DMSMS & Standardization Conference 2011

~ NATO STANDARDIZATION ~
60 YEARS of NORMATIVE SUCCESS

NATO Standardization Agency

Mr. Cihangir AKSIT
Director NATO Standardization Agency

Hollywood (FL), 30 August 2011
<table>
<thead>
<tr>
<th>1. REPORT DATE</th>
<th>2. REPORT TYPE</th>
<th>3. DATES COVERED</th>
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<td>30 AUG 2011</td>
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<td>00-00-2011 to 00-00-2011</td>
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<th>4. TITLE AND SUBTITLE</th>
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<tr>
<td>NATO Standardization - 60 Years of Normative Success</td>
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<th>5a. CONTRACT NUMBER</th>
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<th>6. AUTHOR(S)</th>
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<th>7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES)</th>
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<tr>
<td>NATO Standardization Agency, North Atlantic Treaty Organization HQ, 1110 Brussels, Belgium,</td>
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<th>8. PERFORMING ORGANIZATION REPORT NUMBER</th>
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<th>12. DISTRIBUTION/AVAILABILITY STATEMENT</th>
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<td>Approved for public release; distribution unlimited</td>
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<th>13. SUPPLEMENTARY NOTES</th>
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<td>Presented to: DMSMS and Standardization Conference, Hollywood, FL Aug 29-Sept 1, 2011</td>
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<th>14. ABSTRACT</th>
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<th>15. SUBJECT TERMS</th>
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| 16. SECURITY CLASSIFICATION OF: |
|---------------------|---------------------|
| a. REPORT unclassified | b. ABSTRACT unclassified | c. THIS PAGE unclassified |

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<th>17. LIMITATION OF ABSTRACT</th>
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<td>Same as Report (SAR)</td>
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<th>19a. NAME OF RESPONSIBLE PERSON</th>
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Outline

- Historical background of NATO Standardization
  or Where we came from

- Present Status
  or Where we are today

- Future of NATO Standardization
  or Where we want to go
Military Standards?

Habit
Iron on Iron -> CBRN – Alarm
2047 “Emergency Alarms”

Operational Need
Air-to-Air Refueling
STANAG 3971 “Air-to-Air Refuelling” (ATP 3.3.4.2)

Cooperation with Partners
- NATO – RUS exercises “Submarine Escape Ops”
STANAG 1390 “Submarine Rescue Manual” (ATP-57 (B))
“Cold War”

ADOPTION
Systematic
Use of given (USSR) Doctrine, Material… Mostly Top-Down Approach

STANDARDIZATION
Voluntary
Consensus Principle of Members for a STD solution (Competition in development, Discussions of Doctrine,…)

Standardization supported NATO to win the Cold War!
<table>
<thead>
<tr>
<th>Year</th>
<th>Event Description</th>
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<tbody>
<tr>
<td>1951</td>
<td>Founded as Military Standardization Agency (MSA), located in London</td>
</tr>
<tr>
<td>1970</td>
<td>Renamed to Military Agency for Standardization (MAS), moved to Brussels</td>
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<tr>
<td>1993</td>
<td>First approach to create a NATO Standardization Agency (not implemented)</td>
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<tr>
<td>1994</td>
<td>Implementation of Office for NATO Standardization (ONS)</td>
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<tr>
<td>2000</td>
<td>Merging ONS and MAS and renaming to NATO Standardization Agency (NSA)</td>
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| 2010/2011 | NATO Reform Initiatives  
2010 Lisbon Summit – New Strategic Concept  
June 2011 Defence Ministerials - NATO Agency Reform |
STD today’s Environment

• New Threats
• Article 5 / Non-Article 5
• New Forms of Conflict
• New Security-Political Actors
• New Tasks and Operations
• Increased Speed of Technical Innovation
• NATO Reform Initiatives (e.g. Agencies Reform)
Be wise - Standardize!
NATO Standardization Organization Structure

NAC

CEPC  LC  ADC  MC  CS  A  NSG  SCs

primary support

reports

chairs

NSSG

NATO Standardization Staff Group

CNAD  C3B

Civi  Operational  Materiel / C 3

DIRECTOR'S OFFICE

Civil Materiel / C3

Operational

MC

PC
NSA Current Structure

Director NSA

PE: 47 Posts (26 mil / 21 civ)

Front Office (MA/PA)

