

Lecturer Introduction

- **Col (retired) DEU Army – Engineer Branch**
- **Assignments with relevance to NATO Standardization:**
 - Plans Officer GE Army Staff
 - Director of Staff 1(DEU/NL) Corps
 - Branch Head/ Acting Director Operational Preparation Directorate
 - Branch Head Joint Branch NATO Standardization Agency/Office
 - Deputy Dir and Branch Head Policy and Coordination Branch NATO Standardization Office (Oct 2014 – Dec 2020)
- **Mission Experience:** KFOR/ISAF
- Diploma in Business Administration and Master's Degree in Military Arts and Sciences
- Since Jan 2021 Independent Consultant and Advisor for Defense Standardization



Standardization within NATO

NATO Standardization Organization - Roles and Responsibilities -

Colonel (ret.) Dieter Schmaglowski DEU - A
NATO Standardization Adviser and Consultant
d.schmaglowski@hotmail.de

Warsaw, 15 September 2025

Topics

Main Stakeholders for NATO Standardization



NATO Organization for Standardization Activities



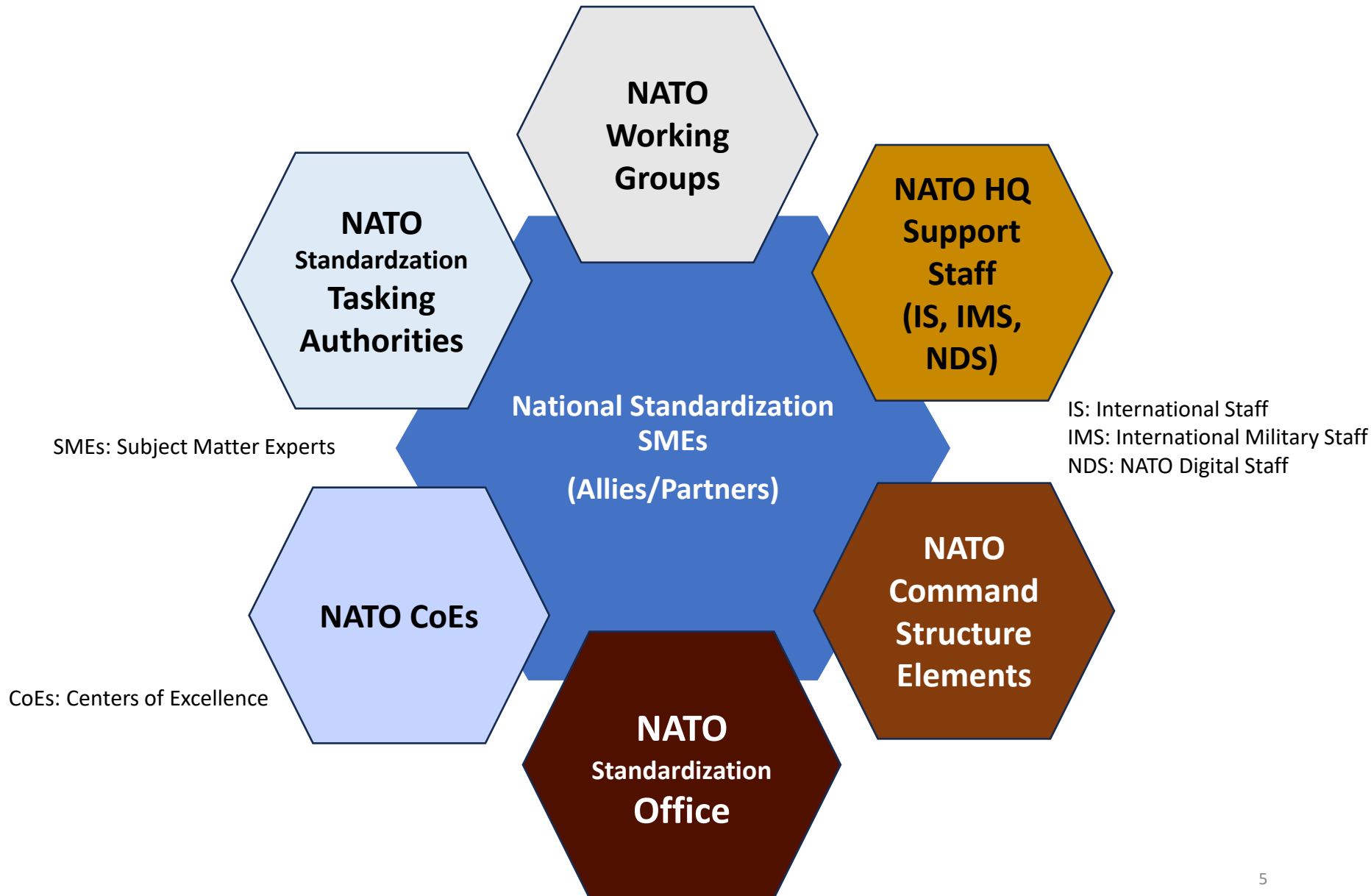
Roles & Responsibilities of NATO's Standardization Elements



NSO as Standardization Support Element

Main Stakeholders for NATO Standardization

Main Stakeholders for NATO Standardization



NATO Standardization Stakeholders (1)

- **Allies (NATO Nations):**

- propose standards
- **provide subject matter experts (SMEs)** to develop standards
- approve/ratify, and **implement** standards

- **NATO Partners:**

- propose standards
- **participate with SMEs** in NATO standard development activities
- adopt and **implement** standards

NATO Standardization Stakeholders (2)

- **NATO Standardization Tasking Authorities (Senior Committees):**
 - **validate** standardization **proposals**
 - **approve** tasks
 - approve/**ratify** NATO standardization documents

- **NATO Working Groups:**
 - **produce, review and maintain** NATO standardization documents

NATO Standardization Stakeholders (3)

- **NATO HQ Support Staff Elements (NSO, IS, IMS, NDS):**
 - provide **standardization management support** and **standardization advice**
- **Other NATO Bodies (e.g. NATO Command Structure Elements, CoEs):**
 - **contribute** to NATO standardization in accordance with their respective governing documents

