG ASG provides input to the Overall Project List (OPL).
  - b. Deputy Chairman. An elected Deputy Chairman (DCM) responsible to stand in for the Chairman, including chairing NTG ASG meetings in the absence of the Chairman. He may accept special tasks from the Chairman. Any delegate of any nation may serve as DCM.
  - c. SO NTG ASG. SO NTG ASG acts as permanent Secretary and is responsible to assist the Chairman in the preparation and conduct of meetings. SO NTG ASG will maintain a database of relevant supporting information, including maintaining the OPL. He will prepare the minutes of the ASG meetings to the satisfaction of the Chairman. SO NTG ASG will inform new delegates on ASG procedures, distribute and collect information in support of ASG activities, coordinate the collection and distribution of information, and respond to routine questions of concern to the ASG. SO NTG ASG will work with the Chairman and the Host Nation in organising ASG meetings.
  - d. MA/PA/Administrative Assistant. The Chairman of the ASG may select a MA/PA/Administrative Assistant to provide a geographically close source of administration and co-ordination. The MA/PA/Administrative Assistant's duties will be harmonised with those of the SO NTG ASG.
9. National Representatives. The Delegates are National representatives of NATO Nations and Partner countries. Each Nation will only have one designated Delegate empowered to speak on its behalf, and vote on issues before the ASG. Delegates are expected to arrive to meetings fully briefed, and be prepared to participate in discussions and other ASG activities, articulate National views, and work to reach agreement on common training issues. Delegates are expected to attend all meetings, remain throughout the entire meeting, coordinate their contributions to, and communicate the significant outcomes of ASG meetings with their National Command Authorities.

10. Host Nations. The designated Host Nation is responsible for providing meeting facilities for ASG meetings, including conference room(s) with audio-visual aids, reproduction and communication facilities, clerical support, and all supporting administrative arrangements such as transportation. The Host Nation is responsible for providing support to the conference programme, including coordinating local training facilities visits, assisting in reserving hotel accommodations and messing facilities for conference participants and their guests, and providing information folders and local information as required.
11. Working Groups. The NTG CM is the authority for establishing permanent Working Groups to support the work of the ASG. The ASG may establish temporary Working Groups for highly specific purposes, with limited scope, and of fixed duration. The ASG has 3 permanent supporting Working Groups (WGs), as well as liaising directly with 2 associated training centres in Germany via their WGs, as follows:
  - a. The Environmental Training Working Group (ET WG) (TORs found at Appendix 1 to Annex C).
  - b. The Fighting in Built-Up Areas /Military Operations in Urban Terrain Working Group (FIBUA/MOUT WG) (TORs found at Appendix 2 to Annex C).
  - c. The Training Simulation Working Group (TSWG) (TORs found at Appendix 3 to Annex C).
  - d. The International Special Training Centre Working Group (ISTC WG) (TORs found at Appendix 4 to Annex C).
  - e. The Euro-NATO Training Engineer Centre Working Group (ENTEC WG) (TORs found at Appendix 5 to Annex C).
12. NTG Section. The ASG is supportive of, and supported by the NTG Section. The NTG, as a key link between ACT and the Nations, is an important vehicle in the implementation of JET policy. Accordingly, the ASG will support a two-way flow of information, with existing expertise in the various Sub-Groups and Working Groups being used to support projects or activities as requested by ACT through the NTG Chairman, while concurrently sharing of the expertise and coordination tools available at the NTG Section – through the assigned staff officer.

## **PROCEDURES**

13. The ASG will meet twice annually, usually once in the Autumn (late October or early November), and once in the Spring (late April or early May) of each year. The Working Groups will ensure that their meeting dates are de-conflicted with the ASG dates, through the ASG Secretary, and that their meeting dates are scheduled not less than two weeks prior to the dates for the ASG meeting.

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14. The ASG meetings will be organised and hosted by participating Nations on a rotational basis, on dates, and in locations agreed to by the Delegates. Supporting agendas will be distributed in advance, and the resultant reports will be prepared and forwarded to the Delegates, the NTG Section, and the NTG Chairman within 30 days of each meeting. These reports will include, as appropriate, recommendations for consideration by the NTG Chairman.
15. Observers from ACO, ACT, Strategic Commands, the PCC, the IMS, and Mediterranean Dialogue countries may attend. The ASG will consider and discuss only NATO unclassified material which is releasable to PfP Nations.
16. The ASG will, in their discussions, attempt to reach unanimity without resorting to voting. For the purposes of voting, all Delegates are permitted to vote on all issues, including the election of the Chairman and the Deputy Chairman. The Chairman will abstain from voting except to resolve an impasse. There is no power of veto, and each Delegate will have only one vote. A simple majority will be used to achieve resolution, but opposing minority points of view will be mentioned in the Record of Proceedings. Where financial obligations are involved, any Nation may reserve its position. The ASG may elect to forward especially controversial issues to the NTG Chairman for advice and/or resolution.
17. The proceedings of the ASG are guided by these principles of co-operation for effecting training arrangements on a bilateral or multilateral basis, noting that direct contact is encouraged between Nations for the purposes of exchanging information or exploring possibilities for training together – although the ASG Chairman should be informed of actions taken as a result of these contacts:
  - a. Exchange of Information. There should be a regular and extensive exchange of information among national training experts and the NATO Military Authorities and Agencies on intended new training projects and requirements where other nations or authorities may wish to contribute or derive benefit; on experience gained from carrying out specific types of training that might be of interest to others; and, on training spaces offered or required, that provide substantial advantages for common training, with information on vacancies made available to all concerned on course schedules and on appropriate training programs.
  - b. Co-operation in Establishing New or Extending Facilities for Common Use. Through the forum of training experts, Nations are encouraged to consult one another in planning and establishing new National, regional, or centralized training facilities, or expanding existing ones (including training areas and ranges) – particularly when new weapons systems are being considered for procurement by two or more nations. This is done to determine whether or not other countries have the same or similar requirements for training that act to favour the establishment of a common training facility; or, to determine if any new or additional training requirement that can be

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met by using the existing facilities in other countries or by expanding them at mutually acceptable costs.

- c. Finance and Cost Control. Assistance and advice in determining the methods for financing common training and the establishment of new or expansion of existing training facilities may be provided by the Financial Sub-Group and NATO's Military Cooperation Branch, of the International Military Staff.

18. The standard program for ASG meetings normally includes:

- a. Chairman's and Host Nation's welcome, administrative and security briefings – including preparatory discussions for future ASG meetings, approval of Record of Proceedings (ROP) from the previous meeting (including the action points list), and group photo.
- b. NTG updates (as required) on policies, initiatives, STANAGs, training publications and directives.
- c. Reports from Working Groups.
- d. Report from the Partnership Coordination Cell.
- e. Co-ordination of ASG and International courses and course offerings.
- f. National Training Presentations (maximum of three per ASG Conference).
- g. A full-day Seminar, consisting of context-setting presentations and Syndicate-level considerations of specific Army training issues of mutual interest for resolution by all Delegates. Usually, the Seminar will host four briefings used to set the scene for two Syndicate-level questions (with supporting, supplementary questions).
- h. Closing and summary remarks by the Chairman.

19. The ASG supports and provides input to the NTG OPL. The OPL is a detailed listing of, and status report for, each of the various projects being handled by each NTG Sub-Group. The SO NTG ASG will be responsible for maintaining the ASG input forming part of the OPL. The SO NTG ASG will maintain situational awareness over all aspects of the ASG projects and provide a consolidated status report to the NTG through the NTG Section after the Autumn ASG meeting. The NTG Section will usually publish the OPL updates in January of each year.

**TERMS OF REFERENCE (TORs) OF  
THE NTG ASG ENVIRONMENTAL TRAINING  
WORKING GROUP (ETWG)**

References:

- A. MC 238/3, Individual and Collective Training Terms of Reference of the NATO Training Group (NTG), 22 Jan 04.
  - B. The NATO Training Group Handbook, Jun 00.
  - C. The NATO Training Group Army Sub-Group TOR, Jul 04.
1. Attached are the revised Terms of Reference (TORs) for the ETWG, as approved by the CM NTG (in accordance with Reference A).
  2. The TORs are effective upon receipt and supersede those previously issued under Reference B.

*Signed on original*

Bjørn E Kristiansen  
Major General, NOAF  
Chairman, NATO Training Group  
DACOS JET, HQ SACT

**AUTHORITY**

1. The Environmental Training Working Group (ETWG), subordinated to the NTG Army Sub-Group (ASG), operates under the authority of References A and C.
2. The ETWG as a multinational group of Army training experts and environmental advisors, will support the NTG ASG by providing a forum to discuss and develop co-operative training arrangements within the NTG that are of Army interest.

**MISSION**

3. The ETWG will be responsible, through it's Chairman, to the ASG. The ETWG will:
  - a. Identify and recommend suitable environmental training projects in order to consolidate training within NATO through bilateral or multilateral co-operative training arrangements.
  - b. Monitor developments in environmental management and sustainable training through new technologies and procedures.
  - c. Act upon any other related environmental training issue as authorised by the Chairman ASG.
4. The ETWG will work in conjunction, and where necessary, in close collaboration with the Joint Services Sub Group (JSSG) and other NTG WGs, as directed by the Chairman ASG. In particular the ETWG is to exchange Records of Proceeding, and to liaise closely, with the Environmental Protection Working Group (EPWG) responsible for the NATO Environmental STANAG, and with the Committee on the Challenges of Modern Society (CCMS).
5. The ETWG is to study and report on selected environmental training issues, including environmental training issues on NATO led operational deployments. The ETWG remit is to consider these environmental training issues either: as part of routine training; training prior to specific operational deployments; or training in theatre post any period of conflict. The ETWG is not to be drawn into any debate on environmental issues likely to arise during a period of conflict, where responsibility properly resides with the political and military operational areas. Within these constraints the ETWG is to consider the environmental, and associated training, impact on: forces deployed on operations; the theatre of any operational deployment not involving conflict; remediation post conflict; or any on-going peace keeping operation in theatre post conflict.
6. The ETWG will work closely with SHAPE HQ to seek guidance on appropriate areas of future work, and particularly with the nominated Officer of Primary Responsibility (OPR) within SHAPE HQ for the NATO School at Oberammergau, to assist with the development of environmental training

courses. It should also take appropriate account of national environmental training issues to encourage best practice among participating countries.

