

NATO UNCLASSIFIED

NATO C-IED STEERING GROUP

ORDER OF BUSINESS

Reference: MC 0639, NATO Policy for Countering Improvised Explosive Devices

Please find enclosed Edition 2017 of the NC-IEDSG Order of Business (OOB).

(signed)

DACOS CAPDEV C2DS

(signed)

ACOS SHAPE J3

NCSG ORDER OF BUSINESS (OOB)

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NATO UNCLASSIFIED

C-IED STEERING GROUP

ORDER OF BUSINESS

CHAPTER 1

INTRODUCTION

The purpose of the NC-IEDSG Order of Business (OOB) is to expand upon the Terms of Reference (TOR) and to provide general business procedures not specifically contained in the TOR. The TOR for the NATO C-IED Steering Group (NC-IEDSG) are found in MC 0639/1 NATO Policy for Countering Improvised explosive Devices.

CHAPTER 2

DUTIES AND RESPONSIBILITIES

2.1 Individual Responsibilities.

2.1.1 The ACT appointed NC-IEDSG Chairman (CM) in concert with the SHAPE appointed Co-Chairman (Co-CM) leads the NC-IESG and coordinates with NATO Nations and entities that are working on C-IED related projects to avoid duplication of effort and to ensure smooth interaction.

2.1.2 Other NC-IEDSG delegates are representatives from NATO Nations, HQ SACT, SHAPE, IMS Operations and Planning Division, IMS INT, NATO Standardization Office (NSO), IS ESC, IS DI, STO, JFCs, Component Commands, and the C-IED COE.

2.1.3 The national membership of the NC-IEDSG is normally an OF-5/OF-4 level Staff Officer working in the field of C-IED at the Ministry of Defence (MoD) or Joint Staff level (or delegated SMEs from other organizations). The success of the NC-IEDSG is dependent upon the participation of nations. National SMEs provide a wealth of diverse perspectives, knowledge and experience when addressing C-IED issues. While the majority of projects are expected to be initiated at the NATO levels, Nations retain the ability to introduce topics for discussion at any given meeting.

2.1.4 The schedule for the NC-IEDSG meeting should be arranged to ensure at least the CM or Co-CM can attend. The Deputy CM and/or Deputy Co-CM, can chair the meeting if there is short notice absence of the CM or Co-CM. A new Chairman who has not previously attended a NC-IEDSG meeting should, when possible, do so prior to assuming the Chair for their first meeting. New CMs should contact the previous CM and NC-IEDSG Secretary to obtain any hand over material.

2.1.5 The HQ SACT also provides a Staff Officer as Secretary for the NC-IEDSG. This Secretary is responsible for the preparation of the work for the NC-IEDSG, for keeping track of NC-IEDSG Action items, maintaining meeting Reports of Proceedings (ROPs), and providing a vital link among all NC-IEDSG delegates. The

Secretary will also maintain such documents as liaison reports, drafts, forum topic postings and Military Committee documents that the members may need to consult.

2.2 The NATO C-IED Steering Group responsibilities. The NC-IEDSG provides a permanent network for consultation and a platform for decision making by consensus of national participants. The duties of the NC-IEDSG are detailed in the NC-IEDSG TOR. The NC-IEDSG normally meets twice per year.

2.2.1 The primary purpose of the meeting held in the Spring/Summer timeframe is for the NC-IEDSG delegates to present their C-IED programmes of work, update or present recommendations for new NC-IEDSG action items.

2.2.2 The primary purpose of the Fall/Winter timeframe meeting is to prioritize requirements for the following year, to provide Direction and Guidance (D&G) to NATO bodies, to approve tasks, and to provide input to delegates POWs. This meeting also serves to provide input to the C-IED Capability Monitor for his report to the MC on the status of the NATO C-IED Action Plan.