NATO HQ Supporting Staff

NSO: NATO Standardization Office

IS: International Staff

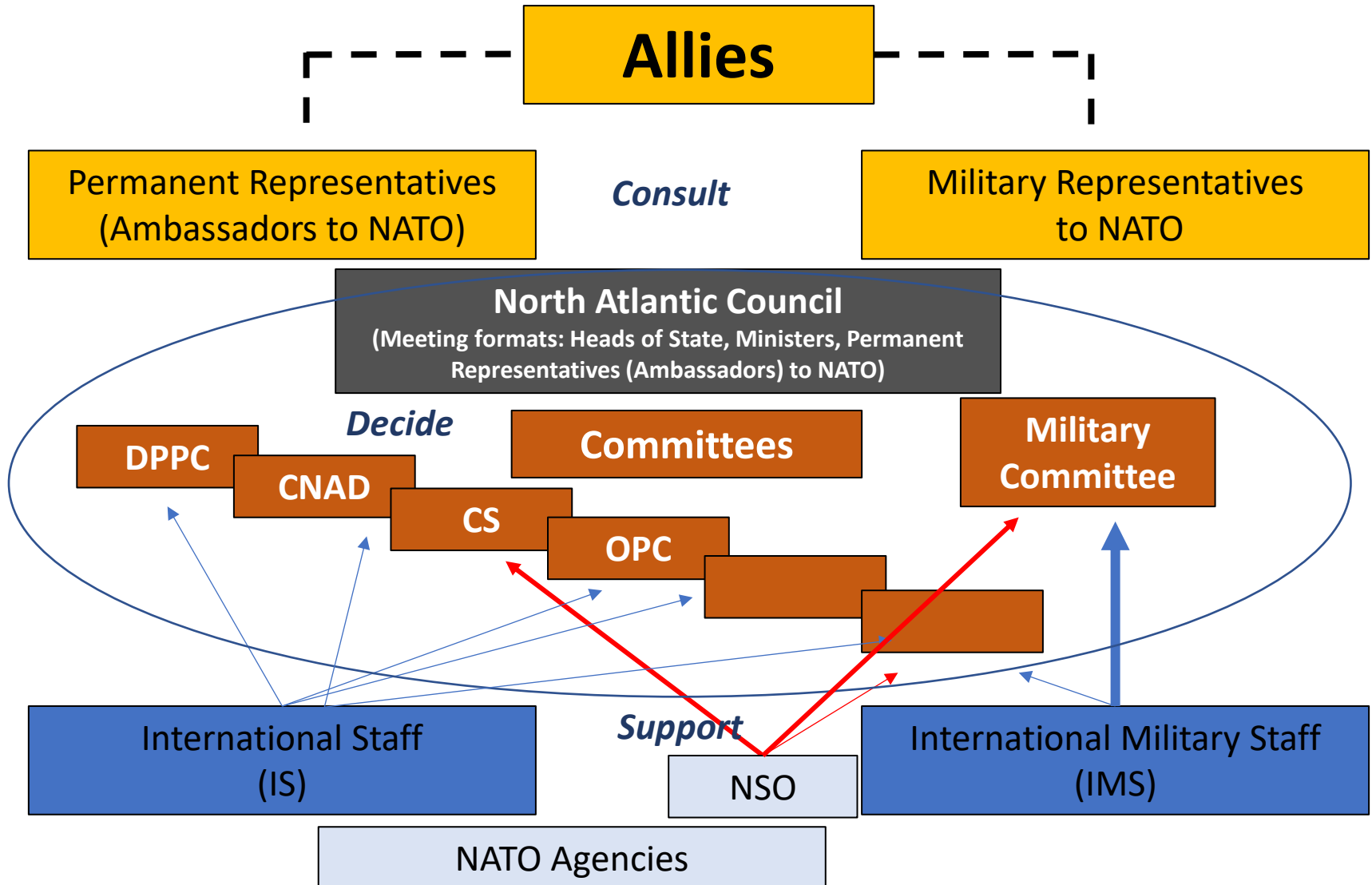
IMS: International Military Staff

NDS: NATO Digital Staff

NATO Organization for Standardization Activities

Roles & Responsibilities of NATO's Standardization Elements

NATO HQ Simplified Organizational Structure



NATO Standardization Tasking Authority

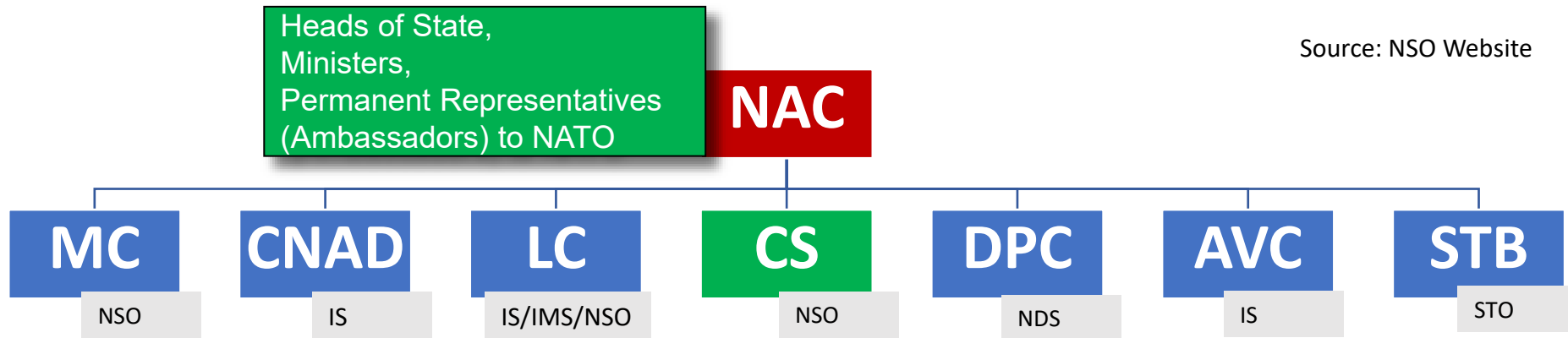
**“In NATO standardization,
a senior committee that has the remit to
validate standardization objectives or standardization proposals,
to establish the related standardization tasks and to
produce, endorse and maintain the resulting NATO standardization documents.”**

*Note: A tasking authority may delegate its remit to a subordinate body,
which then becomes a Delegated Tasking Authority.*

Source: NATOTerm

NATO Standardization Tasking Authorities (TAs)

Source: NSO Website



NATO Standardization Tasking Authorities

MC: Military Committee

CNAD: Conference of National Armaments Directors

LC: Logistics Committee

CS: Committee for Standardization

DPC: Digital Policy Committee

AVC: Aviation Committee

STB: NATO Science and Technology Board

NATO HQ Supporting Staff

NSO: NATO Standardization Office

IS: International Staff

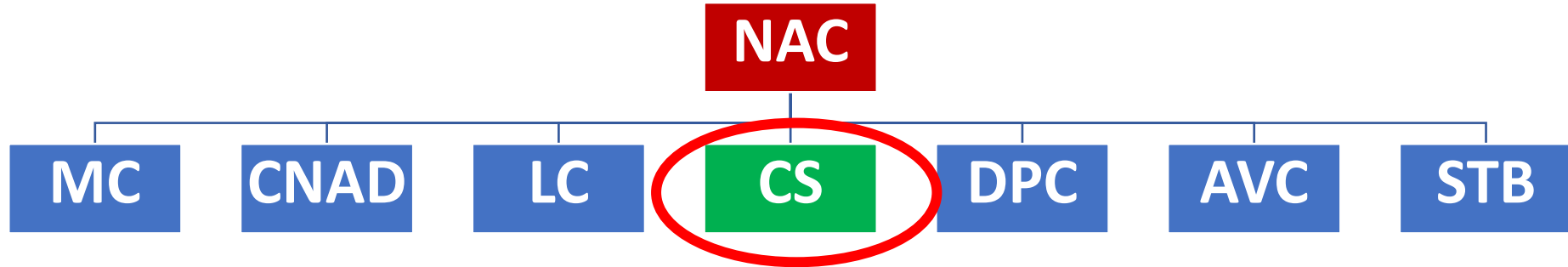
IMS: International Military Staff

NDS: NATO Digital Staff

STO: Science and Technology Organization

NATO Standardization Tasking Authorities (TAs)

Source: NSO Website



The Committee for Standardization

Committee for Standardization (CS)

- Role and Responsibilities -

Source: NSO Website

- **Senior policy committee responsible for standardization policy and management within the Alliance**
within the Alliance
- **Standardization advice to the North Atlantic Council (NAC)**

Committee for Standardization (CS)

