

B. STANDING GROUP (SG)

ORGANIZATION OF THE STANDING GROUP, 1949-1952

The internal organization of the staff to support the Standing Group (SG) was set out in the first Standing Group Memoranda (SGM-1-49) "Organization of the Secretariat and Working Terms of the Standing Group" on 14th October 1949. The memoranda called for Working Teams to deal with specific problems as they arose. Permanent National Working Teams, one each for France, the United Kingdom and the United States, were established, each consisting of three officers. These officers were to receive instructions from their respective representatives on the SG and, where appropriate, directly from the national staffs of the three countries in Paris, London and Washington. Their objective was to provide agreed recommendations for submission to the Standing Group.

A Director, of Brigadier General or flag rank, a rotating position with the first Director supplied by the United States, was designated and charged with the supervision of the Working Teams and of the Secretariat. The Secretariat and Working Teams of the SG were to consist only of nationals of the three countries. The Secretariat and Working Teams of the SG were to be located in Washington and were to function on a permanent basis.

The Secretariat of the SG was to be kept as small as possible. When created in 1949, it consisted of three Secretaries, the senior being initially from the United States, drawn from the three nations represented on the SG, and "adequate" clerical assistance. The SG Secretariat was to serve the SG and the Working Teams and, in this respect, it was to carry out the normal functions of a military secretariat. Unlike the Permanent National Working Teams, the Secretariat was not to represent national interest, but was to be the servant of the SG and of its Working Teams.

The Secretariat was charged with certain additional functions:

1. Liaison with the Military Representatives accredited to the SG (representatives of the highest military authority of the non-SG member nations) and any liaison representatives to the SG;
2. Insuring liaison between the SG and the NATO Military Production and Supply Board;
3. Issuance of such routine information to the members of the Military Committee as the SG directs;
4. The maintenance of an expense account to include the recording of such expenses incident to the cost of common housekeeping, secretarial work, civilian employees, and other appropriate items; and
5. The implementation and operation of effective internal security measures for the headquarters of the SG.

This initial plan foresaw the establishment of a facility in the Washington area suitable for the purposes of serving as the Standing Group Headquarters with space for the

three Representatives on the SG, the Director, the Secretariat, the three permanent national Working Team Officers, liaison offices and suitable conference rooms. The estimated initial minimum personnel strength of the Secretariat and Working Teams and support called for 15 officers, 7 enlisted, 26 civilians, and 6-10 guards for a total of 54-58 persons. The estimated space requirements for the SG Organization was for approximately 17,700 square feet of office and conference rooms.

In a memorandum dated 20th January 1950, the Director SG, Rear Admiral Foskett (US) provided an "Informal Brief of Current SG Activities and Problems" to the Secretaries of the Regional Planning Groups (DSGM-6-50). He described the SG organization as functioning in consonance with the MC approved Directive to the SG set forth in SG 2/1. In terms of how it actually functioned, he stated that the Working Teams, did not have sufficient personnel to perform all of the duties incumbent on the SG. But neither was it the intention that these Working Teams should act as the entire planning staff for the Organization. The Working Teams were to undertake only those projects which were appropriate, and would primarily handle the day-to-day routine staff matters for the SG. In addition they would act as coordinators and steering members for the ad hoc committees which would be set up to perform the actual staff work of the majority of the matters with which the SG would be concerned. In this manner the best technical and planning knowledge of the resident staffs and national staffs of the three member nations was available to the SG and the Organization itself could be kept small enough to act primarily as a coordinating and executive body for the MC.

In this same informal report the Director noted that he expected the staff to reach its authorized strength within the next 30 to 60 days. He also informed the Regional Planning Groups that the desire of the host government (US) to provide the SG Organization with its own headquarters in a separate building in the Washington area which would be representative of the status and international character of the Organization could not be realized. Temporary quarters were made available in the Pentagon Building. These were occupied by the Secretariat and Working Teams on December 22, 1949. These temporary facilities were not as spacious as desired and did not provide office space for the senior SG representatives.

The principle activities of the SG in its first three months had been to prepare documents for action by the Military and Defence Committees meeting in December 1949. Emphasis had been laid on the development and distribution of the overall Defensive Concept for the North Atlantic Area and on the completion of the Strategic Guidance Paper. In addition a system for the security of NATO information had been developed, approved by all bodies, and was in process of implementation. These projects were done to the exclusion of other activities with a view of getting regional planning underway at the earliest possible date. The SG distributed the Strategic Guidance Paper, along with a broad Intelligence Annex, on 6th June 1950.

The Director expressed regret in his informal report that during this initial organization period the SG was unable to establish a closer working relationship between the SG Organization and the accredited Military Representatives. The development of this

relationship was impeded largely due to the inaccessibility of the SG Organization as a result of not having any one headquarters location.

In concluding his informal report, the SG Director enclosed some of the most important directives and studies which had been approved for their information and permanent records: SG 2/1, DC 1/2, DC 1/3, DC 2/2, DC 3, DC 4, DC 6/1, DC 7 and MC 4/1.

By April 1950 the SG had established five ad hoc committees made up of representatives/experts from each of the three SG member nations:

1. Security Coordinating Committee (SCC/SGSC);
2. Communications-Electronics Coordination Section (CECC) (terms of reference in SGM-111-50, 18.5.50);
3. Intelligence Ad Hoc Committee (SGIC) (See SGM-81-50, 20.4.50 which calls for meeting of the SGIC and progress reports);
4. Hydrographic Information Ad Hoc Committee (terms of reference in SGM-87-50, 25.4.50); and
5. Meteorological Information Ad Hoc Committee.

By July 1950 the three Secretaries making up the SG Secretariat (C. H. Donnelly, US; E. B. W. Cardiff, UK; R. A. Vallet, FR) felt it important to issue a Standing Operating Procedure (SOP) to facilitate and expedite the work of the SG Organization (S.G. Sect. Memo No. 1, 12 July 1950, copy in 334/SG/320). It was prepared with the advice and cooperation of the Director and the Working Teams. It incorporated and reproduced some of the language of the approved policies in SG 2/1 and MC 2/1. (The SOP memorandum was submitted for consideration by the SG, but there is no mention of it in any SG Summary Record.)

The SOP describes the functions of the Director as follows:

1. The Director of the SG is responsible for supervising and coordinating the work of the Permanent Working Teams, the Temporary Working Teams (ad hoc committees), and the Secretariat;
2. The Director insures that the recommendations for policies, plans, estimates, studies, and reports necessary to permit the SG to carry out their joint responsibilities are prepared and submitted. He was obliged to forward such recommended policies, plans, estimates, etc. including any documents containing divergent views, to the SG, with any comments which he deemed appropriate. However, the Director did not have the authority to make any substantive changes in those recommendations, policies, etc.
3. The Director is to:
 - a. Represent the SG in accordance with the instructions of the SG;
 - b. Perform such duties as may be directed by the SG;
 - c. Formulate and announce procedures for the general operations of the Permanent Working Teams, and Temporary Working Teams (ad hoc committees) and the Secretariat in accordance with over-all policies of the SG;
 - d. Supervise and coordinate the activities of the Permanent Working Teams and Temporary Working Teams (ad hoc committees) and the

Secretariat;

- e. Assign to the Permanent Working Teams tasks as directed by the SG and where necessary establish priorities for those tasks;
- f. Present to the SG such recommendations as are deemed advisable by the Permanent Working Teams with their comments concerning those recommendations; and
- g. Receive the Military Representatives Accredited to the SG.

There were two kinds of Working Teams, the Permanent Working Teams and the Temporary Working Teams. Their functions were described in considerable detail in the July 1950 SOP as follows:

Permanent Working Teams. There were three such teams, one French, one United Kingdom, and one United States. Each was composed of three officers. They were responsible to the SG through the Director for the coordination, review, and preparation of all tasks assigned to them. These Permanent Working Teams constituted an essential working nucleus to furnish the link between the SG and such Temporary Working Teams as were designated by the SG. It was not intended that the Permanent Working Teams would undertake accomplishment of all of the functions assigned to the SG, since this would be beyond their scope both quantitatively and perhaps qualitatively. It was intended, however, that the Permanent Working Team would provide the necessary initiative to assure that the functions of the SG would be efficiently and effectively discharged. The intention was that their responsibilities would include, inter alia, the preparation of recommendations for the SG on all military matters which they consider would further the aims and objectives of the NATO. They were also responsible for maintenance of constant contact with the Regional Planning Groups through the coordination of guidance, the provision of assistance to the extent possible, and frequent visits to the Regional Organizations in order to aid the Regional groups and, at the same time, for keeping the SG fully advised as to the status of the regional activities.

Temporary Working Teams performed the majority of the functions of the SG. They were composed of planners or specialists convened on an ad hoc basis. These teams consisted of officers from the national staffs of the three member nations or combinations of members of the Permanent Working Teams and officers from the national staffs at the discretion of the SG members. The Temporary Working Teams might, in some instances, be appointed as permanent committees where their responsibilities were seen as being of a recurring nature. In most instances, however, it was considered that the Temporary Working Teams would be designated on an ad hoc basis for the accomplishment of specific studies, tasks, or undertaking relating to functions of the SG. In those instances, it would be the responsibility of the Permanent Working Teams, as designated by the Director, to make the necessary arrangements to initiate, coordinate, and assure that any Temporary Team's work was accomplished in accordance with the desires of the SG.

Overall, the duties of the Permanent Working Teams and of the Temporary Working

Teams (ad hoc committees) include the following functions of the SG (MC 2/1, paragraph 3):

1. Review, integrate and coordinate plans emanating from the regional planning groups, as necessary for their consideration by the Military Committee.
2. Define and set forth fields of disagreement between regional plans, or on other issues referred to the Group, for consideration and resolution by the Military Committee and/or Defense Committee as appropriate.
3. Prepare and disseminate strategic and logistic guidance to the regional planning groups, or other agencies, as directed by the Military Committee.
4. Prepare plans and studies and recommend policies of a military nature on issues referred to the NATO by the national or regional staffs for multilateral consideration.
5. Review and consolidate equipment deficiency lists submitted by the regions and make recommendations to the Military Committee thereon.
6. Establish standards of obsolescence and conduct planning for the standardization of weapons.
7. Maintain coordination with the Military Production and Supply Board.
8. Undertake the study of any problem relating to the maintenance of the security of the North Atlantic area which it may deem appropriate and submit its conclusions and recommendations to the Military Committee.

With the benefit of nine months of experience, the authors of the SOP described in general terms the modus operandi of the committees and ad hoc committees:

1. The committees would report to the Director initially.
2. Committee members would keep their respective National Working Teams informed of the work of their committee in order to ensure coordination with the general policies of the SG.
3. The chairman of the committee would also keep the Director informed. This would be done by having a member of the committee attend each SG Director's Staff meeting, prepared to report on the progress of his committee.
4. When a committee decided to forward a document to the SG, this document would be sent to the Secretariat for simultaneous transmittal to the Director and the Working Teams, who would verify that the proposed solutions and recommendations were in accordance with current policies of the SG.
5. The inclusion of the paper on the agenda of a SG meeting would normally be decided upon at a Director's Staff meeting.
6. All written communications between temporary, permanent or ad hoc committees, and the several echelons of the NATO must be channeled through the Secretary of the SG.
7. Committees and sub-committees would only undertake studies in accordance with written instructions previously approved by, and issued on behalf of the Director. This was not to preclude them from suggesting matters on which a study should be undertaken since it was a part of their duties to see that appropriate action in the light of other SG activities is taken on subjects on which they are concerned; but that no such studies should be undertaken until instructions had been formally approved.

An addendum to the SOP was published on 6 January 1951 describing the various categories of documents of concern to the Military Representatives (MRC) and the manner in which they should be handled (Part VI, "Collaboration between the SG and the Military Representatives Accredited to the Standing Group" of S.G. Sect. Memo No. 1). The categories were: incoming documents for information, incoming documents for SG action, studies initiated within the SG, International Working Team (IWT) and Committee Reports to the SG, and SG final papers for information to the MRC. These procedures remained essentially unchanged until superseded by SG 14/6 (Final) of 2 March 1955.

A further indication of just how the SG worked with the Regional Planning Groups and national military authorities was revealed in SGM-183-50 (12.7.50). This document, a "Summary of Actions taken by the SG following the 21st Meeting on 8 July 1950" was the agreed views of Admiral Foskett (Director), General Piatte (FR), Captain Coleridge (UK) and Colonel Connelly (Secretary) as to the action which the SG took at the meeting.

5. In the preparation of the foregoing papers [assigned], that there should be no suggestion of dictation by the SG to Regions or Nations but, rather, we should indicate principles and tasks and then follow with awkward questions addressed to the Regions and Countries designed to make it impossible for them to coverup weaknesses or evade difficult and vital issues.