## **OBJECTIVES**

7. Within the responsibilities of the ETWG the following objectives apply:
  - a. Ensure a general awareness of environmental issues, and particularly areas subject to national and international statutory or legal responsibilities.
  - b. Improve co-operation in environmental training in the context of rationalisation and specialisation through bilateral or multilateral training arrangements.
  - c. Improve the quality of land management in training areas by sharing the developments of new environmental training techniques, tools, and management procedures.
  - d. Develop tools to assist minimum environmental education and training standards.
  - e. Provide a forum for exchanging environmental procedures and information.
  - f. Assist NATO School with their environmental courses.
  - g. Exchange best practice on the introduction of the Environmental Management System across the military estate.

## **ORGANISATION**

8. The ETWG will comprise:
  - a. A Chairman, Deputy Chairman and Secretary elected by the national delegates. The tenure will normally be for 2 years; however, the Chairman ASG accepts that this period can be extended with the agreement of the ETWG representatives. The Chairman and Secretary of the ETWG should be from the same nation to ensure the efficient conduct of ETWG business.
  - b. Representatives from NATO nations, normally not more than 2 per nation. One should be a military training officer, who may be supported by an environmental specialist or advisor.
  - c. Observers and representatives from other NATO agencies and WGs (as required), Partner nations and MD countries, as agreed by the Chairman ETWG.
  - d. Representatives from SHAPE and the NATO Training School.

## MEETINGS

9. The ETWG will meet bi-annually as agreed by the Chairman ETWG in consultation with the Chairman ASG. The Chairman ASG directs that the ETWG meetings should ideally precede ASG meetings to facilitate the flow of information and project work to ASG for endorsement.
10. ETWG meetings will have a prepared agenda, which is to be distributed to members prior to the meeting. A Record of Proceedings will be forwarded to the Chairman ASG, ETWG members and NTG Section within 30 days. Additionally, after each meeting the ETWG is to submit a report to the Chairman ASG. These reports are to include appropriate recommendations, arising out of any environmental study or project, for consideration by the Chairman ASG.
11. The ETWG may establish ad-hoc working parties as appropriate.
12. Direct contact is encouraged between nations for the purposes of exchanging information or exploring possibilities for combined environmental training or the development of supporting training applications and processes. The Chairman ETWG should be advised of actions taken as a result of these contacts.

## ETWG DEFINITIONS

13. Within the ETWG the following definitions will apply:
  - a. **Environmental Training.** Within the military, environmental training refers to the acquisition of knowledge and skills required by individuals for the purpose of preventing pollution, complying with environmental regulations, and decreasing the risks to the environment, during the conduct of administrative and training activities.
  - b. **Rationalisation.** Any co-operative measures that lead to more cost effectiveness and efficiency in the spending of defence resources.
  - c. **Specialisation (In Training).** The concentration of individual nations on a limited number of specific training projects in order to assume responsibility for these projects on behalf of other/all nations.
  - d. **Standardisation.** 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 material.
  - e. **Sustainable Training.** Sustainable training refers to the long term ability of military forces to conduct training over given terrain by controlling the impact of their activities on the environment.

**TERMS OF REFERENCE (TORs) OF  
THE NTG ASG FIGHTING IN BUILT-UP AREAS / MILITARY  
OPERATIONS IN URBAN TERRAIN  
WORKING GROUP (FIBUA/MOUT WG)**

References:

- A. MC 238/3, Individual and Collective Training Terms of Reference of the NATO Training Group (NTG), 22 Jan 04.
  - B. The NATO Training Group Handbook, Jun 00.
  - C. The NATO Training Group Army Sub-Group TORs, Jul 04.
1. Attached are the revised Terms of Reference (TORs) for the FIBUA/MOUT WG, as approved by the CM NTG (in accordance with Reference A).
  2. The TORs are effective upon receipt and supersede those previously issued under Reference B.

*Signed on original*

Bjørn E Kristiansen  
Major General, NOAF  
Chairman, NATO Training Group  
DACOS JET, HQ SACT

### **AUTHORITY**

1. The Fighting in Built Up Areas/Military Operations in Urban Terrain Working Group (FIBUA/MOUT WG), subordinated to the NTG Army Sub-Group (ASG), operates under the authority of References A and C.

### **MISSION**

2. The FIBUA/MOUT WG is to act as the ASG focus for FIBUA/MOUT training issues.

### **OBJECTIVES**

3. The FIBUA/MOUT WG will:
  - a. Receive from nations represented at the Working Group offers of training assistance, papers and other items related to FIBUA/MOUT training.
  - b. Review emerging training aids, equipment and techniques in order to provide a common and integrated approach to all aspects of FIBUA/MOUT training.
  - c. Ensure that the FIBUA/MOUT Training remains current and relevant in line with current missions and developing threats.
  - d. Organise and conduct a FIBUA/MOUT Training Symposium as required.

### **ORGANISATION**

4. The increased emphasis and attention paid by all members to FIBUA/MOUT Training makes it desirable that all NATO members are represented at the Working Group meetings. The composition of the WG will be:
  - a. A Chairman and a Deputy Chairman and Secretary elected by the delegates normally for a period of 2 years.
  - b. National representatives from NATO nations, normally not more than two per nation.
  - c. Observers and representatives of other NATO agencies, Partner nations and MD countries may attend as approved by the Chairman FIBUA/MOUT WG.

### **MEETINGS**

5. The FIBUA/MOUT WG will meet twice a year in WG member nations on a voluntarily rotational basis.

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6. The meeting of the WG will have a programme, which will be distributed to members at least four weeks prior to the meeting. Minutes will be prepared and forwarded to each member, the NTG Section, and Chairman ASG, within 30 days of the meeting. A verbal report will be given when the ASG next meets.

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**TERMS OF REFERENCE (TORs) OF  
THE NTG ASG TRAINING SIMULATION  
WORKING GROUP (TSWG)**

References:

- A. MC 238/3, Individual and Collective Training Terms of Reference of the NATO Training Group (NTG), 22 Jan 04.
  - B. The NATO Training Group Handbook, Jun 00.
  - C. The NATO Training Group Army Sub-Group TORs, Jul 04.
1. Attached are the revised Terms of Reference (TORs) for the TS WG, as approved by the CM NTG (in accordance with Reference A).
  2. The TORs are effective upon receipt and supersede those previously issued under Reference B.

*Signed on original*

Bjørn E Kristiansen  
Major General, NOAF  
Chairman, NATO Training Group  
DACOS JET, HQ SACT

**AUTHORITY**

1. The Training Simulation Working Group (TS WG) subordinated to the NTG Army Sub-Group (ASG), operates under the authority of References A and C.
2. With the continued increase in the use of simulation in Army training, the ASG has established the TSWG in order to co-ordinate the requirements and use of simulation systems for Army training among member nations and Partners.

**MISSION**

3. The TSWG will provide a venue for member nations to discuss concepts for simulation in Army training at all three levels, with a view to:
  - a. Identifying common concepts that may have general application to member nations, NATO or other international organisations.
  - b. Providing co-ordination where necessary amongst nations using simulation in Army training.
  - c. Recommending guidance to the ASG for the development of policy and standards with respect to the use of simulation in Army training.
  - d. Providing co-ordination where necessary with other NATO working groups (eg Land Group 8, NATO Modelling and Simulation Office).

**OBJECTIVES**

4. The TSWG will:
  - a. Provide an annual review to identify organisations interested in simulation in Army training and maintain a register.
  - b. Provide an annual review of all simulation systems used in Army training that are in service or in development by member nations and maintain a catalogue.
  - c. Review and monitor the development of training devices and correlate identified Army training needs with the development of simulation technology.
  - d. Identify common national requirements for training simulation systems and explore opportunities amongst member nations for common approaches to the use of simulation in training.
  - e. Recommend user requirements for interoperability and the standardisation of simulation protocols with a view to providing these recommendations to the NAAG LG 8, who in turn will develop the

appropriate technical STANAGs and to other bodies that may require user direction.

- f. Encourage and promote the use of simulation in Army training.

## **ORGANISATION**

5. The TSWG is to be comprised of the following:
  - a. A Chairman, a Deputy Chairman and Secretary elected by the national representatives. Their tenure will normally be for two years.
  - b. Members from each of the nations that comprise the ASG which desire to participate.
  - c. Observers and representatives of other interested organisations, Partner nations and MD Countries as approved by the Chairman of the TSWG.

## **MEETINGS**

6. Meetings are normally to be convened prior to the ASG bi-annual meetings at locations chosen by one of the member nations on a voluntarily rotational basis. Meetings may be convened more frequently under special circumstances subject to the direction of the Chairman of the TSWG.
7. The TSWG will provide a report to the ASG at each of its meetings. The TSWG is to provide a written Record of Proceedings of its meetings within 30 days to the Chairman ASG, the NTG Section and its members/observers. In addition, the Chairman of the TSWG will distribute copies of the Record of Proceedings to other organisations and NATO Headquarters that have expressed an interest in the application of simulation in training.

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**TERMS OF REFERENCE (TORs) OF  
THE NTG ASG INTERNATIONAL SPECIAL TRAINING  
CENTRE WORKING GROUP (ISTC WG)**

References:

- A. MC 238/3, Individual and Collective Training Terms of Reference of the NATO Training Group (NTG), 22 Jan 04.
  - B. The NATO Training Group Handbook, Jun 00.
  - C. The NATO Training Group Army Sub-Group TORs, Jul 04.
- 
- 1. The attached TORs provide details regarding the International Special Training Centre (ISTC) in Pfullendorf, Germany, and their Working Group (WG) who directly liaises with, and acts as an advisory body, to the NTG ASG in the field of Army special training, under the terms of a multinational Memorandum of Understanding.
  - 2. While the ISTC WG is not directly subordinated to the NTG, as agreed with CM ISTC WG it will, where possible, follow the guidelines laid down in the NTG Handbook 2004 and Reference C.
  - 3. The TORs are effective upon receipt and supersede those previously issued under Reference B.