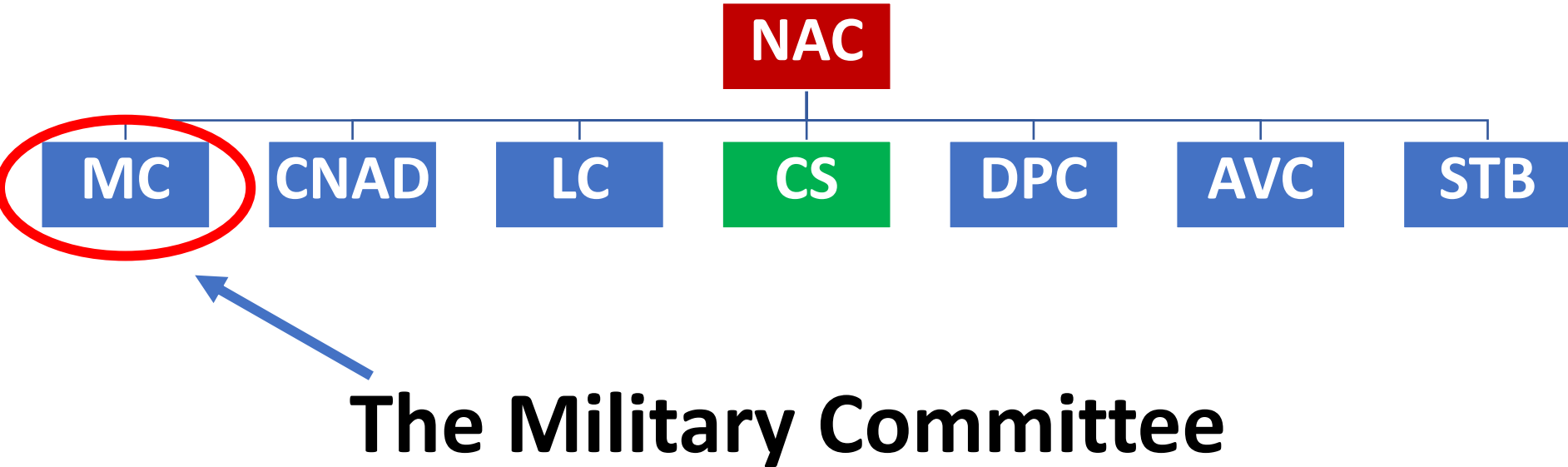
- Composition -

Source: NSO Website

- **NATO nations** senior government delegates (civil or military)
- Senior representatives from **MC, CNAD, LC, DPC, BI-SCs; Partner nations and observers** on invitation
- **Chair:** Secretary General,
represented by **permanent Co-Chairpersons:**
 - Assistant Secretary General Defence Investment (ASG-DI)
 - Deputy Chairman of the Military Committee (DCMC)

NATO Standardization Tasking Authorities (TAs)

Source: NSO Website



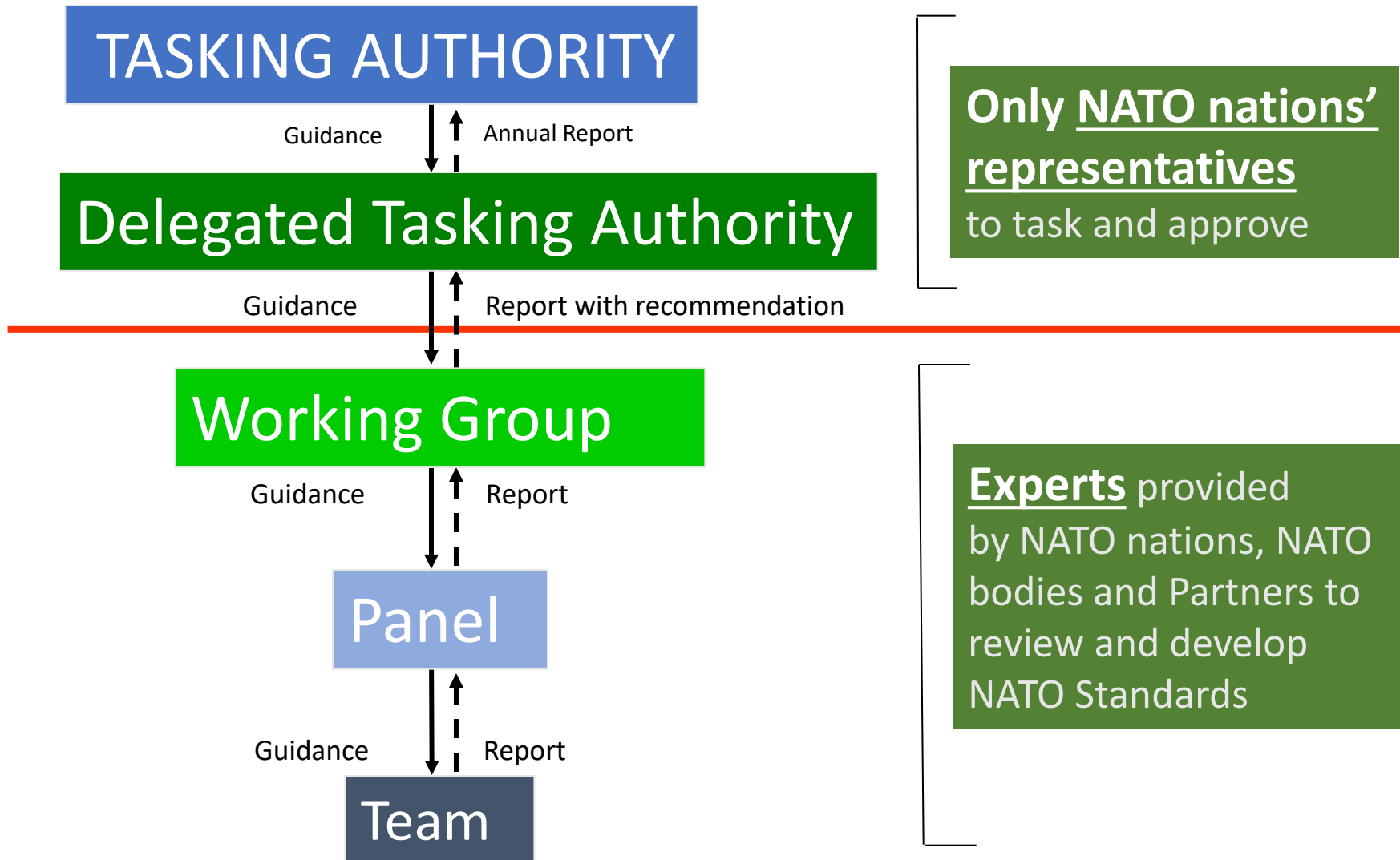
- NATO Tasking Authority (TA) for **operational standardization**
- Responsible for assigning **tasks to develop standards across the range of military activities** throughout the Alliance to promote interoperability
- **Authority delegated** to subordinate bodies, the MC Delegated Tasking Authorities (MC DTAs)

NATO Standardization Tasking Authority

A tasking authority may delegate its remit to a subordinate body, which then becomes a Delegated Tasking Authority.