A reorganization of the SG Organization took place in December 1952 when the SG agreed in principle to a measure of reorganization in the office of the Director and Secretary of the SG (DSGM-222-52, 30.12.52, referencing SG 14/5 and DSGM-199-52). The main features of the reorganization entailed the combining of the Director's Office and the Secretariat. The post of Secretary SG was combined with that of Deputy Director.

The responsibilities of the Deputy Director included the efficient functioning of the Secretarial machine and the immediate supervision of the work of the Executive Secretary, Translation and Administrative Sections. The remainder of the Secretariat, which would absorb the personnel of the Director's Office was organized into four sections:

- Section 1 Would be responsible for International Planning Team and Intelligence Committee work;
- Section 2 Would direct the work of the Logistics and Material Planning Committee, the Security Coordination Committee, the Standardization Policy Planning Committee, the Research and Development Committee, the Air Training Advisory Group, and the Public Information Committee;
- Section 3 Would direct the work efforts of the Communications-Electronics Coordination Section; and
- Section 4 Would direct the work of the Military Representatives Committee (MRC).

Enclosure E to DSGM-222-52 provides fuller explanation of the responsibilities of Section 4, the MRC Section. The officer in charge of this Section would act, under the Secretary, as Assistant Secretary of the Military Committee. As such he would be responsible for recommending to the Director action required in relation to the Chairman of the Military Committee and for submitting through the Director, drafts of the periodic letters from the Chairman of the Standing Group to the Chairman of the Military Committee. These reports are described below under the heading "Chairman of the Standing Group Memoranda."

In addition, the officer in charge of Section 4 was responsible for preparing, for the approval of the Secretary, the Military Representatives Committee's meeting agenda and minutes together with drafts of implementing action resulting from its decisions. Before each MRC meeting he was to get in touch with the Military Representatives and find out from them what points they wished to raise, recommending to the Director, as a result, points for inclusion in the Chairman's brief.

The officer in charge of the MRC Section was generally responsible, under the Director, for all action in relation to the Military Representatives. In particular he was to watch the progress of all papers being prepared within the SG staff so as to recommend to the Director any action necessary to ensure that the Military Representatives were adequately informed and brought into consultation in due time. He was also responsible for the distribution of documents, telegrams, etc. to the Military Representatives, referring to the Director as necessary and recommending when summaries should be issued of documents, etc. which the SG did not propose to distribute in full text version.

The officer in charge of Section 4 was also responsible for the running of the Military Representatives Information Room (a documents-library especially designated for use by the Representatives seeking background information and full texts of large documents not reproduced for each delegation). He also arranged for staff-level consultation meetings with the Military Representatives at the request of the team concerned and reported the results to the Director.

LOCATION OF THE STANDING GROUP, 1953

The Standing Group's Liaison Office in Paris notified the Standing Group on 21st January 1953 that the the Secretary General would raise informally to the Permanent Council, the question of the location of the SG in Washington in relation to the location of the Council in Paris (PARSEC 314, [information taken from index card as the copy is not in the decimal subject file indicated]). The SG responded that same day with a plea that the question not be raised in any way in Council without prior opportunity for development and expression of views by the SG which they suggested might initially take the form of an informal discussion between the Secretary General and the SG when he visited Washington in March (SECPAR 253, 21.1.53).

In his response on 27th January 1953 (PARSEC 324), the Secretary General provided an outline of the position as he saw it. He recounted that prior to the ministerial meeting in December 1952, two or three members mentioned the question of liaison arrangements and expressed the desire to discuss the matter in Council. The Secretary General at the ministerial meeting volunteered a statement in the full session that he was going to raise the question himself. The three members of the SG were present and made no comment at that time.

The Secretary General went on to relate that he had shortly thereafter received a paper from one of the delegations on a personal basis, containing suggestions for improvement of liaison machinery. These suggestions left the location of the SG unaltered. When the Secretary General returned to Paris from Christmas holidays, two delegations asked him when he was going to raise the question of liaison as he had promised to do so at the first opportunity.

On 16th January the Secretary General circulated informally a note on the question (a copy of which was sent to SG as PARSEC 324, 27.1.53). The subject had been scheduled for consideration at an informal meeting of the Council but was postponed due to the Secretary General's illness. The Secretary General explained that he did not mean that there would be any detailed discussion and certainly there would be no decisions without full consultation with the SG. In a personal note he added, "I myself need no convincing that, in all the circumstances, the SG is better located where it is, and I should oppose any other solution." This note paralleled the language used in his memoranda to the Permanent Representatives,

2. On the face of it, it seems illogical that several thousand miles should separate the Council from their military advisers. On the other hand it may well be that having regard to all the circumstances, this general arrangements is the best that can be made.

In conclusion the Secretary General begged the SG to trust him to play the hand in matters of this kind, confident in the knowledge that he would support their interests to the utmost and never allow any decision to be taken without the fullest consultation with the SG. But he reminded them that he could not prevent any member of the Council from raising any matter whatever.

In the light of these two messages from the Secretary General (PARSEC 324 and 325) the SG Director, Brig. R. H. Barry (UK), submitted a draft paper to the SG on 28th January 1953. The draft paper prepared by the Steering Committee was entitled, "Review of the Functions, Organization and Location of the Standing Group" (DSGM-16-53).

The problem the Standing Group faced was to review the method of work and the location of the SG in light of the experience gained since the NATO was first established and with particular reference to its primary functions. These were viewed

as:

1. To provide the higher strategic (military) direction of NATO Forces. The drafters assumed that the SG would form the nucleus on which the organization for strategic direction in war would be built.
2. To deal on the military level with the provision of forces and resources to NATO Commanders.
3. To provide military advice to the higher NATO political bodies.

The draft paper then discussed two main points concerning the origin and method of work of the SG which they considered relevant in this regard:

First, it was not an International Staff in the sense in which that word was applied to the staff of the Council or of SHAEF. The members of the SG were representatives of their National Chiefs of Staff and as such constituted an organization for integrating the views of these Chiefs of Staff.

Second, the principle of a three-nation SG acting as the steering and executive agency of the permanent military organization had been accepted.

In relation to the first point, the draft paper noted that,

While an international command organization is both acceptable and correct for forces already provided, it is not possible for the higher level military organization to be international in the same way. The latter must deal with the provision of forces and resources and must, therefore, be in a position to commit national Chiefs of Staff who alone have these forces and resources at their disposal (para.3).

They argued that the SG organization followed the generally accepted military principle that the responsibility for the provision of advice and the furnishing of guidance at the highest level should not be divorced from the responsibility for the provision of resources and the execution of the resulting plans. They also reminded the readers that this principle had been recognized during World War II when Allied Commands such as SHAEF and AFHQ were international in structure, whereas the members of the Combined Chiefs of Staff remained representatives of their national Chiefs of Staff.

As for the second point, the paper argued that the principle of a three-nation SG was accepted because it was not considered that a fourteen-nation committee was a workable organization, particularly in war. It had been agreed when NATO was first organized in 1949 that the three NATO nations commanding a major proportion of the resources available and with the necessary experience should constitute the steering and executive military agency. They also noted the fact that the Chiefs of Staff of these same three nations had world-wide responsibilities and that, consequently, strategic guidance to NATO by the SG took into account world-wide developments (para. 4).

The result was that the Standing Group was intended to act as the international military staff of NATO with the exception that, instead of putting forward proposals or making decision on its own responsibility, it does so only with the agreement of the three

national Chiefs of Staff concerned (para. 6). Further, that paper argued,

the SG should be so organized and located that it is in a position to furnish military advice and opinions which should not be unduly influenced by political and economic considerations, and to give strategic guidance which will preserve the correct balance between the requirements of the different parts of the NATO area (para. 7,c).

The second problem addressed by the draft paper was the question of the location of the SG. There were really only two possibilities, in Paris where the remainder of the permanent central organization of NATO was concentrated; and in Washington, where it was located since 1949 for reasons which from the time the organization was set up were considered valid.

The arguments for locating the SG in Paris were (paras. 9-11):

1. The SG alongside the central political organization of NATO would give the latter the influence which they might consider they should properly have over the military side of NATO. This would be in line with the civil control over the military upon which the majority of national governments insisted.
2. It would facilitate the working of the higher military body of NATO if it were located alongside the higher permanent political body. The personal contact which the physical proximity of the SG to the Council would lead to more rapid exchange of views between the political and military sides of NATO and to the elimination of difficulties which might occur between them. Location in Paris would also lead to a speed-up in the internal work of the Standing Group and the Military Representatives Committee since they would be closer physically to the majority of the national Chiefs of Staff. Thus national opinions for the majority could be obtained more rapidly than is the case in Washington.
3. For certain countries, the location of the SG in Paris would enable them to realize a saving both in money and manpower.

The drafters of this paper made a number of strong arguments for continuing to locate the SG in Washington (paras. 12-16):

1. Location in Washington gave the SG a certain independence which, in an organization intended to provide military advice, could be seen as a positive advantage. Located along side the Council in Paris would, they argued, lead to the danger of the military opinion being unduly influenced by political developments; it would likely result in complicating the provision of an unbiased military view tempered by considerations of developments outside the NATO area, which they felt the Council required. Proximity to SHAPE (with headquarters in Paris) would also make it difficult for the SG to preserve a balanced military judgment between the requirements of the different NATO areas. There would be the very real danger of SHAPE exerting an undue influence throughout NATO as a whole to the detriment, for instance of SACLAN.
2. The drafters argued that location in Paris would not improve relations

between the Council and the SG or in the internal working of the SG which would seem to be indicated by the proximity and continental location arguments. The major point made in this regard was that the United States Representative to the SG would have to refer to Washington and their experience had proven that the personal contact between the U.S. Representative and his Chiefs of Staff, which the location in Washington allowed, was a factor of considerable importance in obtaining U.S. military advice with the requisite speed.

3. The drafters of this paper foresaw that any move to Paris would lead fairly rapidly to the disappearance of the SG as such for the following reasons:

- a. The work of the SG itself would be slowed down;
- b. The Military Representatives Committee, if moved to Paris would almost inevitably be transformed into a Council (Military) Committee, and the SG would lose its identity as the executive agency of the MC. They foresaw that it would then be logical to have a fourteen nation MC of the Council and a military section like the International Staff under an Assistant Secretary General (Military);
- c. The position of the SG would be weakened owing to its proximity to SHAPE and the higher ranking commanders of that organization as compared with those of the SG staff.

4. The location in Washington placed the SG properly to become the military agency for higher strategic direction in the event of war. If located in Paris in peacetime, it would be necessary to immediately move the SG back to Washington on the outbreak of war (a move which the Council itself may well have to undertake). A move of this nature would lead to disorganization at a vital moment and would create an adverse morale effect at a time when morale would be of the greatest importance.

5. In 1953 the SG and the MRC were the only NATO agencies located in the United States. The drafters considered it a great advantage to retain the SG in the United States which was its greatest provider of resources to NATO. They saw the further advantage of being located in the Pentagon as it kept NATO and the SG in the forefront of the minds of the U.S. Joint Chiefs of Staff. Their testimony to Congress in support of military aid appropriations made progress of NATO possible.

They concluded (para. 17) that the SG should remain an organization designed to integrate the views of the national Chiefs of Staff; that the SG would be best able to fulfill the requirements of the Council and its proper functions in relation to NATO located in Washington than it could do in Paris. It foresaw that a move to Paris would make it difficult for the SG to provide the unbiased, balanced military opinions which the council required, and that such a move would quickly lead to the disappearance of the SG as such.

When forwarding this draft paper on 28th January 1953, the SG Director suggested to the SG that a considerable amount of work on the subject would be required in the future and that the SG would need to prepare a paper based upon national guidance

which each Delegation would receive on this matter. This draft paper was intended to serve as a basis for this work.

But its urgency dissipated when the SG's Liaison Officer in Paris reported that when the matter was raised in an informal meeting of the Council on 28th January 1953 no decision was taken and the Council put the matter aside (PARSEC 327 28.1.53 [based on index card, message is not in the decimal file indicated]).

The SGLO explained what happened at the meeting on the 28th in a letter to the Director dated that same day. He reported that the Council decided to defer the matter for reflection by the delegations and to bring it forward again in 4 to 6 weeks time for another general discussion. He concluded by stating that the matter was dormant for at least some weeks (extract of letter, Informal LOM 15/53, was circulated in DSGM-20-53, 4.2.53).

At an informal meeting of the SG on 30th January 1953 [no record in IMS Registry] the Standing Group directed that a report be prepared on the topic of relocation of the SG which would be suitable for presentation to the Council should that prove to be necessary. The International Planning Team submitted the requested report, SG 228, under cover of a memoranda (SGM-237-53) on 3rd March 1953.

The report, "Review of the Factors Determining the Location of the Standing Group" (SG 228) was considered by the SG at its meeting on 11th March 1953 [no record of discussion or consideration in Record-SG 176th Meeting] when it approved the substance of the SG 228 as an expression of their views. The SG also agreed that if it would be necessary to use this paper, it would be reviewed and amended as necessary in the light of circumstances at the time.