*Signed on original*

Bjørn E Kristiansen  
Major General, NOAF  
Chairman, NATO Training Group  
DACOS JET, HQ SACT

**GENERAL**

1. The International Special Training Centre Working Group (ISTC WG) - formerly named the International Long-Range Reconnaissance Patrol School Working Group (ILRRPS WG) - is responsible for the operational elements of the ISTC in accordance with its Memorandum of Understanding (MOU).

**MISSION**

2. Efficient, demand-orientated operation of the ISTC designed to improve the quality of international, cost-effective specialist training at a NATO level.
3. The ISTC WG will act as a multinational panel within the guidelines provided via the Memorandum of Understanding concerning the establishment of the International Special Training Centre at Pfullendorf, Germany. It will continue to liaise directly with, and act as an advisory body to, the NTG ASG.
4. In addition the WG will follow the guidelines laid down in the NTG Handbook 2004 where these correspond to its MOU.

**OBJECTIVES**

5. The ISTC WG will:
  - a. Identify suitable courses for training of Special Forces and similar units required by the MOU nations.
  - b. Take note of the course Syllabi produced by the ISTC for international training.
  - c. Ensure the provision of adequate personnel and material required for international training.
  - d. Take notice of all financial reports submitted by the ISTC FSG.
  - e. Review and approve the reports of the ISTC.
  - f. Direct on a case by case, at least every two years, an international inspection of the international elements of the ISTC and review the reports of the International Inspection Team.
  - g. Initially approve nations who want to be a participating or interested nation.
  - h. Forward financial topics to the ISTC FSG for assessment/resolution.

## **ORGANISATION**

6. The ISTC WG will comprise of:
  - a. The Chairman provided by the host.
  - b. The Representatives of the MOU nations as voting members.
  - c. The Commandant of the ISTC.
  - d. The Chairman of the ISTC FSG.
  - e. The Commander I Wing.
  - f. A Secretary provided by the United States of America.
7. The Chairman, the Commandant of the ISTC and the representatives of the MOU nations may be assisted by their respective National Senior Officers and further experts.
8. Representatives of other NATO nations, Partner nations and MD countries may attend the ISTC WG meetings as observers with the agreement of the MOU nations.

## **MEETINGS**

9. The ISTC WG will meet at least twice a year, once at the location of the ISTC and once at a location chosen by one of the MOU nations on a rotational basis.
10. Financial matters will be dealt with by the ISTC FSG, in accordance with its TORs as laid down in Annex H of the MOU.
11. Legal affairs may be dealt with at special meetings.
12. The ISTC WG may establish ad hoc working panels, as necessary.
13. Meetings of the ISTC WG will have an agenda, which will be distributed to members at least four weeks prior to the meeting. A record of proceedings of each meeting will be prepared and forwarded to the attendees, NTG Section and the Chairman of the ASG, within 60 days of the meeting.
14. The voting procedure will be:
  - a. Each MOU nation will have one vote.
  - b. All decisions must be unanimous.
  - c. Should the ISTC WG fail to reach unanimity, members will report to their superiors to seek advice on further action to be taken.

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**TERMS OF REFERENCE (TORs) OF  
THE NTG ASG EURO/NATO TRAINING ENGINEER  
CENTRE WORKING GROUP (ENTEC WG)**

References:

- A. MC 238/3, Individual and Collective Training Terms of Reference of the NATO Training Group (NTG), 22 Jan 04.
- B. The NATO Training Group Handbook, Jun 00.
- C. The NATO Training Group Army Sub-Group TORs, Jul 04.

1. The attached TORs provide details regarding the Euro/NATO Training Engineer Centre (ENTEC) in Munich, Germany, and their Working Group (WG) who directly liaises with, and acts as an advisory body, to the NTG ASG in the field of Army engineer training, under the terms of a multinational Memorandum of Understanding.

2. While the ENTEC WG is not directly subordinated to the NTG, as agreed with CM ENTEC WG it will, where possible, follow the guidelines laid down in the NTG Handbook 2004 and Reference C.

3. The TORs are effective upon receipt and supersede those previously issued under Reference B.

*Signed on original*

Bjørn E Kristiansen  
Major General, NOAF  
Chairman, NATO Training Group  
DACOS JET, HQ SACT

## **GENERAL**

1. In 1977, a multinational Working Group, hereinafter referred to as the ENTEC WG, was established by the EURO/NATO Training ASG with a view to improving interoperability of Engineer forces in the Central Region by means of a series of multinational training courses conducted in a multinational environment. This role was subsequently expanded in 1992 to include the entire region of Allied Command Europe. The ENTEC WG is responsible for the operational elements of ENTEC in accordance with its Memorandum of Understanding (MOU).

## **MISSION**

2. The ENTEC WG will exercise control over the joint operation of ENTEC.
3. The ENTEC WG will act as a multinational panel within the guidelines provided via the MOU concerning the establishment of a EURO/NATO Training Engineer Centre at the Engineer School and Army School of Constructional Engineering of the German Army in Munich. It will continue to liaise directly with, and act as an advisory body to, the NTG ASG.
4. In addition the WG will follow the guidelines laid down in the NTG Handbook 2004 where these correspond to its MOU.

## **OBJECTIVES**

5. The ENTEC WG will be responsible for taking decisions on:
  - a. The number and types of courses and course capacity per year based on operational need, infrastructure capacity and ENTEC staff limitations. This will include courses that are not conducted in Munich and for which requests have already been received.
  - b. The course contents, curricula and national instructional material for ENTEC training.
  - c. The co-ordination of activities and support to parties and non-contracting parties.
  - d. The annual allocation of spaces for ENTEC courses.
  - e. The composition and number of ENTEC staff and supporting personnel.
  - f. The issue of training directives to ENTEC.
  - g. The resolution of any disputes relating to ENTEC training.
6. Furthermore, the WG will provide technical advice on all engineering aspects to NATO bodies and/or NATO nations if required or appropriate.

7. The WG will approve the annual cost estimates and budget report of the ENTEC Financial Sub-Group (FSG) and take decisions on all matters relating to the operation and the funding of ENTEC. The ENTEC financial report will be prepared by the ENTEC FSG and will contain the following elements:
  - a. Cost estimates for the coming year.
  - b. Final statement of account for the past year.
  - c. Course fees.
  - d. Any other financial business.

## **ORGANISATION**

8. The WG will consist of the following members:
  - a. The Chairman (non-voting), a Colonel provided by the host nation and nominated by the Commandant of the German Army Engineer School.
  - b. One Deputy Chairman, elected by the MOU nations with a tenure of 2 years.
  - c. One voting representative of each Party.
  - d. The Secretary, normally provided by the UK (British Liaison Officer to the German Army Engineer School) (non-voting).
  - e. The Chairman or Vice-Chairman of the ENTEC FSG (non-voting).
  - f. The Director of the ENTEC Staff (non-voting).
9. The meetings of the ENTEC WG should be attended by representatives of the ACO NATO Commands, as well as the Reaction Forces, which are collectively responsible for advising the WG on the course curricula, based on prevailing operational requirements. Non-contracting parties of NATO members, Partner nations and MD countries may attend as observers by invitation (non-voting).
10. The Chairman and the national delegates of the Parties may be assisted/ advised by additional experts.

## **MEETINGS**

11. Meetings will take place at least annually at a time and a location to be decided on by the WG. Additional meetings may be convened and additional working panels be established if deemed necessary. The ENTEC WG will provide a written Record of Proceedings of its meetings within 30 days to its WG members/observers, information to the Chairman ASG and the NTG Section.

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12. For the meetings of the WG an agenda will be prepared which will be distributed to all participants at least four weeks prior to the meeting. Essential agenda items will be supported by briefing guides, in order to facilitate proper preparation and productive discussion.
13. Voting decisions of the ENTEC WG must be unanimous; each Party will have one vote.

**TERMS OF REFERENCE (TORs) OF  
THE NATO TRAINING GROUP NAVAL SUB-GROUP  
(NTG NSG)**

References:

- A. MC 238/3, Individual and Collective Training Terms of Reference of the NATO Training Group (NTG), 22 Jan 04.
  - B. The NATO Training Group Handbook, Jun 00.
1. Attached are the revised Terms of Reference (TORs) for the NTG NSG, as approved by the CM NTG (in accordance with Reference A).
  2. The TORs are effective upon receipt and supersede those previously issued under Reference B.



Bjørn E Kristiansen  
Major General, NOAF  
Chairman, NATO Training Group  
DACOS JET, HQ SACT

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**INTRODUCTION**

1. The NATO Training Group Naval Sub Group (NTG NSG) – in the field of maritime education and training – is established to improve the coordination and standardisation of education and training in order to enhance interoperability<sup>1</sup> among Alliance forces, and additionally between the forces of PfP (Partner) and Mediterranean Dialogue (MD) countries.
2. The NTG NSG acts as a multinational group of naval education and training experts, responsible for NTG maritime education and training aspects. It is directed by Reference A and reports to the Chairman NTG.

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<sup>1</sup> ***Interoperability is the ability of Alliance Forces, and when appropriate, the forces of Partners and MD nations to train, exercise and operate effectively together in the execution of assigned missions and tasks.***

**AIM**

3. In line with the overall aim of the NTG (as contained in Reference A), the aim of the NTG NSG is to enhance interoperability among Alliance forces, and additionally between the forces of Partner and MD countries, through improved coordination and standardisation of naval education and training, thus improving the effectiveness and efficiency of maritime education and training and use of available resources, achieved through:
  - a. Developing NATO's individual and collective training goals and standardising NATO's training objectives.
  - b. Mutually informing nations and NATO Military Authorities (NMAs) about national training capabilities, to improve and expand existing, and to initiate new, bilateral and multilateral training arrangements.
  - c. Identifying opportunities when one nation might assume a responsibility for training and education in specific areas on behalf of all or a number of nations.
  - d. Providing a forum for the discussion and exchange of views on maritime education and training matters for the benefit of mutual understanding.
  - e. Receiving and processing relevant feedback from NATO, Partner and MD countries.