Source: NATO Policy for Standardization / NATOTerm

Hierarchy of NATO Standardization Elements

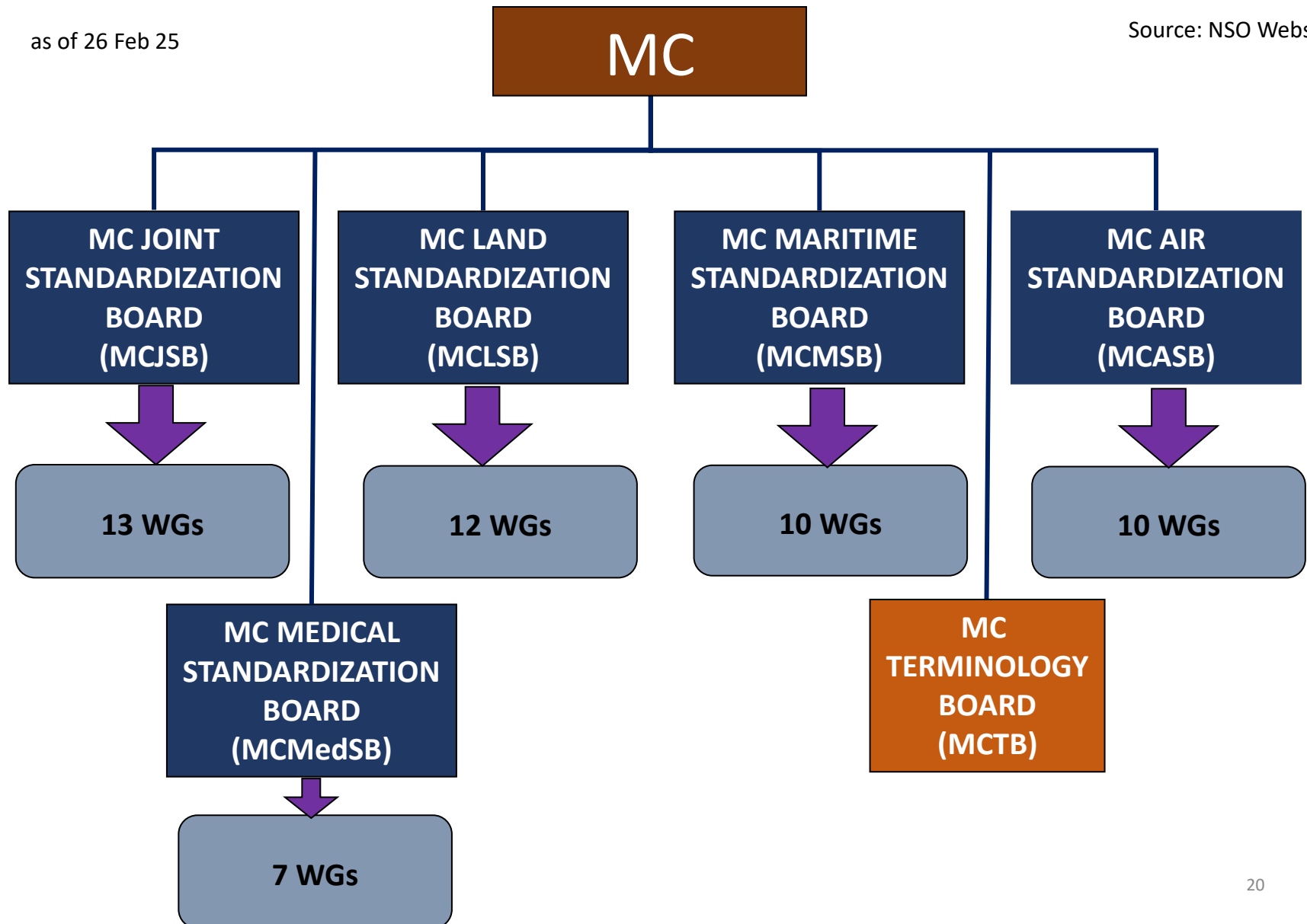


Military Committee

- Standardization Structure -

as of 26 Feb 25

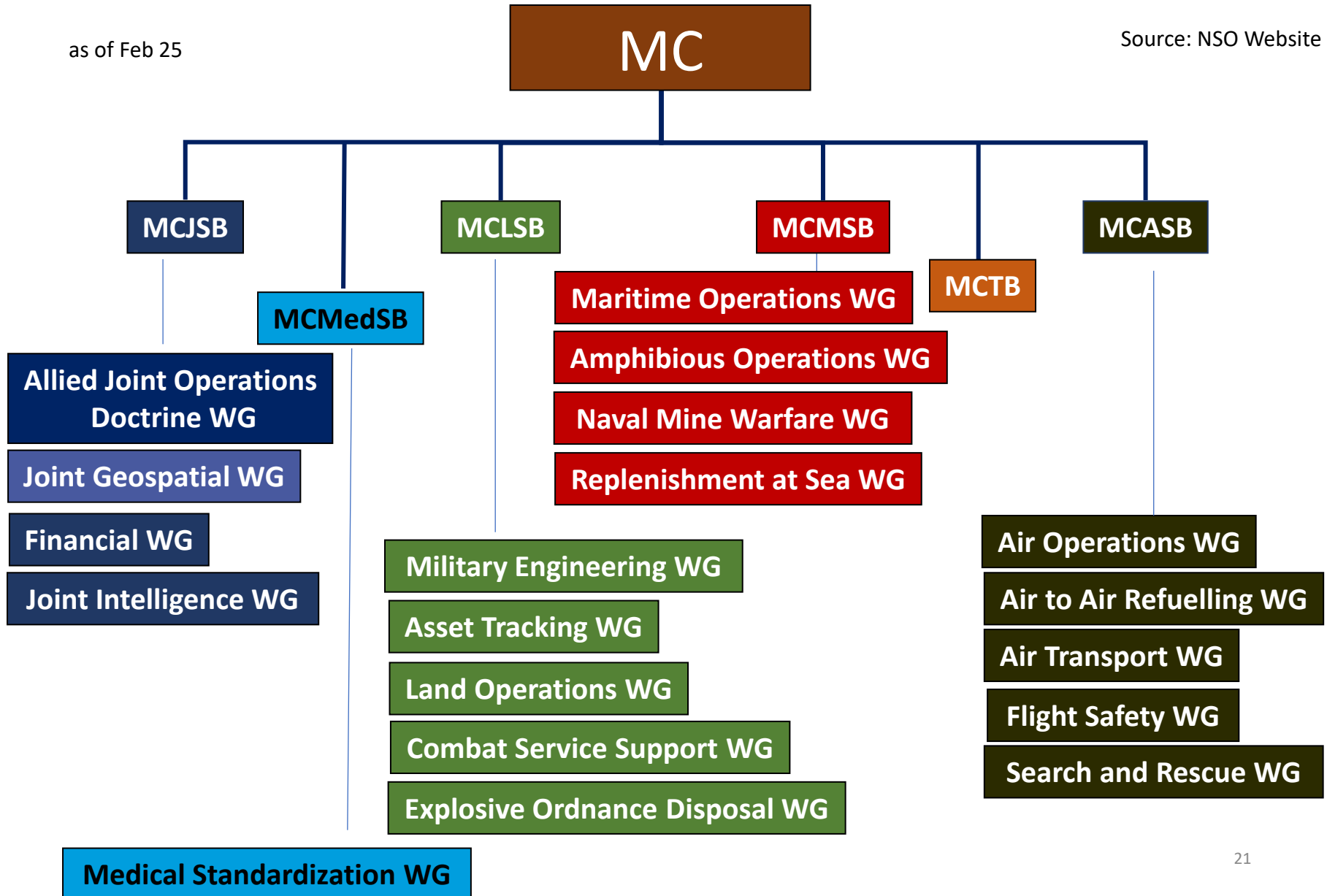
Source: NSO Website



Examples for Military Committee Working Groups

as of Feb 25

Source: NSO Website



MC Standardization Boards

- Composition -

NSO **

(Chair & Secretary)

SCs **
(ACT & ACO)



ALLIES *

(one voting board member from each NATO nation)

Guests **

(WG secretaries/chairpersons, SMEs, ...)

* Iceland not participating

** Non-voting members

TA /DTA Decisions



Notation:

“the acknowledgement by an authority that it has been informed of a matter” (NATOTerm); **reflects receipt of information** (e.g. a document). Requires no action, nor does it imply agreement. Notation cannot be refused.



Agreement:

indicates concurrence on an action; requires consensus.



Approval:

“formal and final agreement by a competent authority without reference to another authority” (NATOTerm); **agreement on matters that are within the authority of the TA/DTA; requires consensus.**



Endorsement:

“formal support given by a competent authority in a matter requiring a **decision by a higher authority**” (NATOTerm); requires consensus.