In the decision paper covering SG 228 (Final) dated 11th March 1953, the SG agreed that it should be forwarded to the SGLO with instruction that it should not be transmitted to the Council or to the International Staff until further directions were received from the SG. At the same time the SG agreed that if it became apparent that it would be necessary to transmit SG 228 to the Council, they would determine in the light of the situation at the time, how best to bring the MRC into the picture.

A copy of SG 228 (Final) was dispatched to the SGLO under SGM-353-53 the following day. That memorandum was marked for "Special distribution."

SG 228 (Final) is based squarely on the draft paper prepared by the Steering Committee (DSGM-16-53), described above. It condensed some of the points in that longer paper but incorporated nearly every argument presented in it. When summarizing the advantages of continued location of the SG in Washington, the report noted that the SG was originally located in Washington for two main reasons which were felt still to be valid (paragraph 5):

- a. The agency charged with the higher strategic (military) direction of NATO forces should be located so that in event of war it could maintain continuous

supervision over and proper prospective regarding the over-all military situation. Based on this consideration, a peacetime location in or near possible combat zones is undesirable, since the disorganization and time delay which would occur, in event of war, incident to moving the SG to proper wartime headquarters, might well be disastrous.

b. It is advantageous that the SG should be located in North America, particularly the United States, an area where major support and reinforcement of forces will be planned and organized.

The report also elaborated on the effectiveness of the existing organization (paragraph 10). The report pointed out that the SG had been developing and improving its organization and functions since the initial formation using Washington as its headquarters. They considered that it was operating satisfactorily in Washington and that a change in location was unnecessary and, in fact, undesirable. Its concluding recommendation (paragraph 13,b) called for the SG to continue to keep its liaison arrangements and communications with the North Atlantic Council under review with the object of effecting improvements and refinements wherever necessary and practicable.

The arguments made in SG 228 were fresh in the minds of the SG when it met with the Secretary General during his tour of Washington on 13th March 1953. The first item on the agenda of that meeting was the matter of liaison between the Council and the military agencies of NATO.

A record of the matters discussed at the informal SG Meeting with the Secretary General was issued as DSGM-37-53 on 14th March 1953. The record shows that the Secretary General explained to the SG that he felt that all aspects of NATO organization should be kept under review to see if changes are necessary. He went on to state that the organization of the International Staff was being examined and he stated that he felt that the examination should include the subject of liaison between the civil and military sides of NATO. He restated his personal view that the prevailing situation of the SG located in Washington might be the best organization. He again emphasized that no decision would be taken without discussion and agreement with the SG.

The record of the meeting then records that the Secretary General went on to state that the organization and terms of reference of the SG Liaison Office at NATO Headquarters in Paris should also be examined. He considered that the SGLO required more prestige and more assistance. He felt that the SGLO had too much to do and insufficient standing. The Secretary General stated that he felt that there would be much advantage if the SGLO could have a chief of staff of his own nationality. By way of immediate response, the SG explained the steps which had already been taken in SGM-245-53 to effect improvement in the staffing of the SGLO.

INCREASING COLLABORATION BETWEEN THE STANDING GROUP AND THE MILITARY REPRESENTATIVES, 1955

In December 1950 the North Atlantic Council, on advice of the Military Committee,

approved the establishment in Washington of the Military Representatives Committee (MRC). Each Military Representative was responsible to his national chief of staff for presenting the military views of his country before the Standing Group (to which Organization he was officially accredited). The problem of increasing collaboration between the SG and the MRC was studied on several occasions. On 1st March 1955 the SG's International Planning Team prepared a report on this topic. At its 247th Meeting on that day the Steering Committee, acting on behalf of the SG, approved the proposed directive to all SG Staff Officers (SG 14/6 (Final) 2.3.55).

The aim was to improve upon the system of consulting and exchanging of information with the Military Representatives (Mil Reps) and their staffs. One procedure was to assure that the information which the MRC needed to consider issues which might come before it was available for study. The new (1955) directive required the SG Secretariat to ensure that papers being shown in the Military Representatives' Information Room included those relevant documents addressed to Supreme Commanders, Channel Committee, and the Secretary General of NATO.

The SG Staff Officers were reminded that the Mil Reps' Staff should be informed of a study or consulted if: (a) MRC approval of the study would be necessary, (b) formal Council action was going to be requested, or (c) nations were directly involved, or were going to be asked to take national action, or had a recognized national interest in the results of the study. To implement this policy the SG Planners were expected either to set up a briefing session for Mil Reps' staff members; or submit a memorandum to the Mil Reps stating the nature of the study and inviting comments (allowing one week, normally, for this purpose), or stating that named planners were available for discussion.

The directive also established procedures to increase the opportunity for discussion among the Mil Reps. The International Planning Teams would continue to provide periodic briefings to keep the Mil Reps abreast of subjects such as Annual Review, Intelligence Estimates, Review of Emergency Defense Plans, Implementation of MC 48, etc. The timing of such briefings was viewed as important and advance notice was to be given so that Mil Reps would be prepared to engage in a brief question period following the presentations. The Mil Reps were invited to make presentations on subjects probably, but not necessarily, relating to their own countries and of general interest to NATO. These briefings could be presented by the Mil Reps themselves or by their staff officers, and were to be open to discussion following the presentation. Finally, selected guest speakers might be invited to address the MRC on subjects receiving special emphasis in their countries when they related to the NATO defense effort.

THE STANDING GROUP AND MILITARY REPRESENTATIVES COMMITTEE ORGANIZATION IN 1955 (Briefing for the Council)

When the North Atlantic Council met in Washington in May 1955 they received an orientation briefing in the Standing Group Conference Room in the Pentagon (text of an unclassified briefing on 18th May 1955 is in decimal 334/SG/320). The briefing officer undertook to explain the organization of the MRC and the SG and to give the Council a

general idea of the manner in which it functioned. He described the MRC as composed of one member from each of the NATO countries. These representatives of their respective Chiefs of Staff dealt with the majority of matters that arose for the consideration of the Military Committee. They were located in Washington and, at that time, met about 16 times each year.

The Standing Group was described as composed of one member from France, one from the U. K. and one from the U. S. They acted as the executive agency for both the MC and the MRC and were in continuous session in the Pentagon. The SG was also charged with the responsibility of providing the higher strategic direction of the forces operating in the NATO area. The briefing officer (unidentified in the document) took the opportunity to point out to the Council members how the location in Washington fit into the concept of direction of forces. Referring to a map he pointed out that to the east was the Iron Curtain which could be considered as the front line. Coming back to the west was SHAPE located just outside of Paris, the Channel Committee in England and SACLANT at Norfolk, Virginia in the U.S. He stated that the location of the SG in Washington was correct for strategic guidance at the top, "...particularly when you consider that the NATO area extends all the way to the West Coast of the United States."

Below the Military Committee there were four major NATO Commands: the Canada-U.S. Regional Planning Group (Headquarters in Washington), SACLANT, SACEUR, and the Channel Committee with its two subordinate commands, the Allied Commander-in-Chief Channel and the Allied Maritime Air Commander-in-Chief Channel. Also responsible to the Military Committee were several principal agencies: the Cryptographic Agencies, the NATO Defense College (in Paris), the Military Agency for Standardization (located at that time in London), the Communications Agencies in Europe, and the Advisory Group for Aeronautical Research and Development, "AGARD" (located in Paris).

The remainder of the orientation briefing focused on the organization of the Standing Group. The chart used in the presentation for this purpose is Attachment 1. Under the three-member Standing Group (Generals Valluy (FR), Whiteley (UK) and Collins (US) in May 1955) was the Steering Committee, composed of the three deputies to the SG members. The Steering Committee was described as functioning as its title suggested and handling certain matters on behalf of the SG, while in other matters they made recommendations to the SG as to how certain problems might be solved.

He also noted the direct relation of the Standing Group Liaison Officer who sat with the Council in Paris with a group of 14 officers from the various NATO nations. In Washington the SG worked with a Director and under him, the Secretariat. The briefing officer pointed out that at that time the only military agencies (identified on the attached chart) which were international in aspect were the SGLO and his office in Paris and the Director and the Secretariat of the Standing Group in Washington.

At the next level (on the chart), were a group of agencies, sections and teams. The

function of each was described in turn:

The International Planning Teams (IPT) consisted of the planners of the three nations. They existed as teams when a project arose, at which time each SG country furnished one of their planners to form an International Planning Team to work on the project that has come in.

The Logistics and Material Planners (LMP) were similar in composition to the personnel in the IPTs. However, they were concerned with the subject matter indicated by the titles, including infrastructure, budgetary matters, transportation, production from the military aspect, Canadian Mutual Aid and POL (petroleum, oil and lubricants), etc. This group was composed of three officers from each country and each country provided an officer from each service. When fully staffed the LMP was composed of three army officers, three naval officers and three air force officers. The Communications-Electronics Coordination Section (CECS) was composed of a permanent chairman and a permanent secretary. They were joined by two members from each of the Standing Group countries. While these members worked in the Washington area, they were not necessarily working full time on the business of the CECS.

The Air Training Team (ATT) was an IPT concerned exclusively with air training matters. It had one additional member-a Canadian officer.

The Standing Group Intelligence Committee (SGIC) worked on a full time basis with intelligence subjects.

The Standing Group Security Committee (SGSC) functioned as a full time team concerning itself solely with security matters.

The Standardization Policy and Coordinating Committee (SPCC), like the Air Training Team, was composed of three International Planners plus a Canadian, and it concerned itself chiefly with standardization matters and worked closely with the Military Agency for Standardization (MAS) then located in London.

The Meteorological Committee (SGMC) met when there were problems of a meteorological nature which required action or study.

The officer briefing the Council in May 1955 then turned to a chart which shows schematically the various procedures followed in processing a problem (Attachment 2). He used two hypothetical situations to illustrate the functions.

In the first hypothetical situation the military policy had already been established and, therefore, the procedure was simplest. The situation arises in the North Atlantic Council which requires military advice. The SGLO dispatches a message to the SG requesting guidance. The Secretariat receives the message, decides on whether it should go to an IPT or the LMP. The Secretariat writes a directive and gives it to the appropriate planners for implementation. As the policy is already known in this case the planners (one from each SG nation) prepares a draft report and sends it to the SG or to the Steering Committee for approval. After that body takes action the reply is sent directly to the SGLO with an information copy available for the Military Representatives.

The second hypothetical situation is more complicated as a policy decision is required and the procedures involves many bodies. The second hypothetical situation arises

when General Gruenther at SHAPE asks the Standing Group to give guidance with reference to a military problem of broad substance. Upon receipt of the request for guidance, the Secretariat determines that an IPT should examine the matter and report to the Standing Group with their recommendations. The three SG members then designate the members of their Planning Teams who would serve on this team--one member from each nation.

Since the governmental viewpoints of the three nations are first considered at this level, each member of the designated team requests national guidance on the matter through his own SG Representative. The three officers then sitting as a team draft a proposed report incorporating their initial viewpoints.

When the matter being examined concerns the Chiefs-of-Staff of all member nations, the comments of the non-Standing Group Nations are necessary for early consideration in the preparation of the report. The IPT draft working paper is forwarded to the Mil Reps with a request that their staffs meet with the IPT as soon as possible in order to present their individual comments. The IPT then draws up a report to the SG in which the various national views are reconciled. This sometimes requires a return to the governments for further guidance. If the various NATO commands are affected by the decision, the proposed report is then sent to SACEUR, SACLANT and CHANCOM for comments. Revisions are made as necessary from these comments and the agreed report is then submitted to the SG.

When the report is approved by the SG it is forwarded to the MRC for their approval. Again it may require referral to national governments for guidance. After three to six weeks this further guidance is received and comments, if any, submitted to the same IPT for further redrafting. The MRC then formally approves the paper and (in this hypothetical case) it did not need to go before the Military Committee, it is sent to all commands and to the SGLO.

While this procedure is the normal course on most papers, it does not hold for all projects. In some the Standing Group is empowered to give final approval--for example in its furnishing of strategic guidance to the major commands within the framework of already established policies. In other projects, the report is forwarded to the Military Committee for approval. In still other instances involving political implications, the report must receive consideration by the Council.

The briefing officer concluded by pointing out that the process of arriving at a decision is time consuming. But it also provided ample opportunity for the maximum consideration of national viewpoints at the different levels. It also served to allow proper examination of all facets of the issues involved prior to decision on major policies.

EXPANSION OF THE NATIONAL COMPOSITION OF THE PLANNING TEAMS, 1957

In 1957 the MC agreed that the MRC should move beyond collaboration with the SG's planners by expanding the national composition of the planning teams. By

memorandum dated 13th September 1957 (MRM-131-57) the MRC was notified officially that the SG planning staff was to be expanded by inviting each non-SG nation to provide one staff planner. The expanded staff was to continue to function, as it always had, multinationally. The Military Representatives were requested to inform the SG by 1st November 1957 whether or not their nations would provide a planner, and if so, when he could be made available. General information on the qualifications, duties and responsibilities of the officers assigned were spelled out in Enclosure A of MC 71 and in paragraph 10 of Enclosure B of MC 71/1 (Revised).