**OBJECTIVES**

4. Aligned with the HQ SACT Joint Education and Training (JET) Sub-Division policy and objectives, the NTG NSG has the following objectives:
  - a. To constitute a forum of experts for the discussion and exchange of information in the field of maritime education and training, in order to identify and specify common maritime education and training needs.
  - b. To identify, encourage and initiate maritime education and training projects for bilateral or multilateral co-operation.
  - c. To improve the quality of combined maritime education and training.
  - d. To encourage co-operation and mutual understanding in combined maritime education and training among NTG member nations, NATO Authorities and Agencies by exchanging information on maritime education and training matters and offering education and training opportunities at the NATO Unclassified level.
  - e. To identify examples of best practice in order to contribute to the effectiveness and efficiency in the use of naval training courses relevant to maritime operations.

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- f. To improve interoperability by contributing to maritime education and training standards and STANAGs, as appropriate, with the use of common training doctrines and tools in co-operation with NATO Military Authorities and Agencies.
  - g. To act as an advisory body within the NTG for maritime education and training matters, coordinating with other Sub-Groups (SGs)/ Working Groups (WGs), as required.
  - h. To support HQ SACT, as required, in the development of new maritime education and training issues.
  - i. To create and task WGs (permanent or temporary) with maritime education and training projects, based on the identification and specification of common training and education needs, and to monitor the progress and output of these projects.
5. Coordination for maritime education and training may be extended to non-NATO nations within the framework of Partnership for Peace and the content of the document "Upgrading the MD including an inventory of possible areas of co-operation" endorsed by NATO Heads of State and Government at the Prague Summit on 21 Nov 02.

### **ORGANISATION**

6. The NTG NSG consists of:
- a. The Chairman (CM) who reports directly to the CM NTG (DACOS JET, HQ SACT).
  - b. The Deputy Chairman (DCM).
  - c. The Secretary, SO NTG NSG (NTG Section, D & D Branch, JET Sub-Division, HQ SACT).
  - d. National delegates from NATO nations.
  - e. National delegates from Partner and MD countries.
  - f. Delegates from the International Military Staff (IMS), Strategic Commands (SCs), and Partnership Coordination Cell (PCC).
  - g. The Chairmen (CM), or delegate(s), of NTG NSG Working Groups (WGs).
  - h. Other observers, subject experts and presenters invited by the CM NTG NSG.

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7. Each nation and National Military Authority (NMA) should designate one delegate to the NTG NSG to attend each meeting. As required, delegates may be supported by additional specialists.
8. The establishment (or dissolution) of a permanent WG may be proposed by CM NTG, HQ SACT or the NTG NSG and must be agreed with consensus, where possible, by the NTG NSG delegates and approved by the CM NTG. The Chairman, Deputy Chairman and Secretary of these WGs are to be elected by national delegates, normally for a period of 2 years.
9. The establishment (or dissolution) of a Temporary Working Group (TWG) may be proposed and approved with consensus, where possible, by NTG NSG delegates to undertake specific tasks in line with the aims and objectives of the NTG and the NTG NSG for a limited and stated life span.
10. The SG, WGs and TWGs may form Working Panels to undertake a specific task and to achieve effectiveness through the division of the workload, keeping the CM NSG informed.

### **CHAIRMANSHIP**

11. The Chairman (CM) and the Deputy Chairman (DCM) of the NTG NSG are to be elected by national delegates during the NTG NSG meeting, normally for a period of 2 years. The CM will be from a NATO nation whereas the DCM may be elected from any of the national delegates.

### **RESPONSIBILITIES (CM, DCM, Secretary, Delegates and Host Nation)**

12. The responsibilities of the Chairman NTG NSG are as follows:
  - a. To set the programme and agenda of the NTG NSG meetings and coordinate it with the host nation.
  - b. To chair the NTG NSG meetings.
  - c. To coordinate the NSG and its WGs' activities.
  - d. To coordinate the proposals of HQ SACT for NSG consideration.
  - e. To coordinate the NSG work with the other NTG SGs.
  - f. To coordinate the NSG activities with NATO Authorities and Agencies, supported by the Secretary NTG NSG (SO NTG NSG).
  - g. To represent the NTG NSG at NTG CM Meetings and to report to CM NTG.
13. The responsibilities of the Deputy Chairman NTG NSG are as follows:

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- a. To take over responsibility as Acting CM NTG NSG in the event that the CM NTG NSG is unavailable.
  - b. To support the CM NTG NSG.
14. The responsibilities of the Secretary NTG NSG are as follows:
- a. To perform his duties in accordance with Reference A and the Job Description for the HQ SACT, JET Post TI-3223 – SO NTG NSG.
  - b. To maintain the NTG NSG portion of the Overall Project List.
  - c. To send invitations to attend the NSG meetings.
  - d. To assist the CM (DCM) in the preparation and conduct of the meeting.
  - e. To maintain a database of relevant information (e.g. contact details of NSG delegates, attendance list, etc).
  - f. To prepare and distribute the minutes of the NTG NSG meetings.
  - g. To distribute and collect information in response to the NTG NSG actions as required.
  - h. To respond to and process questions or issues of importance to the NTG NSG.
  - i. To provide updates and information relevant to ACT JET policy, as required.
  - j. To coordinate information and actions with the Chairman.
  - k. To work with the Chairman and assist the host nation in organising NTG NSG meetings.
15. The responsibilities of the Delegates are as follows:
- a. To participate actively and contribute to the NTG NSG activities by being fully briefed and prepared to present national or organisational views, and by participating in discussions on proposals, to reach consensus, where possible, in the interest of maritime education and training issues.
  - b. To inform their nation or organisation of the outcomes and decisions made at NTG NSG meetings.
  - c. To inform the NSG (through the Secretary) in the event of changes that might affect attendance, at or participation in, NSG business.

- d. To ensure continuity by handing over NSG responsibilities to an appropriate relief at the end of their tour of duty.
16. The responsibilities of the Host Nations are as follows (for further guidance see Part 5 of the main part of the NTG Handbook 2004 entitled "Procedures and Administrative Details For Hosting NTG NSG Meetings"):
- a. To organise the meeting facilities for the NTG NSG, including all administrative arrangements.
  - b. To provide conference room(s) with audio-visual aids, reproduction, communication facilities and clerical support.
  - c. To provide a meeting programme, including training facilities visits and local transportation as required.
  - d. To facilitate the reservation of hotel accommodation and messing for attendees and guests.
  - e. To offer further administrative support, information folders and local information as required.

#### **METHOD OF WORK**

17. The NTG NSG meetings will be held usually twice a year, normally in Spring and Autumn but, where possible, a minimum of two weeks after the WGs' meetings. The NTG NSG meetings will be organised and hosted on a rotational basis, according to the long term hosting list.
18. It is highly recommended that the NTG NSG National Delegates should establish and maintain contact with their NTG National Point of Contact (POC) in order to ensure coherency between SGs and WGs.
19. At each NSG meeting a draft Agenda (in accordance with the NSG generic Agenda at Enclosure 1) will be prepared for the subsequent meeting. This draft Agenda will be finalised and sent out to delegates 2 weeks prior to the meeting taking place.
20. The CM NTG NSG reports to the CM NTG through the submission of minutes (Record of Proceedings) after each meeting, by providing input for the Overall Project List (OPL), making proposals for the CM NTG Annual Report, and providing progress reports during the NTG Chairmen's Meeting (NTG CMM).
21. As necessary, the NTG NSG may form Temporary Working Groups (TWGs) (see paragraph 10) consisting of members of their Sub-Group and national experts as appropriate, to elaborate possible solutions for problems linked with maritime education and training. In the event that a permanent Working Group is required (see paragraph 9), an appropriate TOR will be

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prepared and submitted to the Chairman NTG for approval in accordance with Reference A.

22. **Syndicate Work.** Syndicate work offers the opportunity to maximise delegates' participation and discussion. The lead delegate must specify clearly the purpose and anticipated output of the syndicate work to ensure the maximum benefit of the effort. Syndicate work may require additional support (e.g. separate workrooms and facilities) from the host nation.
23. **Seminar Work.** For certain topics, seminar work may be more appropriate. The lead delegate must specify a series of questions to be addressed by NSG delegates to ensure maximum benefit. Seminar work may require additional support from the host nation.
24. **Overall Project List (OPL).** The NTG OPL is a detailed listing and status report for each of the various projects being handled by each NTG Sub-Group. The Secretary will seek updates from the NTG NSG delegates and / or WGs responsible for specific items during the Autumn meeting, for consolidation and submission to the NTG Section by December. The NTG Section will normally publish the updated OPL by the following January.
25. In order to contribute fully to the NTG NSG activities, the language proficiency of the participants should be SLP 3333 (English) as a minimum in accordance with STANAG 6001.

### **VOTING PROCEDURES**

26. For the purposes of the NTG NSG, each delegate (from NATO, Partner and MD countries, IMS, SCs and PCC) is encouraged to attend and participate in discussions. They may offer advice and are empowered to make decisions or vote on NTG NSG issues with the exception of the election of the CM and DCM where only national delegates may vote. Each delegate (national, IMS, SCs, and PCC) will have one vote only. There is no power of veto.
27. The CM will always seek consensus but, where necessary, majority votes will carry forward decisions on the issues. The details of the majority vote will be passed to the CM NTG for further consideration. Where financial obligations are involved, any nation may reserve its position.
28. As an exception, if voting is required on recommendations of NATO specific issues, only NATO nations and NMAs and NATO organisations will be permitted to participate.