2.2.3 The NATO C-IED Action Plan states that the C-IED task list is a “living document” to be reviewed annually and updated as required. The NC-IEDSG therefore will review the C-IED Action Plan and C-IED Implementation plan annually to update and clarify action items, and to make changes to the plans to support the aim of attaining a joint integrated C-IED capability within NATO.

2.2.4 Amendments to tasks and new tasks may be proposed by nations and NATO entities during either NC-IEDSG meeting. If a proposed task is accepted, the NC-IEDSG will assign that task to a NATO organization or body, or invite acceptance of the task by a nation. The NC-IEDSG may also establish temporary working teams to address action items. In all cases, the NC-IEDSG will provide sufficient coordination and D&G. Proposals for amendments to tasks and new tasks must be provided to the NC-IEDSG Secretary at least 20 working days prior to the next NC-IEDSG meeting to afford time for nations to research issues and prepare to make decisions accordingly.

2.3 Temporary Working Teams.

2.3.1 Temporary working teams are established by the NC-IEDSG to carry out tasks specific to a service and/or as defined in their respective mandate. Temporary working team composition will depend on the task(s) and may include representatives from nations and NATO entities (e.g. MARCOM, LANDCOM, AIRCOM, JFCs, etc.). Partner nations may participate on a case by case basis. These teams will meet as required and in accordance with their mandates and other D&G promulgated from the NC-IEDSG. Temporary working teams should be hosted by NATO organizations or a volunteering nation or organisation.

2.3.2 The results of temporary working team meetings, including proposals and recommendations for the continuation of tasks, shall be recorded in the NC-IEDSG CM’s Summary following the ROP and will be forwarded to the NC-IEDSG Secretary for further coordination with the NC-IEDSG, as necessary. The NC-IEDSG will

evaluate and endorse temporary working team amendments and new task proposals to ensure continuity and the timely performance of all tasks.

CHAPTER 3

WORKING PROCEDURES

3.1 Preparation of Meetings and Documents.

3.1.1 The CM and Co-CM shall provide guidance to the NC-IEDSG Secretary, who will prepare and submit an agenda for the CM and Co-CM approval.

3.1.2 Items that require a decision by the NC-IEDSG should be vetted through the NC-IEDSG Secretary in advance of the next meeting to afford the other delegates an opportunity to conduct research on the subject matter. Unless urgent, any item of the agenda should be outlined by a working paper and promulgated to the delegates prior to the meeting as part of a Read Ahead Package. Nations can submit agenda items with working papers to the Secretary no later than twenty working days prior to the meeting. All briefings, presentations, and relevant documents for the NC-IEDSG meeting will be posted on relevant portals not later than five working days prior to the meeting

3.1.3 NC-IEDSG agendas may include an NSO/CIED COE report containing the main training and doctrine standardization activities carried out by the MCLSB or other SBs. This report should also contain Training Standardization Issues & Requirements and an update to the C-IED doctrine portfolio.

3.1.4 Documents for all NC-IEDSG meetings will be in English. Distribution of NC-IEDSG documentation is normally done by e-mail to expedite distribution.

3.1.5 The Secretary will generate a draft ROP recording the agreed upon decisions and actions. The draft ROP will be distributed to the NC-IEDSG delegates by email, normally within twenty working days, for approval under Silence Procedures. The ROP will also be uploaded to the password protected NC-IEDSG document folder on the NSO C-IED WG web portal.

3.2 Silence Procedure.

3.2.1 The Silence Procedure is used to seek national representative consensus on urgent matters between meetings and to approve meeting ROPs. A NC-IEDSG document is circulated under Silence Procedure for a minimum 10 working days. Agreement is assumed unless silence is broken by a nation prior to the deadline. In some cases, a document to be agreed upon under Silence Procedure, may be first circulated as a Working Paper for comments in order to improve the document and to forestall later breaks of silence due to editorial comments, misunderstandings or lack of time for consideration of the content.