Of considerable interest to participants in the expansion were considerations as to how the non-SG planners would be assigned to subjects currently under study within the SG. At its meeting on 12th November 1957 the SG Steering Committee asked the Director to submit to the SG an overall report on the way in which he planned to solve the dual problem connected with the provision of secretarial services and formulation of staff procedures for the new planners. The Director's report was submitted on 18th November 1957 (DSGM-54-57).

The Director stated the general principle he felt should prevail. It was his desire to give the non-SG nations the feeling that they could participate in the work of the SG organization, not by contributing the same number of staff officers as the three member nations, which would paralyze the operation of the organization, but rather by being assured that their officers would be treated on an equal footing with the other planners. He argued that, if this principle was not respected the officers would in effect be tempted to dabble and to limit their participation to that of observers of the work in the SG. That attitude would be regrettable. He argued that the officers made available to the SG should participate actively and effectively in the staff work assigned to them.

The Director then proceeded to outline a short list of staff procedures he felt would successfully integrate the additional planners being provided by the non-SG nations:

1. List of subjects. The MRC had decided at their meeting on 8th October 1957 that each planner belonging to a non-SG nation would be assigned to teams dealing with important subjects. That list of important subjects would be drawn up on the basis of the most current Military Progress Report (No. 10, MC 5/12). It would be kept up to date by the Secretary of the SG.
2. Distribution of work among planners. It had been agreed by the MRC that the distribution of work on these problems would be on the basis of criteria defined in paragraph 3 of the Enclosure to MRM-131-57 (13.9.57), which stated that in making assignments the SG were to take into account such factors as the planner's own knowledge and experience, his service, the degree of concern to his nation of the subject in question, equitable distribution of work, and so on. The Director would distribute the work and the Deputy Secretary MC would maintain work charts showing subjects on which non-SG planners had been assigned. These work charts would be circulated quarterly to the Military Representatives.

3. **Conduct of the work.** Once a non-SG planner had been assigned by the Director to a subject, it would be the responsibility of the SG planner who acted as the team leader to ensure that the non-SG planner was included in all matters pertaining to the subject until its conclusion. National guidance could be sought by the non-SG planner and injected into the study as necessary.

4. Distribution of documents. The non-SG planners were to be included in the distribution of all documents connected with the subjects to which they were assigned.

From the beginning, the non-SG planners were considered to be part of the SG for the day-to-day conduct of work. Like the SG planning staff from the three principle nations, they functioned multinationally. Their normal tour of duty was three years.

The first of the non-SG planners reported in January 1958. This change in the composition of the SG planning teams coincided with the change of the MRC to the Military Committee in Permanent Session.

INTERNATIONALIZATION OF THE STANDING GROUP STAFF, 1963-1964

In June 1963 the Military Committee in Chiefs of Staff Session approved a recommendation to modify the organization of the Standing Group by internationalizing its planning staff. A plan for implementation of the proposal for the internationalization of the SG Staff (MC 2/2(Final)) was presented in the form of an IPT report (MCM-114-63) which called for implementation to begin on 1 July 1964. The IPT proposal considered that action did not require Council approval although the NAC was to be informed of the intention of taking this action and approval would be sought to make the necessary amendment to MC 57/1.

The proposal called for establishment of the position of Director responsible to the Chairman of the SG for all aspects of the work of the planning staff. In addition he would assist the Chairman of the Military Committee. He was to be chosen from a non-SG nation, and would be a Major General or equivalent rank. He was elected for an initial term of two years with a possible one year extension.

The Director would supervise four deputies, two from the SG nations and two from non-SG nations one of whom would also be designated as Vice Director and would act for the Director in his absence. Each Deputy Director would serve a two year tour of service. This 1964 plan called for a total of 42 planners (about the same number as under the previous arrangement for national staff planners), with 18 of them assigned from the United States, the United Kingdom, and France.

The implementation plan called for three steps: (a) non-SG nations would be invited to nominate candidates for the post of Director and a date would be set for an election; (b) agreement would be reached regarding the starting point on the roster for the four deputy positions to be filled and the date on which they would be filled; and (c) a date would be set for the assigning of the additional planners required. Action to fill the

position of Director proceeded immediately (MCM-34-64 of 2nd March 1964 & SSGM-43-64, and SSGM-41-64 all in decimal 334/SG/320).

The initial staffing chart of 2nd September 1964 (SSGM-124-64, decimal 334/SG/320) showed the new SG International Staff as follows:

Director, SG	Gen. Ernst Ferber (GE)
Dep. Dir. and Vice Dir.	Brig Gen. Antonio Taverna (IT)
Dep. Dir. (non SG)	Brig Gen. W.D.H. Edkhout (NL)
Dep. Dir. (SG)	Col. Rene Laure (FR)
Dep. Dir. (SG)	Col. R. F. Shaefer (US)

Executive Assistants, SG: FR, UK, US, GE

International Staff Officers, SG:

2 staff planners at grade of Col. or Lt. Col. or equivalent: CA, DE, GR, NO, TU, BE, NL (Portugal declined to fill postions)

4 staff planners at same grade: IT, GE

5 staff planners at same grade: FR, UK

8 staff planners at same grade: US

France also provided 1 Chief of a Translation/Interpreter section responsible for English to French (Lt. Col.) with 2 French translators (Maj. or equivalent).

The United Kingdom also provided an English to French translator (Lt. Col.).

The United States also provided:

- Assistant Director for Meteorology (Lt. Col)
- Assistant Director for Administration (Lt. Col.)
- Administrative Assistant (Lt. Col.)
- Administrative Assistant (CWO)
- Chief Translation/Interpreter Section responsible for French to English (Lt. Col./Maj)
- 1 readiness and 1 statistics officer (Lt. Col. or equivalent).

The areas of responsibility of the four Deputy Directors effective on 15th September 1964 were (MC 2/2(Final):

- Team A. Long Term Planning, Col. Shaefer;
- Team B. Organization, Training & Operational Plans, Brig. Gen. Taverna;
- Team C. Logistics and Infrastructure, Brig. Gen. Edkhout;

Team D. Research and Development, Agencies and Special Projects, Col. Laure.

THE STANDING GROUP AND MILITARY COMMITTEE IN 1965

Six months after the full implementation of the new internationalized planning organization in the SG (29th March 1965), a briefing on the composition, organization and function of the Military Committee and of the Standing Group was given to the visiting students and staff of the NATO Defence College (NADEFCOL).

The briefing officer reminded the visitors that the Military Representatives had changed titles and responsibilities in January 1958 to become the Military Committee in Permanent Session. The MC/PS was then meeting approximately weekly in the Pentagon. On a day-to-day basis the MC/PS in Washington represented the highest military authority of the alliance. One of the MC's primary functions was to "provide policy guidance of a military nature to the SG."

Indeed, MC 57/1(Final)¹ defined the highest NATO Military Structure as being, "The Military Committee, which is the senior military body of the NATO military establishment, and its executive agent, the Standing Group." The briefing officer told his visitors that the SG was established and organized as the executive agent of the MC in order to ensure that appropriate steps were taken to follow up MC decisions, and to provide "interalia" rapid decisions on military strategic matters.

The briefing officer then proceeded to quote from paragraph 12 of (MC 57/1(Final)) as regards the role of the SG as executive agent of the MC. The SG:

1. Is responsible for higher strategic direction in areas in which combined NATO forces are operating. As such it is the superior military body to which Major NATO Commanders, "MNC" [SACEUR, SACLANT and CINCHAN], are responsible.
2. Determines the military requirements of the integrated forces.
3. Prepares and disseminates strategic, intelligence, operational, logistic, communications-electronics, and other such guidance, as may be required, to the Major NATO Commands and agencies.
4. Prepares plans, studies and recommends policies of a military nature on issues referred to NATO by national or NATO commanders and agencies for consideration and/or approval by the MC and/or the Council.
5. Reviews, integrates and coordinates plans emanating from the Major NATO Commanders, and makes recommendations thereon to, or for, the MC as appropriate.
6. Reconciles points of view of the Major NATO Commanders.

¹ MC 57/1 (Final Decision), "Overall Organization of the Integrated NATO Forces" was approved by the NAC on 13th December 1957. It remained in effect until superseded by MC 57/2 (Final) approved by the DPC on 9th December 1966.

In the discharge of its duties, the SG acts in accordance with MC policies and views and/or takes into account the views of the NATO nations as appropriate.

Whenever the SG was considering matters which would require agreement of or action by the MC or by the interested member nations, the SG planners would consult frequently during the planning and preparatory stages and utilize its close relations with the staffs of the Military Representatives.

The SG was authorized to issue instructions, guidance and directions on military matters directly to the major NATO commanders and to exercise all the necessary command functions except insofar as they were retained by the nations contributing forces to an integrated NATO military force. In case of emergency the SG would make any necessary decisions but was obliged to consult the Permanent Representatives of the nations concerned if possible or call for an immediate meeting of the MC. Further it was obligated to fully and immediately inform the MC of the actions proposed or taken.

The North Atlantic Council furnished political guidance to the MC in order for the MC and SG to be fully informed and current on all political considerations upon which strategic decisions should be based. The SG was to ensure that guidance was reflected in strategic direction to the major NATO commands and other military agencies subordinate to the SG. If the political guidance leads to the formulation of military strategy which cannot be implemented or is in conflict with strategic concepts previously approved by the MC or the Council, the SG, in consultation with the MC or representatives of the individual nations informs the NAC of the conflict.

When the Council required advice on military matters it was provided by the MC or the SG, as appropriate. Military advice on matters involving actions by national chiefs of staff or governments would be through reports or visits of the President or Chairman of the MC and by the SG directly to the Council. It was the responsibility and function of the SG to report to and advise the NAC on matters relating to higher strategic direction, the Major NATO Commands, the NATO military agencies, annual reviews, and other such matters that were prescribed by the MC or the NAC. The day-to-day liaison of the MC was maintained by its executive agent, the SG through the SG Representative to the NAC.

The briefing officer then informed his visitors of the changes brought about by the decision to internationalize the planning staff. In the end, however, it was not easy for the staff of the SG to produce a policy paper and to get it agreed quickly by the SG and the MC. All papers of a policy nature still had to receive the blessing of all of the nations from a national military point of view before they could become effective. This takes time for the military representatives to obtain the views of their national chiefs of staff and it also takes time to reconcile conflicting views in Committee. He reminded them that the MC does not vote--that unanimity is the invariable rule. And even when an agreed MC document is produced it may then have to receive the approval or notation by the Council before it could become effective.

Finally the briefing officer informed the NADEFCOL visitors that the Council, the MC and the SG had participated in Exercise FALLEX 64. This had been the first occasion on which all of these authorities had entered into the play of any exercise. It was seen as a worthwhile first effort in which many lessons had been learned and that similar participation was planned for FALLEX 66.

Speaking for the SG, he told his audience that the SG was not organized as an operational authority for the day-to-day conduct of war. Rather, it was intended that the SG provide guidance and issue instructions and directives to the Major NATO Commanders within the framework of policy laid down by the NAC and the MC. But the SG could only do this in its capacity as the executive agent of the MC and the speed with which the SG could provide the major NATO commanders with strategic or other guidance and instructions is largely dependent upon the speed with which the MC provided the SG with agreed policy.

The briefing officer concluded by pointing out that the SG principles were themselves members of the MC and, therefore, by the same token, responsible to their own governments. The military higher direction of an alliance of 15 nations is never easy and an agency of one kind or another must be provided for the purpose of taking executive action on a day-to-day basis. This role was played by the SG in the NATO Alliance for 15 years.

In July 1966 the SG was dissolved, the MC/PS moved to Paris shortly thereafter and the MC assumed the functions and responsibilities of its former agent.

DOCUMENTS OF THE STANDING GROUP, 1949-1966

The formal documents promulgated by the Standing Group (SG) between 1949 and the end of 1958 were listed in ANNEX XI, 3/1 of DES(94)2. Each document was described in that listing by reference number, title, and the date the document was issued. Each revision, decision and corrigendum for each document was included in the listing with full information on the page count in each language, the security classification of the document in all versions at the time of preparation of the listing, along with information on the particular pages which were replaced by corrigendum. The Consultants feel that these details may continue to have some value to researchers using these documents. Time constraints have precluded our continuing to provide that level of detail in a listing of documents under review for downgrading and release.

ANNEX XI, 3/1 (Revised) which appears in this report is based on the IMS Registry's database descriptions of the SG documents issued between 1949 and 1966. Each of the 1,314 SG documents is listed by reference number, with a reference qualifier (if applicable), title, date of issuance, and the current NATO security classification of that document. Many of the SG documents issued between 1959 and 1966 were revisions or new papers on the same topic, bear the same or related title and, consequently, were issued under the same document reference indicator as documents produced during the 1949-1958 period. With few exceptions the SG documents issued after 1958 (SG

256 through SG 265), have not previously been considered for downgrading and release.