**GENERIC AGENDA - NSG SPRING/AUTUMN MEETING**

<b><u>Item</u></b>	<b><u>Topic</u></b>	<b><u>Lead</u></b>
1.	Welcome by Host Nation	<i>Host Nation</i>
2.	Introduction	<i>Chairman</i>
	a. Meeting Programme and Administration details	<i>Chairman</i>
	b. Agree n <sup>th</sup> Agenda	<i>All</i>
	c. Minutes of the n-1 <sup>th</sup> meeting	<i>Chairman</i>
	d. Actions from the n-1 <sup>th</sup> meeting	<i>Secretary</i>
	e. Debrief from NTG Chairmen's meeting (Spring)	<i>Chairman</i>
3.	a. Brief by Host Nation on their Naval Education and Training System	<i>Host Nation</i>
	a. Brief by new participating PfP and Mediterranean Dialogue nations on their naval education and training systems	<i>As Req</i>
4.	National Education and Training Developments	<i>All</i>
5.	NTG Section Update and Report from HQ SACT	<i>NTG Section</i>
6.	Reports from other NATO Commands/Organisations	<i>As Req</i>
7.	WG(s) Update	<i>WG Chairman</i>
8.	Update OPL ( <i>Autumn</i> )	<i>Chairman/Sec</i>
9.	Syndicate/Seminar on:	
	a. Agreed subject.	<i>Nominated Lead</i>
	b. Agreement on the next syndicate/seminar subject	<i>All</i>
10.	Points of General Interest	<i>All</i>
11.	Election of Chairman and Deputy Chairman	<i>Chairman</i>

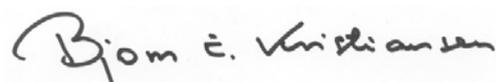
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- |            |                                     |                    |
|------------|-------------------------------------|--------------------|
| <b>12.</b> | Next meeting:                       |                    |
|            | a. Venue                            | <i>Chairman</i>    |
|            | b. Provisional agenda               | <i>Chairman</i>    |
|            | c. Host Nation Administrative Brief | <i>Host Nation</i> |
| <b>13.</b> | Any Other Business                  | <i>Chairman</i>    |
| <b>14.</b> | Concluding Remarks                  | <i>Chairman</i>    |

**TERMS OF REFERENCE (TORs) OF  
THE NATO TRAINING GROUP AIRFORCE SUB-GROUP  
(NTG AFSG)**

References

- C. MC 238/3, Individual and Collective Training Terms of Reference of the NATO Training Group (NTG), 22 Jan 04.
- D. The NATO Training Group Handbook, Jun 00.
- 1. Attached are the revised Terms of Reference (TOR) for the NTG AFSG, as approved by the CM NTG (in accordance with Reference A).
- 2. The TORs are effective upon receipt and supersede those previously issued under Reference B.



Bjørn E Kristiansen  
Major General, NOAF  
Chairman, NATO Training Group  
DACOS JET, HQ SACT

## AUTHORITY

1. The NATO Training Group Air Force Sub Group (NTG AFSG) – in the field of Air Force education and training<sup>1</sup> – is established to initiate and develop co-ordination and standardisation of education and training in order to enhance interoperability<sup>2</sup> among Alliance Air Forces, and additionally between the forces of PfP (Partner) and Mediterranean Dialogue (MD) countries.
2. The NTG AFSG acts as a multinational group of Air Force education and training experts, responsible for NTG education and training aspects required at the Air Force Service level. It is directed by Reference A and reports to the Chairman NTG.

## AIM

3. In line with the overall aim of the NTG (as contained in Reference A), the aim of the NTG AFSG is to enhance interoperability among Alliance Air Forces, and additionally between the forces of Partner and MD countries, through improved co-ordination and standardisation of Air Force education and training, thus improving the effectiveness and efficiency of Air Force education and training and use of available resources, achieved through:
  - a. Developing NATO's individual and collective training goals and standardising NATO's training objectives.
  - b. Mutually informing nations and NATO Military Authorities (NMAs) about national training capabilities, to improve and expand existing, and to initiate new, bilateral and multilateral training arrangements.
  - c. Developing these arrangements to a stage where one nation might assume a responsibility for training in specific areas on behalf of all or a number of nations.
  - d. Providing a forum for the discussion and exchange of views on Air Force education and training matters for the benefit of mutual understanding.
  - e. Maintaining or enhancing existing specific Air Force education and training capabilities available to NATO.
  - f. Receiving and processing relevant feedback.

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<sup>1</sup> *Throughout this document "education and training" includes both individual and, where appropriate, collective training.*

<sup>2</sup> *Interoperability is the ability of Alliance Forces, and when appropriate, the forces of partners and other nations to train, exercise and operate effectively together in execution of assigned missions and tasks.*

**OBJECTIVES**

4. Aligned with the HQ SACT Joint Education and Training (JET) Sub-Division policy and objectives, the NTG AFSG has the following objectives:
  - a. To identify and specify common Air Force education and training needs.
  - b. To identify, encourage and initiate Air Force education and training projects for bilateral or multilateral co-operation, where a need is not being adequately covered by existing projects.
  - c. To improve the quality of Air Force education and training.
  - d. To encourage co-operation and mutual understanding in Air Force education and training among NTG member nations, NATO Authorities and Agencies by exchanging information on Air Force education and training matters and offering education and training opportunities.
  - e. To improve cost effectiveness and efficiency in the use of Air Force and combined training courses, including identification of opportunities for rationalisation of training arrangements/facilities/ areas in order to achieve financial and manpower savings.
  - f. To improve interoperability by contributing to Air Force education and training standards and STANAGs with the use of common training doctrines, procedures and tools in co-operation with NATO Military Authorities and Agencies.
  - g. To constitute a forum of experts for the exchange of information in the field of Air Force education and training.
  - h. To co-operate and co-ordinate with other NATO and relevant international bodies in the field of Air Force education and training.
  - i. To act as a co-ordinating body within the NTG, on request of the CM NTG, for Air Force education and training matters.
  - j. To support HQ SACT in the development of new Training Concepts and Policy Documents.
  - k. To install and task Working Groups (WGs) (permanent or temporary) with training and education projects, based on the identification and specification of common training and education needs, and to monitor the progress and output of these projects.
5. The NTG AFSG activities in co-ordination of Air Force education and training may be extended to Partner and MD countries within the framework of the Reference A.

## **ORGANISATION**

6. The NTG AFSG consists of:
  - a. The Chairman (CM) who reports directly to the CM NTG (DACOS JET, HQ SACT).
  - b. The Deputy Chairman (DCM).
  - c. The Secretary, SO NTG AFSG (NTG Section, D & D Branch, JET Sub-Division, HQ SACT).
  - d. National delegates from NATO nations.
  - e. National delegates from Partner and MD countries.
  - f. Delegates from the IMS, Strategic Commands (SCs), and PCC.
  - g. The Chairmen (CM) of the NTG AFSG Working Groups (WGs)
  - h. Other observers, subject experts and presenters invited by the CM NTG AFSG.
7. The following permanent WGs report to the NTG AFSG:
  - a. The Working Group on Human Factors.
8. Each nation and NMA should designate one delegate to the NTG AFSG to attend each meeting.
9. The establishment of a permanent WG may be proposed by CM NTG, HQ SACT or the NTG AFSG and must be agreed with consensus, where possible, by the NTG AFSG delegates and approved by the CM NTG. The Chairman, Deputy Chairman and Secretary of these WG's are to be elected by national delegates, normally for a period of 2 years.
10. The establishment of a Temporary Working Group (TWG) may be proposed by CM NTG, HQ SACT or the NTG AFSG delegates and approved with consensus, where possible, by the NTG AFSG delegates to undertake specific tasks in line with the aims and objectives of the NTG and the NTG AFSG for a limited and stated life span.
11. The NTG AFSG, WGs and TWGs may form Working Panels to undertake a specific task and to achieve effectiveness with the division of workload, keeping the CM NTG AFSG informed.

## **CHAIRMANSHIP AND SECRETARY**

12. The Chairman (CM) and the Deputy Chairman (DCM) of the NTG AFSG are to be elected by national delegates during the NTG AFSG meeting normally for a period of 2 years. The CM will be from a NATO nation whereas the DCM can be elected from any of the national delegates.

13. The Secretary of the NTG AFSG is a designated Staff Officer (SO) from the NTG Section, Design & Development Branch, JET Sub-Division, HQ SACT.

**RESPONSIBILITIES (CM, DCM, Secretary, Delegates and Host Nation)**

14. The responsibilities of the Chairman NTG AFSG are as follows:
- a. To set the programme and agenda of the NTG AFSG meetings and coordinate it with the host nation.
  - b. To chair the NTG AFSG meetings.
  - c. Coordination of the AFSG and its WGs' activities.
  - d. Coordination of the proposals of HQ SACT or CM NTG for AFSG consideration.
  - e. Coordination of the AFSG work with the other NTG SGs.
  - f. Coordination of the AFSG activities with NATO Authorities and Agencies, supported by the Secretary NTG AFSG (SO NTG AFSG).
  - g. To represent the NTG AFSG at NTG CM Meetings and to report to CM NTG.
15. The responsibilities of the Deputy Chairman NTG AFSG are as follows:
- a. In the event that the CM NTG AFSG is unavailable the DCM will automatically take over responsibility as Acting CM NTG AFSG.
  - b. To support the CM NTG AFSG.
16. The responsibilities of the Secretary NTG AFSG are as follows:
- k. To perform his duties in accordance with Reference A and the Job Description for the HQ SACT, JET Post TI-3221 – SO NTG AFSG.
  - l. To maintain the NTG AFSG portion of the Overall Project List.
  - m. To send invitations to attend the AFSG meetings.
  - n. To assist the CM in the preparation and conduct of the meeting.
  - o. To maintain a database of relevant information (eg delegates' contact details etc).
  - p. To prepare and distribute the minutes of the NTG AFSG meetings.
  - q. To distribute and collect information in response to the NTG AFSG actions required.
  - r. To respond to and process questions or issues of importance to the NTG AFSG.
  - s. To co-ordinate information and actions with the Chairman.
  - t. To work with the Chairman and assist the host nation in organising NTG AFSG meetings.