3.2.2 All documents distributed under Silence Procedure shall be covered by a letter, clearly explaining the proposal and the deadline. The actions a national representative may take in response to a Silence Procedure include:

- Break the Silence Procedure by raising objections to a proposal
- Request an extension to the Silence Procedure deadline in order to allow his/her staff or national authority additional time to consider the documents.

3.2.3 It is not possible for a national representative to propose amendments to a document without interrupting the silence procedure, unless changes are of a purely administrative nature (e.g. misspellings, words omitted, grammar, etc.). More substantive amendments of a so-called "editorial" nature will generally be accompanied by a break of silence since what may be editorial for one delegation could be substantive for another.

3.2.4 Any action by a national representative in response to a Silence Procedure should be addressed to the CM and the Co-CM and copied to the NC-IEDSG Secretary. Responses should be made by e-mail. Breaks of Silence should be, when possible, accompanied by an explanation for the break so that a nation's objection can be taken into consideration for possible revision of the document.

3.2.5 NATO Staff members may provide comments on Working Papers and Silence Procedure documents as well and these comments will be documented in the record (i.e. End of Silence Report).

3.2.6 If a Silence Procedure is interrupted, the matter becomes either subject to a new Silence Procedure (after amendments/changes have been made) or will be put on the agenda for the next NC-IEDSG meeting. This determination will be made by the CM and the Co-CM.

3.2.7 A completed Silence Procedure will be the subject of an End of Silence Report (format provided in Enclosure 2), which will record the agreement and actions taken by the Steering Group and note any interpretations or understandings. The End of Silence Report is part of, and shall be attached to, the applicable document as the top sheet.

3.2.8 For the purpose of Silence Procedure deadlines, all times should be depicted in Greenwich Mean Time (GMT).

3.2.9 If consensus cannot be achieved under Silence Procedure, the case will be discussed during the next meeting at the relevant level. The national representatives who broke silence will introduce their positions and alternative proposals. The document might be agreed to or returned to the Secretary for additional staffing, especially if agreement is time critical (e.g. NATO Summit, Ministerial Meeting or other event involving higher authorities).

3.2.10 Outstanding matters that the NC-IEDSG requires to be forwarded to the MC for further consideration will be handled through normal IMS business procedures.

3.3 Standardization of Products/Documents.

3.3.1 Standardization Proposals and doctrine issues proposed by the NC-IEDSG will be forwarded to NSO.

3.3.2 NSO will provide electronic forums, accessible on the NSO website, to support temporary working or drafting teams in their development of standardization products and documents.

3.3.3 Completion of temporary working or draft team mandates: Once a mandate is concluded, the products are to be forwarded and/or presented to the NC-IEDSG, with recommendations regarding the way ahead and the final format of the product(s). A Custodian, Owner and expiration date should be recommended for any documents (e.g. training handbooks) that have been produced.

3.3.4 Temporary working or draft team mandate extensions: Should any issues arise that may preclude completion of the mandate in time, it should be immediately reported to the SG, via the NC-IEDSG Secretary.

CHAPTER 4

NC-IEDSG MEETINGS

4.1 NC-IEDSG meetings are conducted in accordance with NATO C-IED Policy guidance. Any recommended changes to NC-IEDSG meetings (e.g. dates or locations) shall be provided to the Secretary as soon as possible.

4.2 Pre-Meeting Actions. The Secretary will promulgate a Calling Letter for the meeting via email and letter, at least forty working days prior to the meeting. The Calling Letter should contain applicable references, date, location, participant information, the aim of the meeting, draft agenda, read ahead information, and solicit contributions from representatives to assist in enabling the meeting to be interactive versus informative and to build the agenda. Details should be coordinated with the meeting Host and approved by the CM and Co-CM. The Calling Letter will be sent to Steering Group members via email and regular mail through the HQ SACT Registry. The Calling Letter will also be posted to the NC-IEDSG documents folder on the NSO C-IED WG web portal.

4.3 Conduct of Meetings.

4.3.1 The CM and Co-CM should be impartial and neutral during the conduct of meetings and in no way express their national position.