It was technically possible to prepare a listing of the SG documents produced between January 1959 and June 1966 for presentation in this report. The Consultants felt, however, that it would be more helpful to the reviewers if all of the previous decisions on SG documents concerning their downgrading and release should be shown along with the 1959-1966 documents requiring initial review determinations in a single listing. For review purposes, this listing of Standing Group Documents (SG 1 through SG 265) supersedes the listing of the pre-1959 documents.

With very few exceptions² the SG documents dated prior to 1959 were regraded NATO UNCLASSIFIED by IMSM-130-96 (28 February 1996) and have been agreed for release. The current NATO security classification of each of the documents listed is indicated in Annex XI, 3/1 (Revised) to this report.

INDEXES OF STANDING GROUP PAPERS AND INDEXES TO EFFECTIVE SG DOCUMENTS, 1951-1966

Three "Index of SG Papers" bearing no special reference serial identifier were produced in 1951 and 1952. These indexes provide a listing in serial number order of all of the SG Documents (including the changes and revisions to them) which had been produced up to the date of the compilation. These three indexes were classified NATO SECRET.

Beginning in 1953, the SG published lists of SG Papers which were currently in effect in a serial bearing reference indicator "SGQ." Copies which were filed in the MS/SG subject/decimal file apparently were destroyed. Some of these listings were also issued as SGM, for example, SGM-1006-53.

A series of ten compilations of SG Documents was prepared by the Statistical Section of the Standing Group between October 1961 and a final compilation in June 1966. This series bears the reference serial "CSR(SG)". Each of these listings provides in reference number order the SG documents which had currency/effect at the time of the compilation. These listing have limited value to researchers. However, they do provide information on documents which have been superseded between compilations--information which is not always provided in the superseding document itself. These ten compilations were issued as NATO CONFIDENTIAL.

A listing of the three indexes and ten compilations is provided as an attachment to Annex XI,3/1 (Revised). They are in the IMS Registry in subject/decimal file 319.1/SG-INDEX). The Consultants recommend that these listed items be regraded NATO UNCLASSIFIED and be released to the public along with the SG documents they

² IMSM-130-96 directed the declassification to NATO UNCLASSIFIED of all SG documents listed in EXS(95)1, 16 Jan 95, except SG 232 and SG 243. Public disclosure is authorized in PDN(96)8, 15 Feb 96.

concern. The information they provide is no different from the listing in the Annex to which they are attached.

SUMMARY RECORDS OF MEETINGS OF THE STANDING GROUP (RECORD SG), 1959-1966

The Standing Group held meetings almost weekly from its first session in October 1949 through 13th June 1966. A listing of the Standing Group's 1st Meeting through its 416th Meeting on 31st December 1958 is provided in Annex XI, 3/2 of DES(94)2, pages 263-303. Without exception, all of the meetings listed in that annex were declassified to NATO UNCLASSIFIED by IMSM-130-96 (25 Feb 96) and authorized for public disclosure by PDN(96)8 (15 Feb 96).

Annex XI, 3/2 (Addenda) to this report continues that listing from Record-SG-417th Meeting in January 1959 through the last recorded (informal) meeting of the Standing Group held on 24th June 1966. This addendum lists 488 formal, informal, restricted and private meetings of the Standing Group.

The meetings of the Standing Group were used to discuss issues arising in papers submitted by the working groups of its staff and the SG/MC Secretariat, by SG Committees, and by SG Agencies. Also discussed were questions and issues posed by the Secretary General, the North Atlantic Council, Council Boards and Committees, The Military Committee (MC/CS and MC/PS), and the Major NATO Commanders. The SG meetings resulted in decisions which were embodied in decision sheets covering the formal papers; memoranda incorporating instructions to SG Agencies and to the Major NATO Commands and subordinate bodies; requests for further consideration of issues arising in the discussion; and approval of (or revision of) draft memoranda and messages.

RECORDS OF THE DIRECTOR STANDING GROUP'S MEETINGS, 1950

The day-to-day operation of the business of the Standing Group was under the direction of the Director of the Standing Group. The first Director was Rear Admiral J. H. Foskett (US). At its 11th Meeting on 4th January 1950, the Standing Group requested that the Director should personally explain to the accredited Military Representatives of their Governments the proposed amendments to the paper on "Strategic Guidance to the North Atlantic Regional Planning Groups" (SG 13/16).

This first SG Director's meeting was held on 6th January 1950, with the Military Representatives of Belgium, Canada, Denmark, Italy, Netherlands, Norway and Portugal; together with the members of the SG Working Team responsible for the paper; and the head of the SG Secretariat. The Director used this meeting also to inform the Military Representatives of the SG's approval of the plan for implementation of the system of security of information for NATO (SG 7/3). The record of this meeting bears no special reference indicator. It is in the decimal file 334/SG/DSC/300.6--as

are the other SG Director's meetings described below.

On 11th January 1950, the first SG Director's Staff Meeting was held in his office. The Director noted that up to that time the U.S. Permanent Working Team supporting the MC and SG had undertaken the preparation of the first draft of the majority of SG studies. This had been expedient due to personnel and facilities problems initially facing the SG. The Director considered that this no longer need be the case nor would it be feasible in view of the large amount of work outstanding. He lay out the tasks and action required to organize the work. Usually this involved the calling together of ad hoc committees made up of officers representing one of the three member nations of the SG. The ranking officer was authorized to call the assigned group together to examine the assigned task.

For example, Task III was to resolve the question of a permanent secretariat for the Defense and Military Committees. The action required was to prepare the first draft of a report on this subject for submission by the SG to the MC. This task was assigned to the U.K. Team under Captain R. D. Coleridge, RN. This and other assignments and decisions taken at the meeting were issued as a SG Director's memorandum, DSGM-9-50.

The record of the Director's Staff Meeting, given the title "S.G. Director's Meeting," held on 14th April 1950 involved the International Working Teams. At the next meeting, on 23rd April 1950, the SG Director required the oral presentation of progress reports by the SG Committees: the Security Coordination Committee, the Communications-Electronics Coordination Section, the Hydrographic Information Ad Hoc Committee, the Meteorological Information Ad Hoc Committee, and the Intelligence Ad Hoc Committee. At this meeting it was agreed that, when practicable, agendas for the SG meetings would be discussed in Director's Staff Meetings prior to the SG meeting.

At the Director's Staff Meeting on the 10th May 1950, the International Working Team and representatives of the Intelligence, Meteorological, Security Coordination, and C-E Section were present. They discussed the status of papers and determined those which would be submitted to the SG for action at their next meeting. Included were papers on the "Formation of Defence-Military Committee Secretariat" (SG 22/1 and SG 22/2).

Attendees at the 19th May 1950 SG Director's Meeting with the IWT and committee representatives were informed that two papers (SG 7/9 and SG 28) were cleared "informally" by the offices of the SG members and were no longer on the SG's meeting agenda. The staff and committee representatives discussed other papers for inclusion on the agenda of the next SG meeting and the status of papers being prepared or revised.

The Meeting of the SG Director on 14th June 1950 with members of the IWT, representatives of the Security Coordinating Committee, C-E Coordination Section, Intelligence Ad Hoc Committee and Meteorological Ad Hoc Committee and the

Secretariat discussed the status of papers dealing with transmission of classified information and the establishment of a permanent SG Meteorological Information Committee "MIC" (SG 32).

SUMMARY RECORDS OF MEETINGS OF THE SG STEERING COMMITTEE (RECORD-SC), 1951-1965

On 26th February 1951 the Director, Admiral Foskett, presented a memorandum to the Standing Group principles (DSGM-31-51 in decimal file 334/SG/SP-CTE/320) requesting the nomination of one officer from each staff to sit with the Director as the "Ad Hoc Steering Committee." The stated purpose of this new committee would be to assist the Director in performing the following tasks:

1. Allocating tasks to the International Working Teams;
2. Following up the progress of work;
3. Clearing IWT Series papers for submission to the Standing Group;
4. Recommending agenda items to the Secretariat;
5. Improving collaboration between the Standing Group and the Military Representatives Committee; and
6. Recommending administrative policy.

The Director noted in this memorandum that if the arrangement proved successful it might be desirable to give the Steering Committee an official status with expanded terms of reference. He also informed the principles that the Secretariat would be represented at each meeting of the new committee to assist as necessary and to note the action taken.

The next record in decimal file 334/SG/DSC/300.6, is of a meeting of the SG Director with an "Ad Hoc Steering Committee" made up of representatives (usually deputies) of the SG principles, on 27th April 1951. Their purpose was to revise and approve the agenda for the SG 68th Meeting which was held on 1 May 1951. They discussed and agreed on a number of procedural points:

1. The SG Director might call initial meetings of the International Working Teams with Military Representatives' staff members where consultation was indicated in connection with certain staff studies. The purpose of these meetings would be for the Director to highlight the main problems and for the IWT to help formulate any statement of the problem before it goes to the Military Representatives Committee (MRC);
2. The report of the Chairman of the Standing Group to the MRC on actions taken by the SG could be done more profitably by circulating in advance a written report which the Military Representatives might use as a basis for asking more detailed questions at the MRC meeting, if desired. Further, the Secretariat might prepare an analysis of special papers of particular interest which the Chairman SG could use as a brief, thereby limiting his presentation to the few problems of special interest and leaving routine matters to be reported in the written report; and
3. The SG Secretariat was requested to prepare a memorandum for the

assistance of the International Working Teams in choosing the proper expression to indicate the type of action required on SG matters.

The record of this meeting also contains this paragraph,

(6) It was agreed that the problem of overclassification should be brought to the attention of all originators of papers and that the Secretariat and the Director would take determined steps to point out to the originators examples of overclassification in order that resulting papers should be properly classified.

The "Record of Meeting of the Director, Standing Group/Ad Hoc Steering Committee, held at 1500 on 3 May 1951" recorded that they were agreed that items on the draft agenda for the next SG meeting should be cleared by informal approval and that the Ad Hoc Steering Committee should meet again on 8th May 1951, therefore no SG meeting would be held on 8th May. At this meeting they set out the papers to be considered by the Ad Hoc Steering Committee, "to signify, if practicable, the individual approval of the SG on the [listed] papers and such other business as may be raised."

The Record of Meeting of the Director, Standing Group/Ad Hoc Steering Committee, held on 8th May 1951 uses language which became the normal expression for approval by all three of the SG members:

"Signified the individual approval of the Standing Group of the following papers...."

The SG members' representative on the Steering Committee and the SG Director then,

"Approved agenda for SG meeting on"

"Approved agenda for MRC meeting on"

Occasionally these three items constituted the entire business of the meetings of the Steering Committee. More often, the session was the occasion to inform attendees of late breaking business. For example, at the meeting held on 11th May 1951, the Secretariat was informed that it had been agreed that the SG's Liaison Officer to the Council Deputies should be a United States Officer and consequently, Secretariat action to implement SG 112/4 (the establishment of a London Branch, SG Secretariat) could be taken.

At the meeting on 11th June 1951, the group discussed with the Ad Hoc Intelligence Committee a message from the North Atlantic Council Deputies (NACD) requesting the provision of an officer to attend their discussions on the USSR. The Steering Committee promptly recommended that a member of the Intelligence Committee should attend these meetings.

Some of the matters discussed and agreed were of a procedural rather than substantive nature. For example, at the meeting of the Steering Committee on 8th June 1951, the group considered a list of items likely to be included in an agenda for the next MC Meeting in Chiefs of Staff Session. They recommended that when the Chairman of the SG forwarded this list to the Chairman of the MC, he should indicate which of the items were likely to be submitted to the Council, and to request the Chairman of the MC

to notify the Chairman of the NACD of those items which would require final Council action.

At that same meeting on 8th June, the group agreed to proceed on several substantive issues. For example, the Steering Committee agreed on a reply to the NACD's request for a military security officer. That response was message STAND 95 (8.6.51). The Steering Committee also agreed at the meeting on the terms of reference for the International Working Team for a study of a questionnaire submitted by the NACD regarding the military implications of the association of Greece and Turkey with NATO.

On several occasions the Steering Committee was able to complete all outstanding business and agreed that there was no item of sufficient importance to submit to the SG, and that no SG meeting would be held until after the Steering Committee had met again and identified business requiring SG members' consideration. (Record of Meeting...15th June, 21st June 1951.)

On 28th June 1951 the Steering Committee held its "2nd Meeting". The previous record of a meeting on 21 June bears no indication of the change of status and there is no record of the formal establishment of the Steering Committee or of its terms of reference. This series of summary records of meetings appears to be an outgrowth of the 1950-1951 meetings of the SG Director with representatives of the three SG member nations and the experience gained as an "Ad Hoc Steering Committee" performing the tasks outlined in the February 1951 Director's memorandum.