Consensus / Silent Procedure

Consensus:

**“A general agreement characterized
by the absence of declared opposition
from any of the parties concerned”**

(NATOTerm, ISO/IEC Guide 2:1996)

Silent Procedure:

**“A procedure by which consensus is
achieved unless an objection is received
by a given date”**

(NATOTerm)

**! Within NATO, only member nations
may break silence**

MC Standardization Boards

- Roles and Responsibilities -

Foster military **operational standardization activities in assigned areas of responsibility:**

- manage development and maintenance of Standardization Documents
- initiate, staff and validate Standardization Proposals (SPs) / - Tasks (STs)
- allocate STs to appropriate Working Groups (WGs) for development
- manage subordinate bodies, including:
 - + establishment or disbandment of WGs
 - + approval of WG activities and priorities
 - + provision of guidance for meetings
- provide annual report to MC (Program of Work, objectives and priorities)

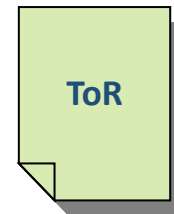
(Source: MC 20/0011)

➤ Decisions require consensus !!

Working Groups (WG)

- Composition and Establishment -

- **Subordinated to and tasked by TA/DTA** to develop and maintain standardization documents
- Composed of **Subject Matter Experts (SME)** from **Allies and Partner Nations, NATO Command Structure, NATO accredited Centers of Excellence (COEs), other NATO entities, ...**
- Act according to the **Terms of Reference (TOR)**
- Usually In **permanent session**



TA/DTA

Tasking

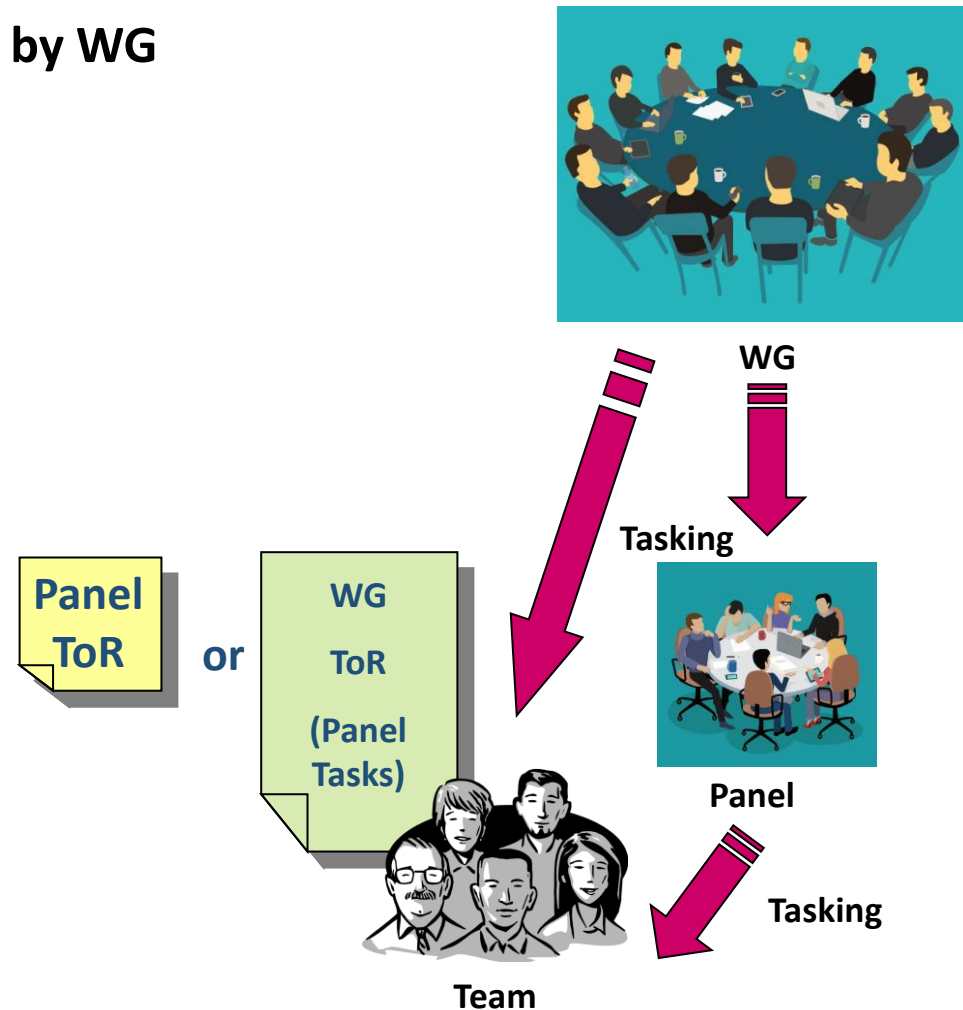


WG

Panels / Teams

- Composition and Establishment -

- **Driven by specific requirement(s)**
- **Subordinated to and tasked by WG**
- **SMEs**



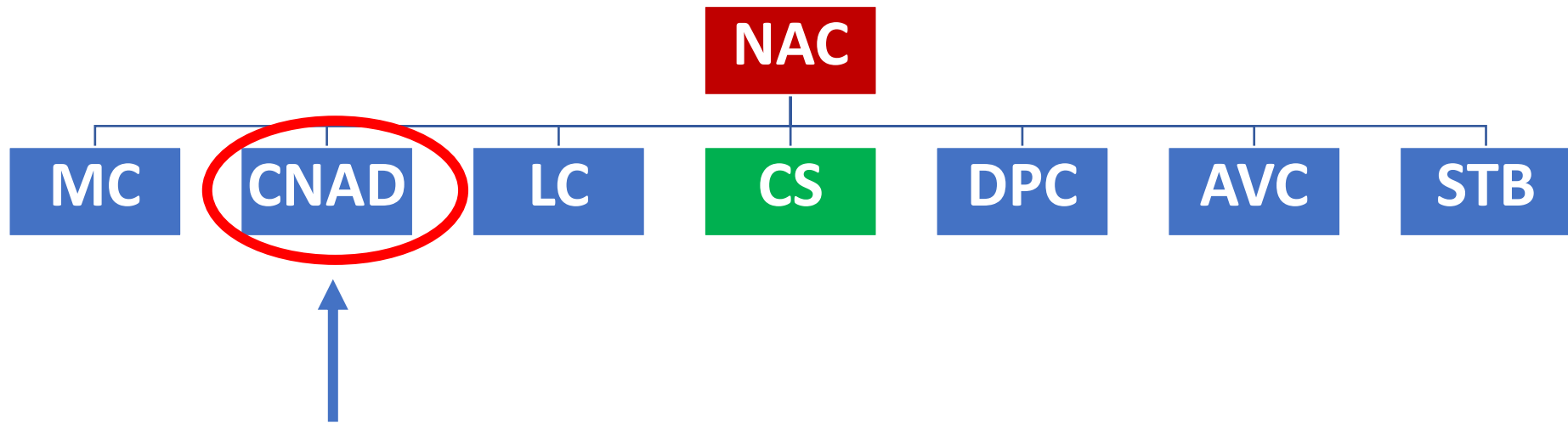
Working Groups, Panels and Teams

- Roles & Responsibilities -

- **Develop and maintain standardization documents (review at least every five years),**
- **Develop and maintain terminology,**
- **Liaise** with other WG, bodies, and activities,
- **Review lessons identified / lessons learned** from operations, exercises, experimentation and evaluations for their potential impact on standardization documents.