Admin & Support

Joint Branch

Army Branch

Naval Branch

Air Branch

MILITARY OPERATIONAL STANDARDIZATION

Supporting MCJSB, MCMEDSB

Supporting MCLSB

Supporting MCMSB

Supporting MCASB

Policy & Coord Branch

Policy

Programmes

Terminology

Supporting MCTC

Partner Programs

Civil Standards

DIRECTOR'S OFFICE
FORCE PLANNING – NATO Defence Planning Process

Capabilities → Interoperability → Standards

Top-Down Process

Bottom-Up Process

NATO STANDARDIZATION ORGANIZATION

LESSONS LEARNED

OPERATIONS    EXERCISES    DAILY USE

PROPOSAL

TASK

DIRECTOR'S OFFICE
Standard Development

PROPOSAL
(Bottom -up)

INQUIRY
Tasking Authority (NATIONS)

TASK
(Top-down)

REVIEW
WG ( = NATIONS/SCs)

DEVELOPMENT
WG ( = NATIONS/SCs)

IMPLEMENTATION
NATIONS & SCs

RATIFICATION
NATIONS (Capitals)

PROMULGATION
DNSA

DIRECTOR'S OFFICE
Achievements

HABIT

Institutionalized Standardization

people processes products using NATO Standards

NATO Standardization

Operational Materiel/ Technical Administrative
Achievements

• Creation of more than 2000 STANAGs and APs
• Administration of 8000+ documents in the NATO Standardization Documents Database (NSDD)
• Creation of 10000+ definitions of NATO Terminology and their presentation in the NATO Terminology Database (NTDB), and in the NATO Terminology Management System (NTMS)
• 90+ % of standardization activities open for Partners around the globe

60 YEARS FOSTERING INTEROPERABILITY of NATO Forces and their Partners
Civil Standards Organisations

- ETSI
- ISO
- CEN
- CENELEC
- GS1
- IEEE
- IEC
- SAE International
- ANSI
- ASTM
- European Committee for Standardization
- International Standards Organization
- German Standards Institute
- American National Standards Institute
- International Electrotechnical Commission
Future of NATO Standardization

NATO Standardization
Operational Materiel/ Technical Administrative

Increased Speed of Technical Innovation
Security-Political Actors (e.g. UN, AU)
NATO’s Strategic Concept
Globalization
New Tasks and Operations
Economic Constraints
New Threats
New Forms of Conflict

NATO Reform Initiatives (e.g. Agencies Reform)
NATO Agencies Reform – Milestones

Nov 2010
- Lisbon Summit

June 2011
- Defence Minister Meeting
- Defence Policy and Planning Committee (DPPC) (R)

July 2011
- DNSA - Committee for Standardization (CS)

End of 2011
- Framework for NATO Agencies Reform Implementation
- Work plan for NATO Agencies Reform Implementation
- Plan to improve NSA efficiency and effectiveness

Spring 2014
- Defence Policy and Planning Committee (DPPC) (R)
- Final end state of NATO Standardization Organisation (incl. NSA)
Way ahead for NSA Reform

NSA Change Management (CM)

Short Term CM 2011
- Internal NSA SWOT analysis
- SME involvement
- NSA Position
- External Stakeholders
- SWOT Solutions
- Proposal NSA CM Plan
- Approval CS&DPPC(R)

Long Term CM 2014
- NSA CM Plan
  - System Analysis
  - Review/ update
- Change
  - New Strategic Plan?
  - Staff Mentality?
  - Structure?
  - .....

June 2011 Ministerial
DPPC (R)
Work Plan
Where we are...

- **SWOT Analysis**
  - July 2011
  - Internal analysis completed
  - External Stakeholders inputs collected and included

- **Draft “NSA Change Management Plan”**
  - August 2011
  - NSA “Food for Thought” paper to external Stakeholders
  - External Inputs collected and included

- **Proposal “NSA Change Management Plan” to Committee for Standardization (CS)**
  - September 2011
  - Finalizing the Draft proposal
  - 12 October 2011
    - Presentation of NSA proposal to national Representatives in the CSREPs format
  - October 2011
    - Collection and inclusion of CSREPs inputs in NSA proposal
  - 16 November 2011
    - Presentation of the final way forward to CS
Future NSA?

- (Possible) Vision for NSA
- THE SUPPORTING STANDARDIZATION MANAGEMENT BODY TO ALL STANDARD DEVELOPPING ENTITIES IN NATO

And

- THE FOCAL POINT OF CONTACT FOR ALL ENTITIES OUTSIDE NATO Cooperating with NATO in Standardization
“… the NATO Standardization Agency (NSA) … in [its] updated and extended role.
An agency which works quietly in the background and improves with its coordination job the Alliance's efficiency.

The goal:

fostering interoperability.”

found in: NATO's Nations and Partners for Peace III/2007
written by: Manfred Sadlowski