The Steering Committee's "2nd Meeting" on 28th June 1951 was held in the Office of the Director of the SG but most subsequent meetings were held in the Conference Room in the Pentagon. Present were the Director SG, Rear Admiral James H. Foskett, who chaired the meeting; Brig. Gen. Jean Piatte represented France, Brig. R. H. Barry represented the United Kingdom and Col. H. P. Storke represented the United States. Col. C. H. Donnelly (US) and Col. E. B. W. Cardiff (UK) attended for the SG Secretariat.

The following actions/decisions were recorded at this meeting:

1. Approved agenda for SG Meeting on 3rd July 1951.
2. Approved three papers, placed one on agenda for the next SG Meeting and noted the two others were "previously agreed."
3. Approved a cover note forwarding the periodic report to the NACD (SG 85/4).
4. Approved the establishment of a full-time SG Intelligence Section (SGM-925-51). [However, the UK Representative subsequently withdrew his approval and final action was postponed.]
5. Agreed to a message to the NACD in answer to inquiry that the Secretariat in conjunction with the relevant Working Team would extract and send to the NACD those items in SACEUR's periodic progress report to the SG which were of interest to them. This procedure was used regularly in providing the Council information from the periodic progress reports to the SG from the Major NATO Commanders.

The Steering Committee's 3rd Meeting on 7th July 1951, postponed the previously planned 77th Meeting of the SG for 10th July, and approved the agenda for the MRC's 15th Meeting on 14 July. At this 3rd meeting the Committee approved the draft messages in SGMs 1048-51, 1047-51 and 1049-51 (message was transmitted as SGM-1061-51) with no recorded discussion. Indeed, these "Summary Records" are more records of decisions than records of discussion.

At the Steering Committee's 7th Meeting on 23rd July 1951, Maj. Gen. Richard C. Lindsay (US) the newly appointed SG Liaison Officer (SGLO) to the NACD in London, attended the meeting as an observer. He addressed the Committee on the subject of providing necessary information to the Defence Production Board in London (ref. STAND 114, 16.7.51) and on the relationship of the SG Liaison Officer with SHAPE. He expressed the need for clarification of this relationship to be reflected in amendments to his terms of reference. He felt it was important that he be fully informed as to any messages or documents passing between the SG and SHAPE or between SHAPE and the Council Deputies.

General Lindsay also attended the Steering Committee's 8th Meeting on 26th July. At that session they explore the topics he should discuss with the Chairman of the NACD (Mr. Spofford). At this meeting, it was clearly stated that the SG, having considered a paper and asked for changes, then authorized the Steering Committee to "clear" the paper on behalf of the SG after its revision.

The Steering Committee agreed at its 9th Meeting on 31st July 1951 to arrange for a meeting of the Standing Group with General Gruenther on 2nd August. The Committee also amended IPT 31/1 regarding additional responsibilities of the SGLO to the Council. It directed that when amended it was to be issued as an SG Paper for consideration by the SG Representatives. General Lindsay also attended this session as an observer.

At the Steering Committee's 10th Meeting on 2nd August 1951 it considered the Progress Report to the NAC, amending the 4th draft prepared by the Secretariat by shifting headings and adding a new item on the NATO Defence College. The Steering Committee also instructed the SG Intelligence Committee to prepare a military situation report as an enclosure to the report. SHAPE was alerted to provide a summary report to be added also as an enclosure to the report.

At this 10th meeting, the Steering Committee also agreed that whenever joint meetings of representatives of the Standing Group, Defence Production Board, Finance and Economic Board or NACD were held to consider matters of readjustments in production, finance and procurement or military requirements, General Lindsay was to represent the SG as an observer.

The Steering Committee completed the task of reviewing the Military Progress Report (MC 5/3(Draft)) at its 11th Meeting on 6th August. It approved the draft report and

directed the Secretary to give the report to General Lindsay with a memoranda stating that items marked with asterisks should be deleted were the report to be provided to the Council Deputies. At this meeting the Steering Committee also approved on behalf of the SG the paper, SG 112/5, providing the SGLO with additional responsibilities. The Secretary was instructed to transmit the memoranda as amended to the SGLO in London.

Through June 1961, the SG Director chaired the meetings of the Steering Committee. Indeed, the incumbent in 1960, Commodore John K. Watkins (UK), described the chairmanship of the Steering Committee as the most important function of the Director. He viewed it as essential that the Steering Committee should be able to take a firm grasp of SG business and range effectively over the whole gamut of outstanding work and that the Director, as impartial chairman, could do much to speed up the business of the Committee by making objective proposals (DSGM-81-60 of 1.11.60).

But the Standing Group principles at an informal meeting on 7th November 1960, decided that when Commodore Watkins' tour ended, that Colonel Maurice E. Kaiser (US), the Deputy Director and Secretary of the Standing Group, would fill the position of Director and Secretary. On 6th June 1961, the Steering Committee, acting on behalf of the Standing Group, rescinded the provision of the Terms of Reference of the Director of the Standing Group which provided that he be chairman of the Steering Committee without vote. It directed the Secretary SG (Col. Kaiser) to amend SGM-179-53 and HOF-1, accordingly. The chairmanship rotated thereafter among the designated Steering Committee members representing the three nations of the SG .

The formal summaries of records of the meetings of the Steering Committee continued to be filed in a numerically arranged series beginning with "Steering Committee 2nd Meeting" issued 29 June 1951 (meeting was held on 28th June 1951). They were filed by the Registry staff following the earlier records of the staff meetings of the Director, Standing Group, under decimal 334/SG/DSC/300.6. The records of the meetings, through "Steering Committee 290th Meeting" (issued on 15th November covering a meeting held on 14th November 1956), were filed under this decimal.

Beginning with the Summary Record of a Meeting of the Steering Committee held on 8th January 1957--bearing the reference designation "Steering Committee 291st Mtg"--the series was placed under decimal 334/SG/St.Cte./300.6. This series continued to be filed in numerical order through "Record-SC-574" covering a meeting on 2nd March 1965. No later-dated Record-SC has been located in the IMS Registry. Record-SC-574 of 4th March 1965 was the only meeting held by the Steering Committee after a nearly unbroken succession of weekly meetings through early November 1964. (Record-SC- 573 is a summary record of the 573rd meeting of the Steering Committee held on 3rd November 1964.)

MEMORANDA OF THE STANDING GROUP (SGM), 1949-1966

The first Standing Group Memoranda (SGM) was issued on 11th October 1949. 1671

memoranda were issued before the system of describing the memorandum onto cards for control purposes was instituted in 1951. Only 508 of these early SGM have survived the successive purging of the MC/SG subject decimal file. They occupy approximately .30 linear metres of shelfspace. The IMS Registry Index Unit and the Consultants used these surviving copies for input into the IMS database.

Beginning with SGM 1016-51, dated 7th June 1951, each memorandum was indexed on a 4 inch by 6 inch (10 cm. by 15.5 cm.) card describing its content and filed numerically. In addition to the reference number assigned and the date of issuance, each card was noted with the decimal number where the memorandum was filed. Each card also identified the SG originator (often by name) and the addressee or addressees.³ With the exception of four SGM issued by the SG when they were visiting Paris in April 1956 (bearing the serial SGM(Paris)1-56 to 4-56) all of the SGM were prepared in the SG Secretariat in Washington.

Most of the SGM bear a formal title. But these were not especially helpful when the same topic was the subject of a great many memorandum issued about the same time. Consequently, the original indexers frequently entered a descriptive note providing the purport of that particular memorandum. Finally, the original indexers entered onto the card any serial reference number of documents referenced in the memorandum.

The space available in the IMS database for descriptions for each SGM was frequently inadequate to enter all the most important information elements in the memorandum and that contained on the cards. Abbreviations and acronyms were used by the indexers and by the Consultants when necessary (see the table of abbreviations and acronyms attached to the Introduction to Part XI). The Consultants were often obliged to revise the original descriptions on the cards to fit it into the space available. The Consultants have also silently corrected the information presented on the cards when errors were identified.

The surviving Standing Group memoranda in the custody of the IMS Registry issued under the serial "SGM" have been segregated from the MC/SG Subject/Decimal File. They occupy approximately 6 linear meters of shelf space. Approximately two thirds of the SGM created in the period 1949-1966 have been destroyed. Less than 10% of the surviving SGM are present in both official languages.

Of the 16,369 SGM issued between 1949 and 1966, 3,324 (about 20%) have been entered into the IMS database by the IMS Registry Index Unit. The Index Unit selected for input those surviving Memoranda which were referred to in the formal MC and SG Documents and Records of Meetings. They also included some others which were determined to have particular reference value. These entries are drawn from the

³ When there were numerous addressees, the entry would read "To: Addressees" indicating that the information on the multiple addressees could be found on the copy of the memoranda itself. SGM reading "To: Addressees" which were added to the database by the Consultants contain no "To" information.

surviving paper records. The IMS Registry Index Unit did not utilize the cards in their work.

The Consultants have added to the IMS database over one thousand SGM entries for the period 1949 through 1958. These additional entries are taken from the index cards described above. Included are all SGM which appeared from the description on the index cards to pertain to subjects and documents issued by or under consideration at NATO Headquarters in London and Paris. The Consultants have also included 1949-1958 SGM which were addressed directly to the Secretary General, to the Council, to a Council Board or Committee, or to the Standing Group Liaison Officer/Standing Group Representative at NATO Headquarters. Some of these additional entries include SGM which have survived and are in the custody of the IMS Registry. Most, however, have been destroyed. Copies may, however, be found elsewhere in NATO Headquarters records, in SHAPE records or in National Archives.

In a number of instances the Consultants have added to the 1949-1958 entries made by the IMS Registry's Index Unit information drawn from the cards concerning the addressee, referenced documents, and additional information concerning the context of the memoranda where it concerned NATO Headquarters matters.

The subject matter dealt with in each of the listed memoranda is usually clear from the titles/descriptions provided in Annex XI, 3/3. The SGM were sometimes policy documents and at other times they were directives. They conveyed decisions of the MC and SG to the major NATO commands and to the SG Agencies. They also conveyed instructions arising from and interpretations of the requirements of these decisions. Many other SGM were facilitative instructions directing further action, study, report, inspection, investigation, attendance at meetings, announcing or arranging tours, visits, lectures, etc. Other SGM simply referred documents received to the appropriate body for action (approval or further study, etc.).

Some SGM were reports prepared by the IPT and LMP in response to questions and problems posed to the SG, providing background information, drawing conclusions from their study, and making recommendations for the action to be taken by the appropriate body--the SG, MRC, Steering Committee, or SG Agency or Committee. Most of these types of SGM included proposed text of messages containing the recommended course of action for approval and transmission.

Time limitations precluded making an exhaustive listing of all 16,369 of the Standing Group Memoranda. Some of the subjects which are omitted altogether or only touched upon are:

- Communications to and from major NATO commands (SACEUR, SACLANT, CHANCOM) on status of studies, papers, responses, etc.
- Temporary Council Committee (TCC) and Annual Report national comments (SGM which were included in the Council's Annual Report are listed).
- Internal memoranda directing working groups to study problems or proposals,

national submissions, etc.

- Status reports of studies, issues being actively pursued by commands or SG planning teams or working groups.
- Canadian military equipment offers, national requests and allocations.
- Emergency Defence Plans (EDP) of the major NATO commands.
- Publication, distribution, corrigendum, revision and implementation of Allied Communications Publications (ACP) in various series.
- Frequency allocation (including conversion of UHF to VHF frequency).
- Provision and distribution of signals/cryptologic material and equipment.
- Allocation and updating of address groups, call signs, etc.
- Message traffic procedures.
- Codeword assignments/classification/cancellation.
- LORAN plans and their implementation.
- Staffing, changes of representation to SG and its agencies.
- Privileges and immunity matters (including registration, tax exemption, vehicle licenses, etc.).
- Security inspections/arrangements/reports.
- Loss/compromise/registration/retention/downgrading of MC and SG documents.
- Provision of NATO publications and other information to non-NATO countries and international organizations (CENTO, SEATO).
- Most matters concerning the SG Agencies in Europe, including the NATO Defence College, AGARD, and the communication agencies.
- Meteorological matters.
- Intelligence estimates and national responses to requests for input (including transmittal of intelligence material).
- Systems for attack warnings/indications of attacks.
- Attendance at NATO Exercises of MC, MRC, SG (including staff members), non-NATO observers, etc.
- Testing and evaluating of equipment (including cryptologic equipment) offered for use in NATO or for standardization purposes.
- Military equipment standardization matters (MAS issues).