4.3.2 The CM and Co-CM should work together to ensure that the meeting's agenda is followed; outstanding actions are addressed; delegates' positions are fully aired and respected; the flow of the meeting is productive; the meeting is conducive to the fulfilment of NATO C-IED policy and objectives.

4.3.3 A typical NC-IEDSG meeting might be conducted as follows:

- Introductions
- Agenda Review
- Review ROPs from the Previous Meeting
- Opening remarks from the CM/Co-CM
- National Presentations, Reports, and review of Tasks and Mandates to include Record of Decisions and Action List (i.e. notations, decisions, action items) for the current meeting
- Reports to include an NSO/CIED COE report containing the main training standardization activities carried out by the MCLSB or other SBs.
- C-IED Implementation Plan/C-IED Action Plan Review
- Venue and Arrangements for Next Meeting
- Tentative Agenda for next meeting
- Agreement on Recommendations for Inclusion in the ROP
- Any Other Business
- Closing Comments

4.3.5 Delegates are expected to attend the meeting empowered to make decisions and recommendations on behalf of their nation or organisation.

4.3.6 Classified sessions can be held as needed within the constraints of the hosting organization. Classified sessions will be indicated on the Agenda and the decisions will be recorded in separate classified records, if necessary.

4.3.7 Protocol. The CM and Co-CM share the head of the table with the Secretary. The remainder of the seating plan is flexible.

4.3.8 Record of Proceedings/Chairman's Summary. The results of the meeting, including the decisions, proposals, and recommendations for the continuation of

tasks, and applicable remarks, shall be recorded in the CM and Co-CM Summary following the ROP format depicted in Enclosure 3.

4.3.9 Actions and recommendations should be clear and concise and identify the office of primary responsibility (OPR).

4.4 Results of Meetings.

4.4.1 Once an issue has been raised for consideration, the NC-IEDSG shall Note, Decide, leave the matter open as an Action Item or provide Direction and Guidance. The following definitions are provided:

4.4.2 **Notation.** Notation reflects the receipt of information on an issue through presentation, briefing, discussion or in writing. Notation requires no further action, nor does it imply agreement. Implicit in this definition is that it is not possible to refuse a notation.

4.4.3 **Decision.** A Decision is a formal agreement on matters that fall under the NC-IEDSG domain without reference to another authority. Agreement is reached by concurrence or assent by consensus of national representatives to the NC-IEDSG. Issues may be referred for a decision by circulating a document or proposal (often a Working Paper). Short-term or less important matters may be raised during a meeting, and are deemed to be agreed if no objection is raised.

4.4.4 **Action Item.** An Action Item is a discrete task, assigned to an individual, group, or organization, to be accomplished within a specified timeframe. Results should be reported to the body that assigned the Action Item.

4.4.5 **Direction and Guidance (D&G).** D&G is a prescriptive course of action assigned to a subordinate group by a more senior body.

4.4.6 All Notations, Decisions, Action Items, and D&G should be clearly and accurately recorded in the ROP for all meetings.

4.5 Post Meeting Actions.

4.5.1 The CM and Co-CM should review the draft ROP prior to it being released to the NC-IEDSG members under the Silence Procedure, to ensure that all key points included in the report are accurately reflected.

4.5.2 NC-IEDSG members are encouraged to work without the requirement for face-to-face meetings. The password protected NC-IEDSG document folder on the NSO C-IED WG web portal provides the necessary means for online posting of working documents.

SILENCE PROCEDURE EXPIRES AT XXXXZ, XX JULY 20XX

TO: See Distribution

SUBJECT: NC-IED SG XX June 20XX, 20XX Meeting – DRAFT RECORD OF PROCEEDINGS (ROP)

DATE: XX July 20XX

REFERENCES: A. MC 0639.....,

B. NC-IED SG Order of Business (OOB),

The 20XX NC-IEDSG Meeting was conducted atXX June 20XX as per the Agenda attached as Annex A. The List of Participants are listed in Annex B, and the DRAFT Record of Proceedings (ROP) are provided in Annex C. Annexes A, B, and C, are attached.

