

## Frequently asked questions about the Chief Scientist Pool of Experts

A 'Pool of Experts' will support the Chief Scientist in meeting the growing need for timely strategic advice on a broad range of S&T topics and activities. The experts will support the Chief Scientist on NATO Headquarters' requests for rapid strategic advice, when nationally funded expertise would not be appropriate. Outlined below are responses to some typical questions to help explain the rationale for this initiative.

### **Why do we need this initiative now?**

The NATO Strategic Concept and NATO Warfighting Capstone Concept both published in the last three years, highlighted the importance of technology, and this has led to an increasing demand for short notice Chief Scientist advice in the Headquarters (HQ). We want to be proactive in building the Office of the Chief Scientist's (OCS's) capacity and capability so that the Chief Scientist can continue to respond in a timely manner, and in turn, enhance NATO Science & Technology Organization's reputation across the HQ for S&T excellence.

### **How does OCS currently respond to these types of requests?**

OCS has a small Advice Team who prepare Advice notes, reports and presentations for the Chief Scientist. Generally, the team researches the Science Connect database and Centre for Maritime Research and Experimentation (CMRE) reports to gather the scientific evidence for these products.

Sometimes these reports either do not address the specific technical areas requested or may not be up-to-date. On these occasions, the team has used open-source research, informal networks and worked with Collaboration Support Office (CSO) colleagues to find expertise in the Collaborative Programme of Work (CPoW) network.

However, recent HQ requests have required a more rapid response than can be accommodated by these current ways of working. For example, OCS had two days to respond to a request from the Secretary General's Office for advice on certain S&T trends that could impact policy over the next 6-9 months, and on another occasion the North Atlantic Council (NAC) needed scientific advice during a short notice exercise.

### **What type of activities will the Experts support?**

The Experts will support the Chief Scientist deliver reactive advice in a number of areas including:

1. **Wargaming and Table Top Exercises (TTX) with NATO Committees and the NAC.** For example, crisis management exercises or strategic deterrence TTXs to test future capabilities.
2. **Producing short written reports to inform NATO strategy and policy.** For example, to support the Deputy Permanent Representatives Committee (DPRC) tasks to better understand the implications of Emerging & Disruptive Technologies or input to Chief Scientist reports that inform forward-looking NATO strategy and policy development.
3. **Enhancing senior leader tech-literacy and decision making.** For example, providing expert briefs to committees, such as the Military Committee or the Conference of National Armaments Directors (CNAD). These committees report to the NAC and deal with strategic cross-cutting issues of a military or political nature.

### **What are the benefits for Experts who join the Pool?**

Experts who are part of the Pool will gain knowledge and understanding of NATO's political and operational priorities as well as the context, including specific planning, operations and

policy issues of strategic interest. They will also have the opportunity to enhance their technical reputations through the delivery of high impact advice to ensure S&T remains central to the Alliance's senior decision-making.

In addition, experts will be contracted and reimbursed in accordance with the NATO Policies and regulations or the established Memorandum of Understanding between the OCS and the CMRE. This will include costs for training and Advice work completed. (see: AC\_323-D(2024)0032 – Pool of Experts – Directive and Procedure)

**Are Experts mandated to serve for three years (up to five days a year) in the Pool?**

Experts will not be mandated to serve a full three years (up to five days a year). The three-year timescale is an indication of the level of commitment that is requested to ensure continuity of expert knowledge in the Pool.

**How will OCS decide what technical areas need to be covered by the Pool?**

OCS will be guided by the agreed 10 NATO S&T priorities and the 42 Targets of Emphasis to ensure that the Pool has the technical breadth and depth needed. (see: AC\_323D(2023)0036-REV1 (INV) – 2024 NATO S&T Priorities).

**What is the difference between the Pool of Experts and the Grants Programme initiatives?**

The Pool of Experts are pre-selected by National Principals or the CMRE Director to provide reactive advice in response to unplanned requests for information from the NATO Headquarters. This reactive advice could lead to a recommendation for proactive advice that would be funded by the Grants Programme, if required.

The Grants Programme awards one-year grants to deliver proactive advice for S&T themes that are defined annually by the OCS. Experts apply through competitive tenders for the Grant awards and are not nominated by National Principals or the CMRE Director.