CHAIRMAN OF THE STANDING GROUP MEMORANDA (CSGM), 1951-1958

The Chairman of the Standing Group sent a small number of memoranda each year from 1951 through 1965. They bore the serial reference "CSGM". Card indexes were not prepared by the Secretariat when the CSGM were created and filed in the decimal subject files. A few of these memoranda were identified by the IMS Registry indexers in the course of their work on the principle file series as important documents for their reference purposes or related to other significant documents and have been entered into the IMS database and have been assigned key words. A number of those memoranda were reports to the Chairman of the Military Committee. These particular reports were filed under decimal subject file 319.1/SG-MC.

This series of special reports had its origins in a 7th February 1951 Standing Group Memoranda addressed to the Belgian and Canadian Military Representatives

accredited to the Standing Group (SGM-124-51). These two delegations had expressed their concern about the need of the Chairman of the Military Committee being in a position to fulfill his duties. The problem they identified arose from the change in the organization of the Military Committee which resulted in the chairmanship of the Military Committee rotating alphabetically among all the members of that Committee--rather than reserved to one of the three Standing Group members (D.C. 24/3).

The Memoranda noted that the Military Committee (MC) had agreed that when the Chairman of the MC was not one of the Standing Group Representatives, there needed to be special arrangements to provide him with the required information, including a direct link with the Chairman of the Standing Group. The MC had concluded that the Military Representative of the nation holding the Chairmanship of the MC should not be considered as the direct liaison.

The conclusion reached by the MC was that the Chairman of the Standing Group (SG) should be primarily responsible for keeping the Chairman of the MC informed of the current and projected work of the SG and of the Military Representatives Committee (MRC). The SG informed the Belgian and Canadian Representatives that the periodic reports which summarized the information already available to the Military Representatives of the country concerned should prove adequate most of the time. The SG felt that as the date of a Military Committee in Chiefs of Staff meeting approached, there would be need for submission of recommendations and for reaching agreement on an agenda. The frequency of these reports and exchanges of correspondence would necessarily increase until it might be determined desirable for the Chairman of the MC to visit Washington to meet with the SG and the MRC.

The Belgian Representative responded on 20th February 1951 that he felt this approach was unsatisfactory and in his opinion would be ineffective (SGM-189-51). He proposed an amendment to paragraph 11 of D.C. 24/3 to provide that the Military Representative of the Chief of Staff serving as the Chairman, MC would provide a continuing liaison link with the SG and the MRC by attending--as an observer--all of the SG meetings. Pending action on this and other proposals by the Belgian, Canadian and Portuguese Delegations to amend Part 5 of D.C. 24/3, the Belgian Representative requested the Chairman of the SG to forward to the Chairman of the MC (the Belgian Chief of Staff in 1951) lists of all subjects under study by the SG and also to forward to the Chairman of the MC a bi-monthly progress report. The Belgian Military Representatives also requested that the Military Representative of the country providing the chairman of the MC to be the principle link and that the Chairman of the MC should always meet with the SG prior to the MC/CS meeting.

The Canadian Representative responded to SGM-124-51 on 21st February 1951 making the same points as his Belgian colleague (SGM-204-51). That same day additional comments by the Portuguese Military Representative regarding revision of SG 107/2 calling for attendance at SG meetings of the Military Representative of the country of the Chairman of the Military Committee were referred to the International

Working Team (SGM-379-51). On 3rd March 1951 the International Working Team of the SG was directed (SGM-266-51) to redraft its report in the light of the Belgian and Canadian proposals and of the views expressed at the 5th Meeting of the MRC held on 2nd March (Record MRC 5, Item 4). On 6th April it was announced that the changes proposed by the SG had been approved by the Military Representatives Committee (SGM-494-51).

Vice Admiral Jerauld Wright, then U.S. Permanent Representative to the Standing Group, visited Brussels and called upon Lt. Gen. Etienne Baele, Chief of Staff of the Belgian Army and the Chairman of the North Atlantic Military Committee. General Baele requested that the SG make biweekly reports to the Chairman of the Military Committee to include completed business and status reports on unfinished business. This request was forwarded to the SG by message on 3rd April 1951 (DA IN 17996, DTG 031901Z Apr 51).

Secretariat Memorandum No. 7 entitled, "List of Standing Group Actions since last meeting of Military Committee" was quickly compiled covering material from 14th December 1950 to May 1951 (Sect. Memo. No. 7, 3.5.51). This first "biweekly" report was approved and dispatched to the MC Chairman in Brussels on 7th May 1951 (DUSM-256-51).

On 23rd May 1951, the Standing Group Chairman, Admiral Jerauld Wright, sent the second bi-weekly report to the Chairman of the Military Committee, Lt. Gen. Etienne Baele, Chief of Staff of the Belgian Army (SGM-788-51). With his memoranda, the Chairman included three staff-developed reports--updates of which were often enclosed in subsequent CSGM--a list of SG actions since the previous report (in this instance since 3 May 1951); a report on the status of SG papers and studies and reports in progress; and a current estimate of items likely to be included in the agenda of the next MC meeting unless resolved in the MRC prior to that time.

On 12th June 1951, Admiral Wright sent another memorandum to General Baele with the same types of enclosures (SGM-891-51). In his covering memoranda, Admiral Wright described matters in which the Council had expressed great interest and on which the military authorities would need to act: (a) forces to fill the gap; (b) the contribution of Western Germany; and (c) the association of Greece and Turkey to NATO--which was closely tied in with the problem of setting up the allied military command structure in the Mediterranean.

In response to a letter from General Baele (dated 28th May 1951), Admiral Wright expressed his agreement that it would be well to call the next meeting of the MC separate from and in advance of the meeting of the North Atlantic Council in Ministerial Session (SGM-984-51, 21st June 1951). General Baele expressed his appreciation for the information provided in the first two bi-weekly reports in letters dated 25th and 29th June 1951. These letters were circulated in SGM-1124-51 on 14th July 1951.

Beginning with the third bi-weekly report/memoranda dated 30th June 1951, these

reports and other communications of the Chairman of the SG to the Chairman of the Military Committee were routinely given the reference CSGM. Copies of the enclosures to the memoranda (and sometimes the entire memoranda) were provided to the MRC in the SGM or MRM series.

Some of the early memoranda were covered by personal communications in which the Standing Group Chairman expressed his concern about the military situation as seen from the perspective of the Standing Group along with a copy of the SG Secretariat-prepared progress report and appraisal of work completed, underway, and outstanding with tentative plans for the ensuing months. As the years passed these reports became more and more routine. Attached to Annex XI, 3/4 is a listing of periodic reports similar to those submitted by the Chairman of the Standing Group to the Chairman of the Military Committee. All can be found in decimal 319.1/SG-MC.

For example, in 1954 there were 12 summary reports (Summary No. 2 through Summary 12, covering 14 January through 18 August 1954) sent to the Chairman of the MC in a new series of memoranda bearing the reference serial "MCC." These reports consisted of submissions by the Deputy Secretary of the MC/SG to the Chairman of the MC (MCC-2-54, MCC-3-54, MCC-6-54 through MCC-14-54 all in decimal file 319.1/SG-MC). They are listed in the Attachment to Annex XI, 3/4 to this Report.

By 1960 the periodic reports by the Chairman of the SG to the Chairman of the MC had become routine secretarial reviews concerning the processing of documents. They were made every three to six months. When there was a meeting of the Military Committee in Chiefs of Staff Session, the SG would meet with the Chairman of the MC and provide him with an oral briefing in advance of the session (CSGM-4-60).

The need for the continuation of detailed reporting by the SG to the Chairman of the MC was greatly reduced in 1964 when the role of the Chairman of the Military Committee was further modified to provide that the MC would have a permanent Chair, and that he would serve a two year term with the possibility of a one-year extension. He was to be appointed by the MC in Chiefs of Staff Session and "by preference" be chosen from a non-SG nation. He was to act exclusively in an international capacity and be assisted by the Director of the SG Staff in the execution of his duties. He served as the Chairman of the MC in Permanent Session at the same time and was to be positioned in Washington for this purpose (Corrigendum 5, 22.6.64 to MC 57/1 (Final).

Beginning in May 1965 a new form of reporting to the Chairman of the Military Committee (and others) on the status of work in the SG was inaugurated. "Monthly Status Reports" were prepared by the Director of the SG and distributed. Copies of these reports through May 1966 (probably the last one prepared) can be found in the same decimal file (319.1/SG-MC).

Selected CSGM including those constituting such reports are listed in Annex XI, 3/4. Attached to it is a listing of the same type of report in other military record series. Included with these CSGM reports to the Chairman of the MC are a number of other

CSGM concerning various matters which have been entered into the IMS Database by the IMS Registry's Index Unit.

DIRECTOR, STANDING GROUP MEMORANDA (DSGM), 1949-1966

The Director, Standing Group produced nearly 1650 memoranda between December 1949 and June 1966. Only about 70 of these have been entered into the IMS Registry database by the Index Section and by the Consultants. These are listed in Annex XI, 3/6 to this report. Most of those entered by the Consultants are cited in the narrative portions of this part of the report.

The Director of the Standing Group was responsible for the work performed by the planning teams and by the Secretariat serving the Standing Group, the Military Committee and the Military Representatives Committee. The Director called staff meetings and for several years presided over the meetings of the SG's Steering Committee. The Secretary of the Standing Group sometimes served as the Deputy Director, at other times the same person simultaneously served as Director and Secretary of the Standing Group.

The early Director, Standing Group Memoranda (DSGM) were addressed to the Standing Group principles, the SG working and planning teams and committees, and to various supporting elements of the U. S. Defence Department in Washington. Other DSGM were addressed to the Secretaries of the Regional Planning Groups (until their demise), the Military Production Supply Board Liaison Group to the SG, the SG's Steering Committee (following its establishment in 1951), and to the SG's Liaison Officer in London and Paris. The later DSGM were more narrowly focused and usually addressed to the SG and its planning teams and agencies, the SG's Steering Committee and to the SGLO/SG Representative in Paris.

Early and recurring topics examined and handled on behalf of the Standing Group by the Director were such matters as space for the NATO Military Authorities in Washington, London and Paris, personnel, staffing patterns, parking, diplomatic privileges, staff travel, medical care and courier services. The Director also handled funding and charges to the accounts maintained for the Standing Group's expenses.

The Director took a direct hand in the implementation of the security system within NATO and personally authorized the establishment and disestablishment of COSMIC registries and control points. He arranged for security inspections and followed up on inspection reports and security violation reports. He also handled the arrangements for sharing information between the SG and the Major NATO Commands and the Western European Union.

The Director was responsible for preparations for meetings of the Standing Group and the Military Committee. He arranged for conference services, proposed the agenda, circulated the drafts and final papers, and prepared the agreed schedule for the meetings. He also directed the arrangements for official travel of the principles and

supporting staff to meetings outside Washington.

It was the responsibility of the Director to ensure the flow of documents between the Standing Group, the Steering Committee and the SG agencies and committees. He provided instructions to the International Working Teams on his own initiative and further to decisions at SG and Steering Committee meetings. He was the coordinator between the SG and the accredited Military Representatives to the SG/Military Representatives Committee. It was in this capacity that he proposed many of the modifications to the day-to-day liaison and working relationship between the SG's staff planners and the Military Representatives and their staffs. He also oversaw the drafting and submission of progress and planning reports to the Chairman of the Military Committee.

It was the responsibility of the Director of the Standing Group to ensure that the Standing Group organization functioned smoothly and efficiently. He directed the preparation of the terms of reference of all of the components of the organization, ensured the proper staffing of each and oversaw the internationalization of the staff of the organization. He continued his oversight of the functions and responsibilities assigned to the SG by establishing new elements as needed and reorganizing the older elements of the organization to meet changing circumstances.

The Standing Group Liaison Officer/SG Representative had a particularly close relationship with the Director of the Standing Group. Most of the senior staff in the Standing Group Liaison Office had served in the SG organization in Washington prior to their assignment in Paris. The second Director, Brigadier R. H. Barry, also served as Standing Group Liaison Officer. The Director was responsible for supporting the SGLO. He made the necessary arrangements to provide reinforcements to the SGLO in Paris when the workload required (routinely during the Annual Review exercises). They communicated directly via cable and memoranda (DSGM from Washington and Liaison Office Memoranda, LOM and Informal LOM, from London and Paris). The Director brought many of the important issues raised by the SGLO directly to the attention of the SG principles whenever he determined it was important to do so.

The number of DSGM produced by the Director varied greatly from year to year. This was primarily the result of the changes in the responsibilities assigned to the Directors over this period. The following table indicates the DSGM numbers "issued" each year. Note that some of these numbers were not used or cancelled.