1. The DRAFT ROP was sent by email on XX July 20XX and is under silence procedure until 1200Z, XX Aug 20XX in accordance with References A and B.
2. HQ SACT Points of Contact (POC):
 - A. NC-IEDSG Secretary:

/signed/

ANNEXES

- A. NC-IEDSG Meeting XX June 20XX Agenda
- B. NC-IEDSG Meeting XX June 20XX List of Participants
- C. NC-IEDSG Meeting XX June 20XX DRAFT Record of Proceedings (ROP)

DISTRIBUTION:

5000/TSC XXX XXXX/TT-XXXXX/Ser: NUXX

TO: See Distribution

SUBJECT: END OF SILENCE REPORT FOR: NC-
IEDSG Meeting XX June 20XX Record
of Proceedings (ROP)

DATE: XX August 20XX

END OF SILENCE DATE/TIME: XX August 20XX / 1200Z

AGREED or NOT AGREED: Agreed

SILENCE BROKEN BY: None

COMMENTS PROVIDED BY: Changes are depicted in blue text within the
respective Annex as follows:

- ITA (Annex C Item 3.1)

EXTENSION REQUEST BY: None.

WAY AHEAD: The approved NC-IEDSG Meeting XX June 20XX ROP has been
disseminated in accordance with the Distribution List by e-mail.

OTHER REMARKS: Minor grammatical edits were also made to Annex C by ITA
that did not affect the substance of the ROP.

/signed/

DISTRIBUTION:

NOTIONAL NC-IEDSG RECORD OF PROCEEDINGS (ROP)

<u>Agenda ITEM</u>	<u>SUBJECT</u>	<u>Remarks</u>
Date		
1. Welcome Address	Chairman (CM), remarks included: Co-Chairman (Co-CM), remarks included:	
2. Administrative Remarks	Secretary addressed the participants regarding administrative matters (e.g. event times/locations, fees, availability of briefs, hotel regulations, transportation, and internet access.	
3. Approval of Agenda	Secretary introduced the revised Meeting 2017 Agenda, which was subsequently approved by all SG National Delegates.	
8. NATO Staff and CIED COE Presentations	-	
9. National Presentations	-	
11. Record of Decisions	- NOTATIONS: - DECISIONS: - ACTIONS; - NC-IEDSG DIRECTION AND GUIDANCE	
12. Any other business	-	
13. Closing remarks	-	

ACRONYMS and DEFINITIONS

This enclosure contains abbreviations and acronyms relevant to the SG Order of Business.

ACO	Allied Command Operations
ACOS	Assistant Chief of Staff
ACT	Allied Command Transformation
AIRCOM	Air Commander
C-IED	Counter Improvised Explosive Device
CM	Chairman
Co-CM	Co-Chairman
COS	Chief of Staff
D&G	Direction and Guidance
E&T	Education and Training
HQ	Headquarters
HQ SACT	Headquarters, Supreme Allied Commander Transformation
IMS	International Military Staff
IS	International Staff
LANDCOM	Land Commander
MARCOM	Maritime Commander
MC	Military Committee
MoD	Ministry of Defence
NATO	North Atlantic Treaty Organization
NC-IEDSG	NATO Counter-Improvised Explosive Device Steering Group
NCS	NATO Command Structure

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NSO	NATO Standardization Office (previously NSA)
OOB	Order of Business
OPR	Office of Primary Responsibility
POC	Point of Contact
POW	Programme of Work
ROP	Record of Proceedings
SACT	Supreme Allied Command Transformation
SG	Steering Group
SHAPE	Supreme Headquarters Allied Powers Europe
SME	Subject Matter Expert
TF	Task Force
TOR	Term of Reference
WG	Working Group