NATO Standardization Tasking Authorities (TAs)

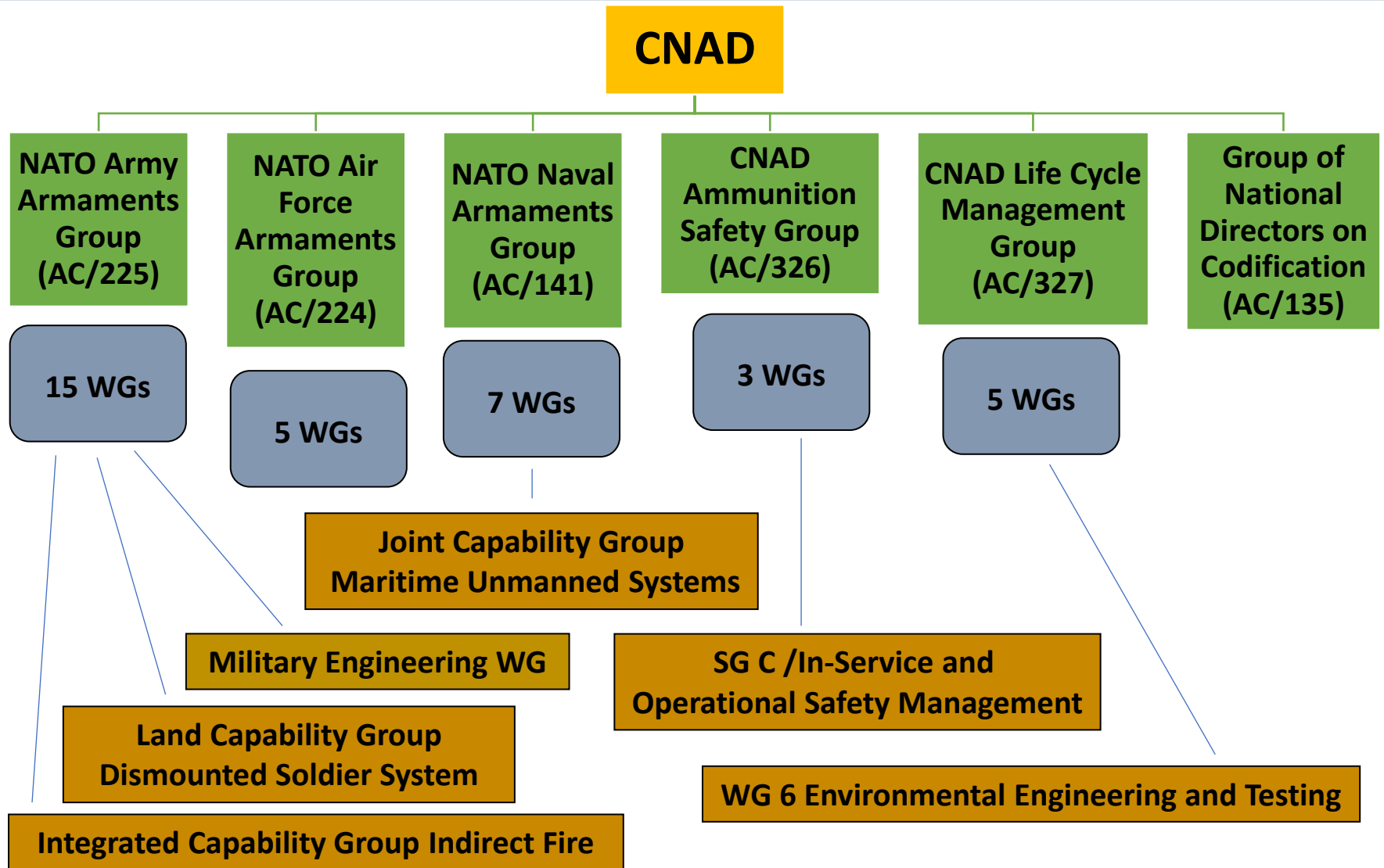
Source: NSO Website



The Conference of National Armaments Directors:

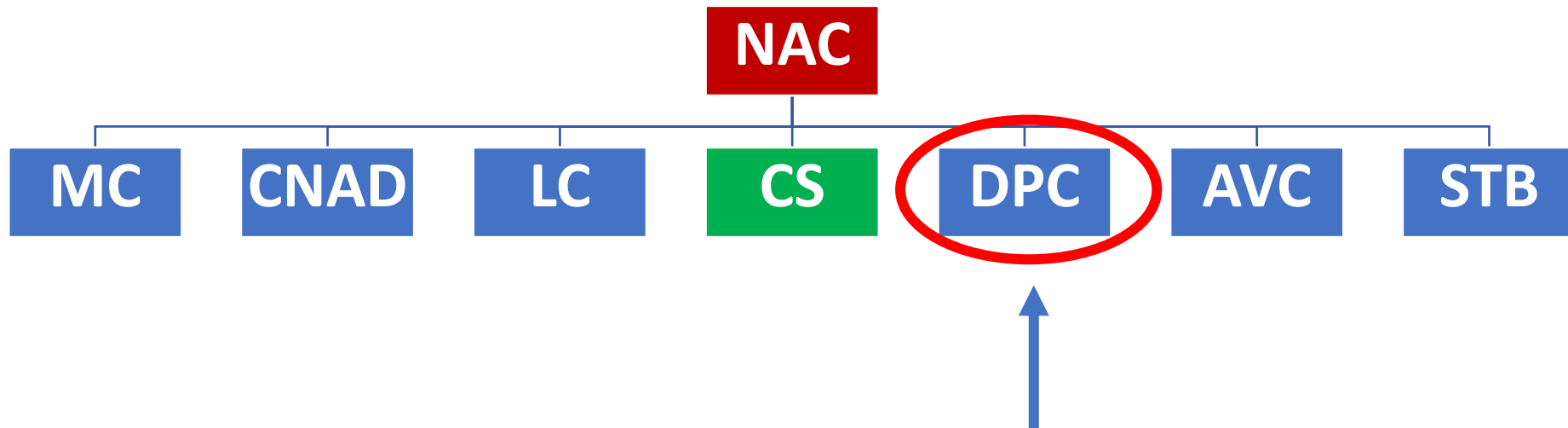
- NATO Tasking Authority (TA) for armaments' standardization
- responsible for promoting interoperability in the Alliance, especially through materiel standardization

CNAD Delegated Tasking Authorities / Selected Working Groups



NATO Standardization Tasking Authorities (TAs)