DSGM-1-49	DSGM-4-49	(all dated in Dec)
DSGM-1-50	DSGM-229-50	
DSGM-1-51	DSGM-201-51	
DSGM-1-52	DSGM-223-52	
DSGM-1-53	DSGM-143-53	
DSGM-1-54	DSGM-157-54	
DSGM-1-55	DSGM-37-55	(also DSGM(Paris)1-55 of 4 Oct 55)
DSGM-1-56	DSGM-23-56	

DSGM-1-57	DSGM-60-57	
DSGM-1-58	DSGM-70-58	
DSGM-1-59	DSGM-107-59	
DSGM-1-60	DSGM-96-60	
DSGM-1-61	DSGM-73-61	
DSGM-1-62	DSGM-48-62	
DSGM-1-63	DSGM-10-63	(all dated in Jan-Feb)
DSGM-1-64	DSGM-46-64	(all dated in Sep-Dec)
DSGM-1-65	DSGM-118-65	
DSGM-1-66	DSGM-46-66	

Each DSGM was described on a 5" by 8" index card. This card provided information on the date, addressee, title or subject of the memorandum, the DSGM reference number and the subject/decimal file number where it was placed. Cards were usually inserted in place when the number was assigned and not used or cancelled. The security classification level was not indicated on the index card.

An unknown number of the DSGM have been destroyed in the various weedings of the decimal file. The surviving DSGMs are in the decimal file where originally located-- frequently with their original attachments (including a number of LOM and SGLP and messages from Paris). While some of the DSGM are of a routine nature and of little historical value, many are extremely important to an understanding of the internal workings of the Standing Group and of the evolution of that organization during its entire 17 years of existence. Some of the DSGM provide a unique view of the issues and of the personalities involved.

MESSAGES OF THE STANDING GROUP, 1951-1967

There were four general categories of messages originated by the Standing Group:⁴

1. Policy messages. Messages used to convey SG policy decisions, directives, instructions, requests for information and so forth to Commands, to the SG Liaison Officer/Representative and other agencies (including national Ministries of Defence) were sent under serial designation "STAND." STAND messages were always approved by either the SG or the Steering Committee. Policy messages addressed specifically and exclusively to SACEUR Headquarters were given the specific designation TOSHAP (almost 600 messages between February 1951 and April 1954). Similar messages directed exclusively to SACLANT Headquarters were designated TOLANT (125 messages between February 1952 and April 1954). Such messages addressed directly to the SGLO in London and Paris between July 1951 and April 1954 (490 messages) were designated STANLO. After April 1954 all policy messages sent by the SG were sent in the STAND serial.

⁴ This description of the four categories is based on that in SGM-162-54 of 3 February 1954.

Messages in response to STAND messages and reactions to MC or SG papers and memoranda were given distinct reference indicators. Those from SACEUR/SHAPE to the SG were identified as SHAPTO (4350 messages between March 1951 and January 1969), those from SACLANT/Atlantic Command were identified as LANTO (700 messages from February 1952 to August 1960). Similar messages to the SG (and later the MC) in Washington from the SG Liaison Office in London and Paris (after December 25, 1957, the SGREP) as LOSTAN (and from 2 July 1966, as LOCOM). There were 8280 messages sent from the SG's representative in Paris to Washington in this series between 1951 and 1967.

2. Administrative and Secretarial messages. Messages in this category sent by the SG Director and Secretary were designated "STASEC." They dealt with purely administrative matters and secretarial arrangements and notifications, e.g., arrangements for visits of staff officers, personnel, staffing and equipment matters; corrections and revisions of papers after any policy question has been decided; requests for information about the dispatch and receipt of papers, and similar matters. These messages would not normally be approved by either the SG or the Steering Committee. Administrative messages addressed exclusively to the SGLO in London (120 messages between July 1951 and April 1952) were designated SECLON. This series of administrative and secretariat messages was continued after the move to Paris (593 messages between April 1952 and April 1954) as SECPAR. After April 1954 such administrative messages addressed to the SGLO/SGREP were included in the STASEC designated serial. Responses from Paris (over 4500 messages between April 1952 and October 1967) were sent under designation PARSEC.

3. Informal Staff Planners messages. Messages used for the exchange of views on a strictly planning level between the staffs of the SG, of Commanders and of the SGLO. These were never to be used for seeking or giving official guidance. They did not need to be approved either by the SG or the Steering Committee. Informal working level messages between members of the SG Planning Teams in Washington and those on temporary duty in Paris (usually in connection with the annual reviews, infrastructure and budget matters) were sent as WAPAR (110 messages between October 1952 and April 1954). After April 1954 planners messages from Washington were included in the STASEC series. Responses from Paris were designated PARWAs (almost 1900 messages between October 1952 and October 1967).

4. MILCOM messages. These messages dealt with matters in connection with meetings of the Military Committee. The first messages in this series related to the Fourth Meeting of the Military Committee in Chiefs of Staff Session. The last MILCOM (MILCOM 99) concerned the Twenty-Fifth Meeting of the MC/CS in December 1960. Although not frequently used, it was considered politic to continue to use this series (rather than STANDs) in connection with MC meetings.

In this report the consultants have focused on two of the policy message series: the STAND, the SG's principle outgoing messages, and the LOSTAN, the messages to the SG from the SG's Liaison Officer/Representative in London and Paris. The

LOSTAN messages are described with the other records created by the SGLO/SGREP in subpart C, below.

STAND MESSAGES, 1951-1965

All of the STAND messages were catalogued by the SG Secretariat on 3 in. by 5 in. (7.75 cm. by 12.75 cm.) cards. Inasmuch as these messages did not bear individual titles or "subject" headings, the indexing clerk provided a short description of the subject content of the message. The cataloguer identified the particular addressee of the message and any related documents referenced in the message. The cataloguer also provided the unique numerical STAND number assigned to the message, the US Department of the Army Message Center control number, and the date of the message. Finally, the cataloguer added the decimal file number where the copy was placed. The security classification of the message was not indicated on the card.

When the SG/MC Secretariat-maintained decimal file was reduced to make space in the IMS Registry in the 1970s, about 60% of these messages were destroyed. The remainder were removed from the decimal file and placed in serial number order in binders. The surviving STAND messages for the period 1950 through 1965 occupy approximately one linear meter of paper.

The IMS Registry's Indexing Unit has entered into their database several hundred STAND messages selected on the basis of special relevance to or referenced by a major MC or SG paper or memoranda which that unit has entered into the database. All of the STAND messages entered into the database by the IMS Registry Index Unit at the time this listing was compiled are included in Annex XI, 3/5.

The Consultants have identified and entered into the database descriptive information drawn from the index cards for a large number of additional STAND messages which clearly relate to issues and business before the North Atlantic Council, the Council Deputies, and NATO's civil boards and committees, along with hundreds of messages directed to the SG's Liaison Officer in London and Paris. Many of these messages were in response to LOSTAN messages and Liaison Office Memoranda (LOM) sent to the SG in Washington from NATO Headquarters. Time constraints have permitted the Consultants to include only those selected messages sent between 1951 and 1958.⁵ These additional STAND messages are interspersed in the 1951-1958 portion of the listing in Annex XI, 3/5. They can be readily identified as the security classification was not indicated on the card and the entry "NON" (not known) has been placed in that column.

Most of these STAND messages added to the listing by the Consultants have not survived the weeding of the IMS's decimal file. But a significant number of such messages appear as drafts in memoranda (SGM or SGWM) proposed for approval (by

⁵ Most of the STAND messages not included in the 1951-1958 portion of the listing of the STAND messages in Annex XI, 3/4 were addressed to the Major NATO Commands, to Ministries of Defence and to SG Agencies and Committees.

the SG or its Steering Committee). It seems likely that a number of these STAND messages may be found also in other records in the custody of the International Staff in Brussels, in SHAPE records, or in national archives. When the message cannot be located, we hope that researchers will find the information from the index cards adequate for their purposes or helpful in identifying related material on topics being pursued.

The Consultants have added to the basic description of many of the 1950-1958 period STAND messages entered into the database by the IMS Registry's Index Unit. This usually included information drawn from the index cards on the addressee, referenced documents, and sometimes expansions on the description to make clearer the significance of the message to NATO Headquarters.

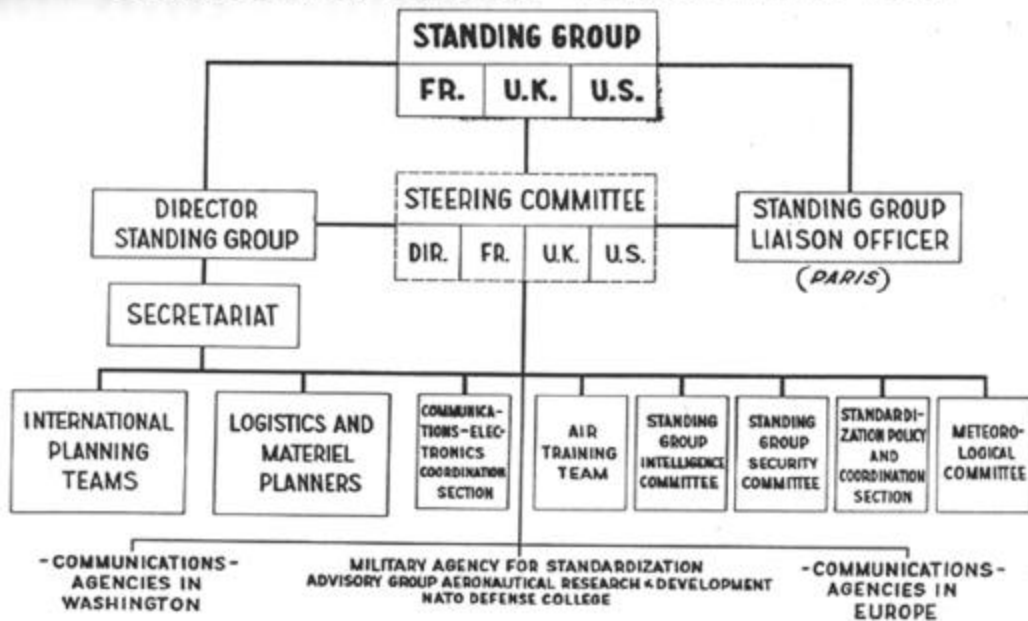
In summary, Annex XI, 3/5, lists the STAND messages dated from 1951 through 1965 which were identified and entered by the IMS Registry's Index Unit together with the STAND messages sent by the SG between 1951 and 1958 which the consultants identified as significant for understanding the relationship of the military establishment of NATO with the North Atlantic Council and its civil agencies.

RECOMMENDATIONS

1. The Consultants recommend that the NATO Military Authorities review the Documents of the Standing Group listed in Annex XI, 3/1 (Revised) which have not previously been downgraded for reclassification to NATO UNCLASSIFIED and disclosure to the public.
2. The Consultants recommend that the three indexes to Standing Group papers (1951-1952) and the ten indexes to effective SG documents (1961-1966) listed in the attachment to Annex XI, 3/1 (Revised) be regraded NATO UNCLASSIFIED and released for public research.
3. The Consultants recommend that all of the records of the various types of meetings of the Standing Group held between 1959 and 1966 (Record-SG 417 through the Note for Record of an Informal SG Meeting on 24 June 1966) be reviewed for declassification to NATO UNCLASSIFIED and for disclosure to the public. They are listed in Annex XI, 3/2 (Addenda).
4. The Consultants recommend that the 17 meetings chaired by the Director Standing Group in 1950 and 1951, listed in Annex XI, 3/7 A, together with the 573 Summary Records of meetings held by the Steering Committee between 1951 and 1965, listed in Annex XI, 3/7 B, should be downgraded to NATO UNCLASSIFIED and released concurrently with the declassification and release of the SG Documents and Records of Meetings covering the same period. All of these meeting records are in decimal files 334/SG/DSC/300.6 and 334/SG/St.Cte./300.6 in the IMS Registry.

5. The Consultants recommend that all of the 4359 Standing Group Memoranda (SGM) listed in Annex XI, 3/3 be regraded NATO UNCLASSIFIED and be released to the public.
6. The Consultants recommend that all of the memoranda signed by the Chairman of the Standing Group and issued under the serial "CSGM" which are listed in Annex XI, 3/4, be downgraded to NATO UNCLASSIFIED. The additional reports on the status of work in the SG (issued in various series) which are listed in the attachment to Annex XI, 3/4, should also be downgraded to NATO UNCLASSIFIED. All of these memoranda and reports should be approved for disclosure and made available for research in the NATO Archives.
7. The Consultants recommend that the 70 selected memoranda prepared by the Director, Standing Group and issued under the serial "DSGM" which are listed in Annex XI, 3/6, be downgraded to NATO UNCLASSIFIED and released to the public.
8. The Consultants recommend that the NATO Military Authorities review and downgrade to NATO UNCLASSIFIED and approve for disclosure to the public all of the selected messages in the STAND series listed in Annex XI, 3/5.
9. When downgrading and disclosure determinations have been made, this narrative description of the Standing Group records (Subpart B of Part XI) should be released for use by researchers and disclosure to the public.
10. All of the index cards in the custody of the IMS Registry which describe the record items which have been agreed for declassification and disclosure should be preserved and transferred to the NATO Archives for use by researchers.

STANDING GROUP ORGANIZATION



NATO MILITARY PLANNING FLOW