17. The responsibilities of the Delegates are as follows:
  - c. To participate actively and contribute to the NTG AFSG activities by being fully briefed and prepared to present national or organisational views, and by participating in discussions on proposals, to reach consensus in the interest of Air Force education and training issues.
  - d. To inform their nation or organisation of the outcomes and decisions made at NTG AFSG meetings.
18. The responsibilities of the Host Nations are as follows (for further guidance see NTG Handbook 2004 Part 5 entitled "Procedures and Administrative Details For Hosting NTG Meetings"):
  - f. To organise the meeting facilities for the NTG AFSG, including all administrative arrangements.
  - g. To provide conference room(s) with audio-visual aids, reproduction and communication facilities and clerical support.
  - h. To provide a meeting programme, including training facilities visits and local transportation as required.
  - i. To assist in reserving hotel accommodation and messing for attendees and guests.
  - j. To offer further administrative support, information folders and local information as required.

### **METHOD OF WORK**

19. The NTG AFSG meetings will be held usually twice a year, normally in Spring and Autumn but, where possible, a minimum of two weeks after the WGs' meetings. The NTG AFSG meetings will be organised and hosted on a rotational basis, according to the long term hosting list.
20. A database containing available training and requested training will be published with the AFSG minutes.
21. It is highly recommended that the NTG AFSG National Delegates act as their nation's overall NTG National Point of Contact (POC) (otherwise informing the NTG Section of the contact details of their NTG National POC) in order to preserve contacts and maintain a current database of the NTG SGs' and WGs' National Representatives.
22. To avoid duplication of effort within the NTG and to provide a coordinating function as directed by the CM NTG, the NTG AFSG liaises closely with the other NTG Sub-Groups through the CM NTG AFSG.

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23. The CM NTG AFSG reports to the CM NTG through the submission of minutes (Record of Proceedings) after each meeting, by providing input for the overall project list (OPL), making proposals for the CM NTG report, and giving progress reports during the NTG Chairmen's Meeting (NTG CMM).
24. As necessary, the NTG AFSG may form Temporary Working Groups (TWGs) (see paragraph 11) consisting of members of their Sub Group and national experts as appropriate, to elaborate possible solutions for problems linked with Air Force education and training or to support other NTG Sub Groups with advice on a case-by-case-basis. In the event that a permanent Working Group is required (see paragraph 10), an appropriate TOR will be prepared and submitted to the Chairman, NTG for approval in accordance with Reference A.
25. **Syndicate Work.** In light of increasingly larger numbers of AFSG meeting participants, syndicate work offers the opportunity to maximise delegates' participation and discussion. The lead delegate must specify clearly the purpose and anticipated output of the syndicate work to ensure the maximum benefit of the effort. Syndicate work will require additional support (e.g. separate workrooms and facilities) from the host nation.
26. **Overall Project List (OPL).** The NTG OPL is a detailed listing and status report for each of the various projects being handled by each NTG Sub-Group. The Secretary will seek updates from the NTG AFSG delegates and / or WGs responsible for specific items during the Autumn meeting, for consolidation and submission to the NTG Section by December. The NTG Section will normally publish the updated OPL by the following January.
27. Training Lessons Identified and Learned should be communicated to all interested parties.
28. In order to contribute fully to the NTG AFSG activities, the language proficiency of the participants should be SLP 3333 (English) as a minimum in accordance with STANAG 6001.

### **VOTING PROCEDURES**

29. For the purposes of the NTG AFSG, each delegate (from NATO, Partner and MD countries, IMS, SCs and PCC) is encouraged to attend and participate in discussions. They may offer advice and are empowered to make decisions or vote on NTG AFSG issues with the exception of the election of the CM and DCM where only national delegates will vote. Each

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delegate (national, IMS, SCs, and PCC) will have one vote only. There is no power of veto.

30. The CM will always seek consensus but, where necessary, majority votes will carry forward decisions on the issues. Where financial obligations are involved, any nation may reserve its position.
31. As an exception, if voting is required on recommendations of NATO specific issues, only NATO nations and NMAs will be permitted to participate. Accordingly the CM of the NTG AFSG is to announce a break for partners.

**TERMS OF REFERENCE FOR THE NATO TRAINING  
GROUP AFSG AIRCREW HUMAN FACTORS WORKING  
GROUP (AHFWG)**

References:

- D. MC 238/3, Individual and Collective Training Terms of Reference of the NATO Training Group (NTG), 22 Jan 04.
  - E. The NATO Training Group Handbook, Jun 00.
  - F. Terms of Reference (TORs) of The NATO Training Group Air Force Sub-Group (NTG AFSG).
- 
- 1. Attached are the revised Terms of Reference (TOR) for the AHFWG in accordance with References A, B, and C.
  - 2. The TORs are effective upon receipt and supersede those previously issued under other appropriate references and authorities.

*Signed on original*

Bjørn E Kristiansen  
Major General, NOAF  
Chairman, NATO Training Group  
DACOS JET, HQ SACT

## **AUTHORITY**

1. The NATO Training Group (NTG) Air Force Sub Group (AFSG) Aircrew Human Factors Working Group (AHFWG) is established to initiate and develop co-ordination and standardisation of practices in Aircrew selection and Aircrew resource management in order to enhance interoperability among Alliance Air Forces, PfP (Partner countries) and potentially Mediterranean Dialogue (MD) countries. Specifically the AHFWG will advise and recommend on aircrew selection, aircrew retention and crew resource management.
2. The AHFWG acts as a multinational group of Air Force training and education experts, responsible for NTG training and education required at the Air Force Service level. It is directed and regulated by References A, B and C and reports to the Chairman NTG AFSG.

## **AIM**

3. In line with the overall aim of the NTG (as contained in References A, B and C), the aim of the AHFWG is to enhance interoperability among Alliance forces, PfP (Partner) and potentially Mediterranean Dialogue MD countries, through improved co-ordination and standardisation of aircrew selection, training, and aircrew resource management, thus improving the effectiveness and efficiency of individual training applications and other practices in Air Force training and education achieved through:
  - a. Developing NATO's individual and collective training goals and standardising NATO's training objectives in relation to aircrew resource management.
  - b. Developing this area to a stage where a single nation may assume a responsibility for training on behalf of all or a number of nations.
  - c. Providing a persistent forum for the discussion and exchange of views on Air Force Aircrew selection matters for the benefit of mutual understanding.
  - d. Receiving and processing relevant feedback.

## **OBJECTIVES**

4. Aligned with the HQ SACT Air Force Education and Training (JET) Sub-Division Air Force Services Sub Group policy and objectives, the AHFWG has the following objectives:
  - a. To identify and specify common needs in aircrew selection, aircrew retention and relevant individual training applications, identify, encourage and initiate individual training and Air Force training and education projects for bilateral or multilateral co-operation, where a

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need is not being adequately covered by existing projects or programs.

- b. To improve the quality of Air Force training and education by standardizing selection, with the aim of leveraging individual training, metrics, and best practices to the maximum extent possible.
  - c. To encourage co-operation and mutual understanding in aircrew resource management among NTG member nations, and NATO Authorities and Agencies by exchanging information and offering opportunities for mutual training and education.
  - d. To improve cost effectiveness and efficiency in pilot training by effective use of selection procedures and identification of opportunities for rationalisation of training arrangements / facilities / areas in order to achieve financial and manpower savings.
  - e. To constitute a forum of experts for the exchange of information.
5. The AHFWG activities in exchanging information on pilot selection, pilot retention and aircrew resource management may be extended to Partner and MD countries within the framework of the References A, B and C.

### **ORGANISATION**

6. The AHFWG consists of:
- a. The Chairman (CM) who reports directly to the CM NTG AFSG.
  - b. The Deputy Chairman (DCM).
  - c. The Secretary.
  - d. National delegates from NATO nations.
  - e. National delegates from Partner and MD countries.
  - f. Other observers, subject experts and presenters invited by the CM NTG AFHWG.
  - g. Each nation should designate two delegate to the AHFWG. One delegate with operational flying experience and one delegate with psychological expertise in the field of selection and/or aircrew resource management.
7. The establishment of a temporary Working Panel may be proposed by the CM NTG AFHWG or AFHWG delegates and must be agreed with consensus and formal vote, where possible. The Chairman, and Secretary of these panels are to be elected by national delegates, normally for a period to be determined by separate process, due to their temporary status not longer than 2 years.
8. The establishment of a permanent Working Panel may be proposed by CM, AFHWG or AHFWG delegates and approved with consensus and formal

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vote, where possible to undertake specific tasks in line with the aims and objectives of the AHFWG for a limited and stated life span, normally 2 years or more. Permanent Working Panels must be endorsed by the AFSG.

9. The CM AHFWG may form Working Panels to undertake a specific and limited task to achieve effectiveness with the division of workload, keeping the CM NTG AFSG informed. The CM AHFWG may appoint a CM and Secretary for a period of one year.

### **CHAIRMANSHIP AND SECRETARY**

10. The Chairman (CM) and Secretary of the AHFWG are to be elected by national delegates during the AHFWG meeting normally for a period of 2 years. The CM will be from a NATO nation whereas the DCM and Secretary can be elected from any of the NATO or PfP national delegates.