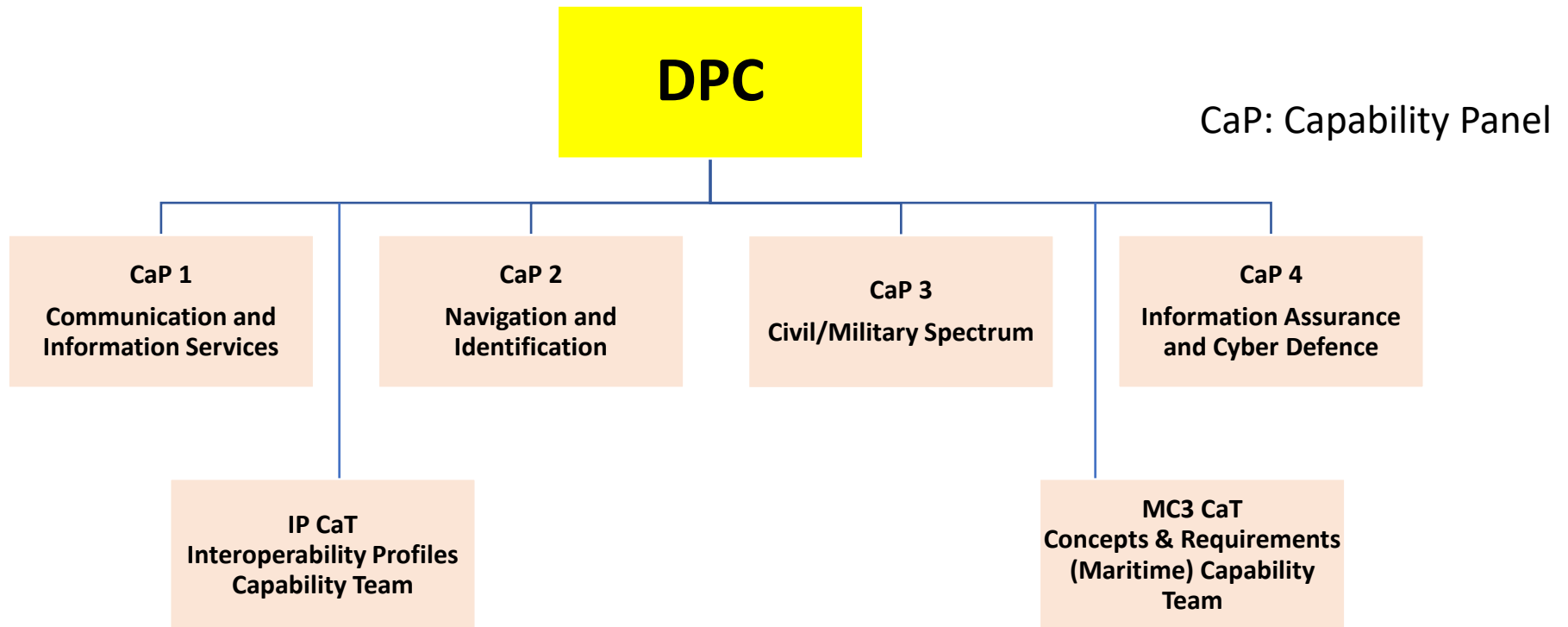
Source: NSO Website



Digital Policy Committee:

NATO Tasking Authority (TA) for standardization in the area of Consultation, Command and Control (C3), including Information and Communications Technology (ICT)

DPC Structure



(Source: NSDD)