### **RESPONSIBILITIES (CM, DCM, Secretary, Delegates and Host Nation)**

11. The responsibilities of the CM AHFWG are as follows:
  - a. To set the programme and agenda of the AHFWG meetings and coordinate it with the host nation.
  - b. To chair the AHFWG meetings.
  - c. Coordination of the AHFWG and its panel activities, where appropriate.
  - d. Coordination of the proposals of AHFWG for AFSG consideration.
  - e. Coordination of the AHFWG activities with NATO Authorities and Agencies, supported by the Secretary AFSG.
  - f. To represent the AHFWG at NTG AFSG Meetings and to report to CM NTG AFSG.
12. The responsibilities of the Deputy Chairman NTG AHFWG are as follows:
  - a. In the event that the CM AHFWG is unavailable the DCM will automatically take over responsibility as Acting CM AHFWG.
  - b. To support the CM AHFWG.
13. The responsibilities of the Secretary NTG AHFWG are as follows:
  - a. To perform his duties in accordance with desires of the CM NTG AHFWG.
  - b. To maintain the AHFWG portion of the Overall Project List in cooperation with the secretary AFSG.
  - c. To send invitations to attend the NTG AHFWG meetings.

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- d. To assist the CM / DCM in the preparation and conduct of the meeting.
  - e. To maintain a database of relevant information, such as delegates' contact details, and long term hosting list.
  - f. To prepare and distribute the minutes of the AHFWG meetings.
  - g. To distribute and collect information in response to the AHFWG actions required.
  - h. To respond to and process questions or issues of importance to the AHFWG.
  - i. To co-ordinate information and actions with the Chairman.
  - j. To work with the CM and assist the host nation in organising AHFWG bi-annual meetings.
14. The responsibilities of the Delegates are as follows:
- a. To participate actively and contribute to the AHFWG activities by being fully briefed and prepared to present national or organisational views, and by participating in discussions on proposals, to reach consensus in the interest of All.
  - b. To inform their nation or organisation of the outcomes and decisions made at AHFWG meetings.
15. The responsibilities of the Host Nations are as follows (for further guidance see NTG Handbook 2004 Part 5 entitled "Procedures and Administrative Details For Hosting NTG Meetings"):
- a. To organise the meeting facilities for the AHFWG, including all administrative arrangements.
  - b. To provide conference room(s) with audio-visual aids, reproduction and communication facilities and clerical support.
  - c. To provide a meeting programme, including training facilities visits and local transportation as required.
  - d. To assist in reserving hotel accommodation and messing for attendees and guests.
  - e. To offer further administrative support, information folders and local information as required.

### **METHOD OF WORK**

16. The AHFWG meetings will be held usually twice a year, normally in Spring and Autumn but, where possible, a minimum of two weeks prior to the

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AFSG meetings. The AHFWG meetings will be organised and hosted on a rotational basis, according to the long term hosting list.

17. To avoid duplication of effort within the NTG and to provide a coordinating function as directed by the CM NTG, the AHFWG liaises closely with the other NTG Sub-Groups through the CM NTG AFSG.
18. The CM AHFWG reports to the CM NTG AFSG through the submission of minutes (Record of Proceedings) after each meeting, by providing input for the overall project list (OPL), making proposals for the CM NTG AFSG report, and providing progress reports to the CM NTG AFSG in preparation for the NTG Chairmen's Meeting (NTG CMM).
19. Per paragraphs 8 and 9, as necessary, the AHFWG may form Working Panels consisting of members of their Sub Group and national experts as appropriate, to elaborate possible solutions for problems linked with Aircrew selection, aircrew retention and aircrew resource management or to support other NTG Sub Groups with advice on a case-by-case-basis. In the event that a permanent Working Group is required (see paragraph 9), an appropriate TOR will be prepared and submitted to the Chairman, NTG AFSG for approval in accordance with References A, B and C where appropriate.
20. In order to contribute fully to the AHFWG activities, the language proficiency of the participants should be SLP 3333 (English) as a minimum in accordance with STANAG 6001.

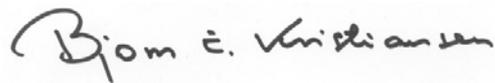
### **VOTING PROCEDURES**

21. For the purposes of the AHFWG, each delegate (from NATO, Partner and MD countries, IMS, SCs and PCC) is encouraged to attend and participate in discussions. They may offer advice and are empowered to make decisions or vote on AHFWG issues with the exception of the election of the CM and DCM where only national delegates will vote. Each delegate (national, IMS, SCs, and PCC) will have one vote only. There is no power of veto.
22. The CM will always seek consensus but, where necessary, majority votes will carry forward decisions on the issues. Where financial obligations are involved, any nation may reserve its position.
23. As an exception, if voting is required on recommendations of NATO specific issues, only NATO nations and NMAs will be permitted to participate. Accordingly the CM of the AHFWG is to announce a break for partners.

**TERMS OF REFERENCE (TORs) OF  
THE NATO TRAINING GROUP FINANCIAL  
SUB-GROUP (NTG FSG)**

References:

- A. MC 238/3, Individual and Collective Training Terms of Reference of the NATO Training Group (NTG), 22 Jan 04.
  - B. The NATO Training Group Handbook, Jun 00.
1. Attached are the revised Terms of Reference (TORs) for the NTG FSG, as approved by the CM NTG (in accordance with Reference A).
  2. The TORs are effective upon receipt and supersede those previously issued under Reference B.



Bjørn E Kristiansen  
Major General, NOAF  
Chairman, NATO Training Group  
DACOS JET, HQ SACT

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## **AUTHORITY**

1. The NATO Training Group Financial Sub Group (NTG FSG) – in the field of Joint Education and Training – is a Sub-Group of the NTG which is established to initiate and develop co-ordination and standardisation of individual and collective training in order to enhance interoperability<sup>1</sup> among Alliance forces, and additionally between the forces of Partner Nations.
2. The NTG FSG acts as a multinational group of financial experts as directed by Reference A and reports to the Chairman NTG.

## **AIM**

3. The aim of the NTG FSG is to enhance interoperability among Alliance Forces and Forces of Partners through improved co-ordination and standardisation of individual and collective training, via improving cost-effectiveness and efficiency in order to economise on the use of resources.

## **OBJECTIVES**

4. The FSG has the following objectives:
  - a. To develop financial policy and procedures and provide advice and guidance to the Chairman (CM) NTG as well as support to the other NTG Sub Groups on financial matters related to all aspects of training as defined in Reference A.
  - b. To draft, review and revise its STANAGs, the financial aspects of other STANAGs and, if requested, related bilateral or multilateral agreements and MOUs. Revision of its own STANAGs will be carried out every three years.
  - c. Where appropriate – and with the approval of CM NTG – to draft, review and revise the financial aspects of STANAGs and related bilateral and multilateral agreements and MOUs on matters other than training.
  - d. To provide advice on funding of common training to CM NTG and to the other Sub-Groups.
  - e. To develop financial principles and procedures, including cost sharing methods for training and financial guidelines related to the operation of common, bilateral or multilateral used training installations and facilities.

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1 *“Interoperability is the ability of Alliance Forces, and when appropriate, the Forces of Partners and other nations to train, exercise and operate effectively together in execution of assigned missions and tasks.”*

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- f. To standardise the financial principles and procedures which will govern the provision of training supplies and services by issuing financial guidelines for bilateral or multilateral training arrangements through the production of STANAGs, APs or other policy documents.
- g. To provide financial advice to NTG Sub-Groups (SGs) or Working Groups (WGs) on any aspect of their work and, if considered appropriate, to nominate a suitable representative to attend their meetings.
- h. To improve cost-effectiveness and efficiency in the use of joint and combined training by evaluating financial policies and raising proposals for future financial principles within the NTG, and this in order to achieve financial and manpower savings.
- i. To constitute a forum of financial experts for the interchange of financial information, and to assist the development of the training by summarising and distributing information and giving recommendations.
- j. To enhance non-NATO members' understanding of NATO financial policies and procedures by encouraging the fullest possible dissemination of knowledge.

### **PRINCIPLES OF CO-OPERATION**

- 5. To further the aim and objectives of co-operation, the adoption of guiding principles is considered essential. With this in mind, the following principles provide a basis for training arrangements on a bilateral or multilateral basis.
  - a. Exchange of Information. There should be a regular and extensive exchange of information among national training experts and the NATO Military Authorities and Agencies on:
    - (1.) Intended new training projects and requirements, where other nations or authorities may wish to contribute or derive benefit.
    - (2.) Experience gained from carrying out specific types of training that may be of interest to others.
  - b. Co-operation in Establishing New or Extending Facilities for Common Use. Through the forum of training experts, nations are encouraged to consult one another in planning and establishing new national, regional or centralised training facilities or expanding existing ones (including training areas and ranges) – particularly when new weapons systems are being considered for procurement by two or more nations – in order to determine whether or not:

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- (1.) Other countries have the same or similar requirements for training that act to favour the establishment of a common training facility.
- (2.) (2) Any new or additional training requirement can be met by using the existing facilities in other countries or by expanding them at mutually acceptable costs.

### **ORGANISATION**

6. The NTG FSG reports directly to CM NTG (DACOS JET, HQ SACT) and has the following permanent WG reporting directly to it:
  - a. The Financial Seminars Working Group (FSWG) (see Appendix 1 to Annex F for FSWG TORs).

### **COMPOSITION**

7. The FSG consists of:
  - a. A Chairman from a NATO nation, chosen by the national representatives to the FSG.
  - b. A Deputy Chairman, similarly chosen.
  - c. The Secretary, a permanent SO from the NTG Section (SO NTG FSG) as ACT representative.
  - d. A minute secretary similarly chosen.
  - e. A custodian appointed by the chairman.
  - f. National delegates from NATO and PfP nations. Attendance is not restricted to one national member.
  - g. Observers from Mediterranean Dialogue (MD) Countries.
  - h. NATO delegates from ACO, IMS, NSA, PCC and other bodies as required.
  - i. Other observers and experts as invited by the Chairman.
8. Each NATO and PfP nation should designate one delegate to work for the NTG FSG and attend each meeting.
9. The establishment of a permanent Working Group (WG) may be proposed by HQ SACT or NTG FSG and must be recognised with consensus by the

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NTG FSG delegates and approved by the CM NTG. The Chairman, Deputy Chairman and Secretary of these WGs are to be elected by the members of the Working Group, normally for a period of 2 years.