Standards per Tasking Authority

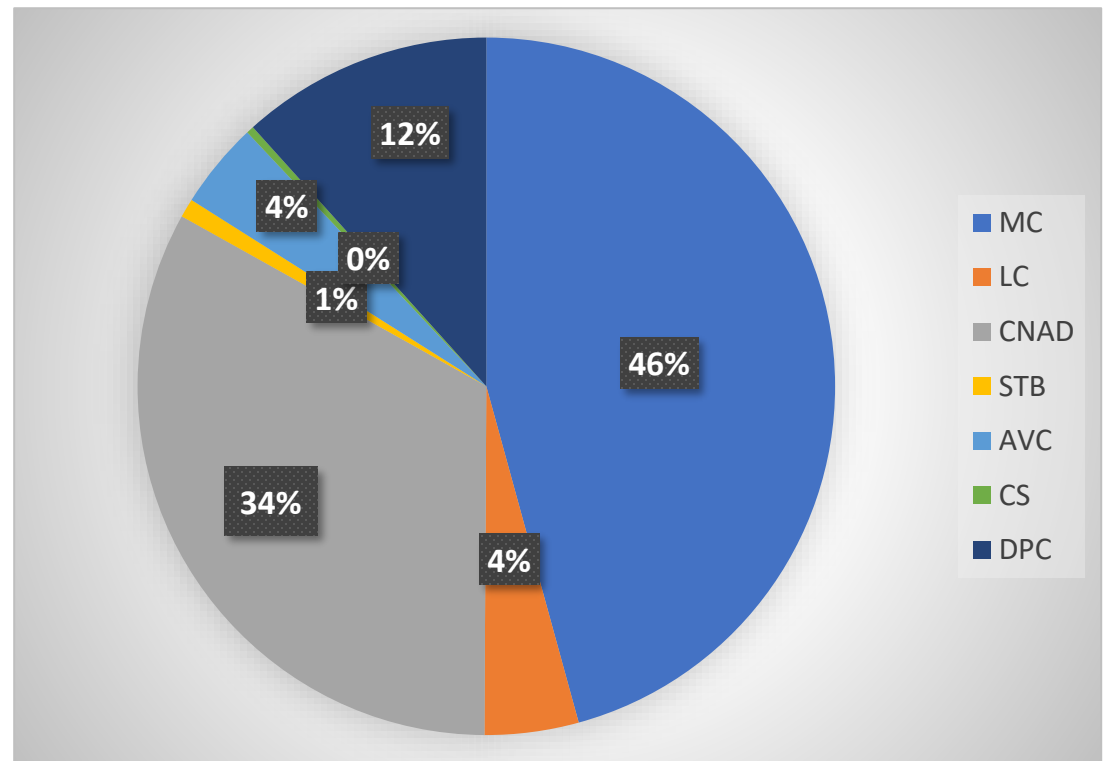
1121 Promulgated Allied Standards

NSO database,
as of 01 Mar 25

Standards by TA

MC	529
CNAD	372
DPC	112
LC	50
AVC	44
STB	10
CS	4

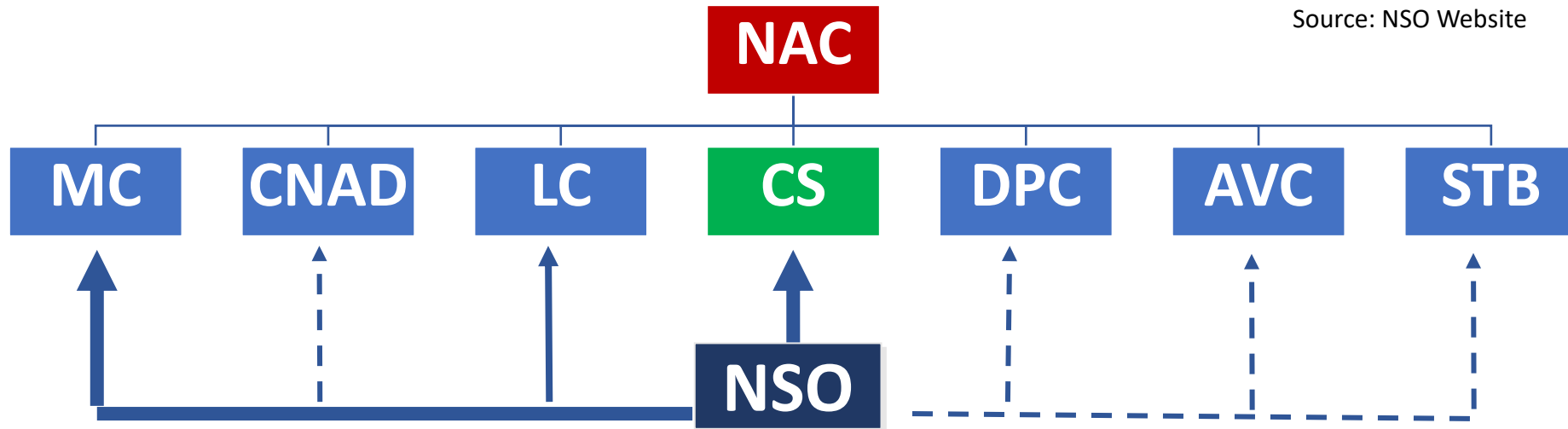
Standards by TA in %



NSO as Standardization Support Element

NSO as Standardization Support Element

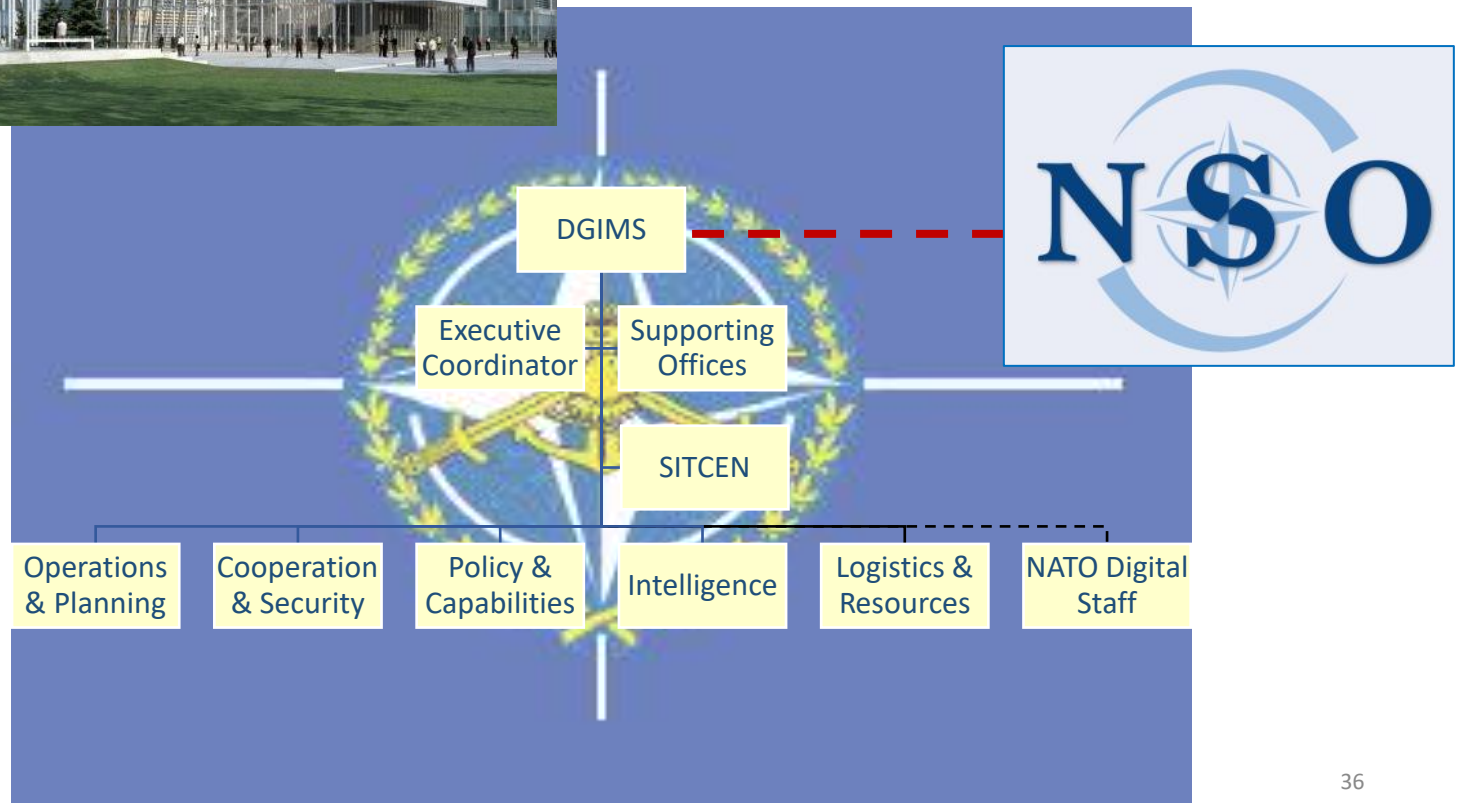
Source: NSO Website



The NSO:

- supports the **Military Committee Standardization Boards**
- initiates, coordinates, supports or administers all those NATO standardization activities that are conducted under the authority of the **Committee for Standardization**
- provides standardization management support and standardization advice for the **standardization community**

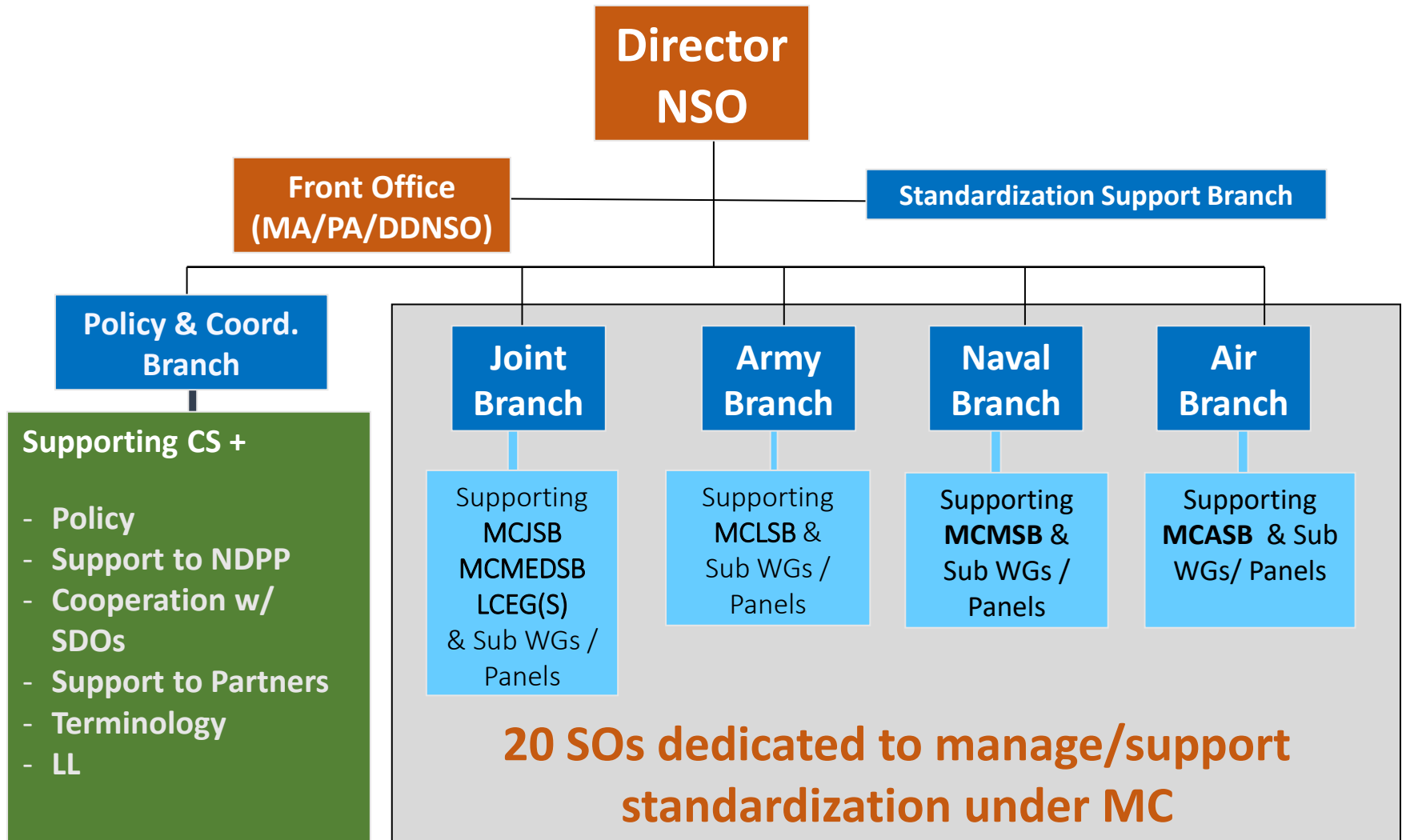
NATO Standardization Office



NATO Standardization Office

- Structure -

Source: NSO Website



Time for your questions...