10. The establishment of a Working Panel (WP) may be proposed with consensus and approved by NTG FSG delegates to undertake specific tasks in the line with the aims and objectives of the NTG and the NTG FSG for a limited and stated life span (max 2 years).
11. Permanent WGs may recommend (propose) the formation of Working Panels to undertake a specific task and to achieve effectiveness with the division of workload. Justification of Working Panels must be submitted to the NTG FSG.

### **CHAIRMANSHIP AND SECRETARY**

12. The Chairman (CM) and the Deputy Chairman (DCM) of the NTG FSG are to be elected by the delegates during the NTG FSG meeting normally for a period of 2 years.
13. The Secretary of the NTG FSG is a designated SO of the NTG Section, Design and Development (D & D) Branch, Joint Education and Training (JET) Sub-Division, HQ SACT.

### **RESPONSIBILITIES**

14. Another condition for effective work and efficient meetings is that the tasks and responsibilities of the Chairman, Deputy Chairman, Secretary, Minutes Secretary, Custodian and also delegates as well as the Host Nation are clearly defined and are conscientiously lived up to.
15. **The Chairman of the NTG FSG's responsibilities are:**
  - a. To co-ordinate the policy and procedures of the NTG FSG.
  - b. To set the programme and agenda of the NTG FSG meetings and co-ordinate it with the host nation.
  - c. To co-ordinate the NTG FSG and WG's and WP's activities.
  - d. To chair the NTG FSG meetings.
  - e. To send invitations to attend the meetings.
  - f. To be the official decision-maker on behalf of the NTG FSG.

- g. To represent the NTG FSG in the NTG CM Meetings (NTG CMM).
- h. To coordinate and establish milestones for completion of each task.
- i. To co-ordinate the FSG activities with NATO Authorities and Agencies, supported by SO NTG FSG.

**16. The Deputy Chairman of the NTG FSG's responsibilities are:**

- a. In the event that the CM NTG FSG is unavailable the DCM will automatically take over responsibility as CM NTG FSG.
- b. To support the CM NTG FSG.

**17. The Secretary of the NTG FSG's responsibilities are:**

- a. To perform his duties in accordance with Reference A and the Job Description for the HQ SACT, JET Post TI-3225 – SO NTG FSG.
- b. To maintain the NTG FSG portion of the Overall Project List.
- c. To assist the CM (DCM) in the preparation and conduct of the meeting.
- d. To assist the Chairman during the NTG FSG meetings.
- e. To maintain a database of relevant information.
- f. To publish and distribute the minutes of the NTG FSG meetings.
- g. To inform new representatives on the NTG FSG procedures and their expected contribution to the NTG FSG's activities.
- h. To distribute and collect information in response to the NTG FSG actions required.
- i. To respond to and process questions or issues of importance to the NTG FSG.
- j. To co-ordinate information and actions with the Chairman.
- k. To work with the Chairman and the host nation in organising NTG FSG meetings.
- l. To maintain the FSG-portion of the NTG Website.

**18. The Minutes Secretary's responsibilities are:**

- a. To take and send draft minutes to the SO NTG FSG.

**19. The National Delegates' responsibilities are:**

- a. To come to the meetings fully briefed and prepared to present national views.
- b. To participate in discussions on proposals to reach agreement in the interest of joint education and common training issues.
- c. To participate actively in the NTG FSG activities.
- d. To present and elaborate on their national programmes related to the items being discussed. To contribute to the NTG FSG needs analysis in terms of their national priorities.
- e. To co-ordinate their contribution with related NATO PfP-activities in their respective countries.
- f. To inform the organisation they are representing.
- g. To present updated information about financial courses open for PfP, MD or NATO nations.

**20. The Custodian's responsibilities are:**

- a. To progress work on a study and/or keep the STANAGs up to date.
- b. To initiate the ratification procedure.
- c. To act as the point of contact for all correspondence in the development and reviewing of specific STANAGs.
- d. To communicate with other experts and participants to resolve differences or to obtain sufficient data, keeping the TA apprised of developments.
- e. To provide updates on the status of the STANAGs.
- f. During the developing and reviewing process of the STANAGs the custodian prepares draft documents of the STANAG (according to AAP-3 Chapter 3 Annex B) and circulates it within the specified Working Panel (WP) for developing and reviewing. When the WP finishes developing and reviewing the draft documents, the custodian sends it to NTG FSG representatives for comment. The custodian revises the draft documents in the light of comments received from delegates and sends it back to the WP for further development. This

process continues, until a Ratification Draft is submitted for the ratification procedure.

- g. To send the ratification draft (as preliminarily approved by the NTG FSG delegates) to the CM NTG.
- h. Collect and store all documents which are related to financial STANAGs.

21. **Working Panel's (WP's) responsibilities are:**

- a. To carry out tasks as directed by the NTG FSG.

22. **Host Nations' responsibilities** (for further guidance see Part 5 of the main part of the NTG Handbook 2004 entitled "Procedures and Administrative Details For Hosting NTG NSG Meetings"):

- a. To organise the meeting facilities for the NTG FSG, including all administrative arrangements.
- b. To provide conference room(s) with audio-visual aids, reproduction and communication facilities and clerical support.
- c. To provide a conference programme, including facilities visits and local transportation as possible.
- d. To reserve accommodation for attendees and guests.
- e. To offer further administrative support, information folders and local information as required.

**METHOD OF WORK**

- 23. The NTG FSG meetings will be held usually twice a year, normally in Spring and Autumn. The NTG FSG meetings will be organised and hosted by participating Nations on a rotational basis on dates and in locations chosen by the delegates.

**WORKING LANGUAGE**

- 24. For practical reasons (meetings with up to 30 different countries), the NTG FSG delegates have agreed to accept the English language as the working language of the Sub-Group.
- 25. Only official publications, such as STANAGs, will be published in the two official languages of NATO.

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26. The FSG liaises closely with the other NTG Sub-Groups to avoid duplication of effort within the NTG.
27. The FSG reports to the CM NTG through the submission of minutes (Record of Proceedings) after each meeting, by providing input for the overall project list (OPL), making proposals for the CM NTG report, and giving progress reports during the NTG Chairmen Meeting (NTG CMM).
28. As necessary, the FSG may form WPs, groups consisting of members of their Sub-Group and national experts as appropriate to elaborate possible solutions for problems linked with joint individual and collective training or to support other NTG Sub-Groups with advice on a case-by-case-basis. In the event that a permanent Working Group is required, appropriate TORs will be prepared and submitted to CM NTG for approval.
29. Syndicate Work. In light of increasingly larger numbers of FSG meeting participants, syndicate work (the break down of the larger group to form smaller groups) offers the opportunity to maximise participation/discussion. Smaller groups are particularly valuable when a specific task is involved and the Lead nation/Strategic Command (SC) delegate needs input from the nations. With the concurrence of the NTG FSG Chairman, the Lead delegate must specify clearly the purpose and anticipated output of syndicate work to ensure maximum benefit of the effort. Syndicate work may require additional support (eg separate workrooms and facilities) from the host nation.
30. Overall Project List (OPL). The NTG OPL is a detailed listing and status report for each of the various projects being handled by each NTG Sub-Group. The Secretary will seek updates from the NTG FSG delegates and/or WGs responsible for specific items during the Autumn meeting, for consolidation and submission to the NTG Section by December. The NTG Section will normally publish the updated OPL by the following January.

### **VOTING PROCEDURES**

31. For the purposes of the NTG FSG, each delegate (from NATO, Partner and MD countries, IMS, SCs and PCC) is encouraged to attend and participate in discussions. They may offer advice and are empowered to make decisions or vote on NTG FSG issues with the exception of the election of the CM and DCM where only national delegates will vote. Each delegate (national, IMS, SCs, and PCC) will have one vote only. There is no power of veto.

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32. The CM will always seek consensus but, where necessary, majority votes will carry forward decisions on the issues. Where financial obligations are involved, any nation may reserve its position.
33. As an exception, if voting is required on recommendations of NATO specific issues, only NATO nations and NMAs will be permitted to participate. Accordingly the CM of the NTG FSG is to announce a break for partners.

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**TERMS OF REFERENCE (TORs) OF  
THE NTG FSG FINANCIAL SEMINARS WORKING GROUP  
(FSWG)**

References:

- A. MC 238/3, Individual and Collective Training Terms of Reference of the NATO Training Group (NTG), 22 Jan 04.
  - B. The NATO Training Group Handbook, Jun 00.
  - C. The NATO Training Group Financial Sub-Group TORs, Jul 04.
1. Attached are the revised Terms of Reference (TORs) for the NTG FSWG, as approved by the CM NTG (in accordance with References A and C).
  2. The TORs are effective upon receipt and supersede those previously issued under Reference B.

*Signed on original*

Bjørn E Kristiansen  
Major General, NOAF  
Chairman, NATO Training Group  
DACOS JET, HQ SACT

**AUTHORITY**

1. The Financial Seminars Working Group (FSWG) is an authorised permanent Working Group (WG) under the TORs of the NTG FSG.
2. The FSWG will be responsible to the NTG through the Chairman FSG.

**AIM**

3. To improve the degree of knowledge held by the staffs of NATO and PfP nations of the financial issues, processes and techniques most relevant to NATO activities.

**RESPONSIBILITIES**

4. The FSWG will facilitate the setting-up, within NATO and PfP nations, of seminars and similar events for the teaching and discussion of financial matters, to the extent that their availability within existing NATO/PfP resources is either non-existent or unsatisfactory.
5. Responsibility for the running of each event will rest in the hand of the FSWG, and the administrative and technical support is given by the host nation, which will also determine the financial arrangements.

**METHOD OF WORK**

6. The FSWG will meet at least annually, more frequently if this is considered necessary by its members, and at venues agreed among them. It will report on its activities twice-yearly to the FSG.

**COMPOSITION**

7. The FSWG is composed of:
  - a. A Chairman elected by the national NATO delegates whose tenure will normally be for two years.
  - b. Members from each of the NATO and PfP nations constituting the FSG who desire to participate.