



**NATO UNCLASSIFIED**  
**RELEASABLE TO Pfp/MD/ICI/PATG/NMI/RSM/KFOR**

**SUPREME ALLIED COMMANDER EUROPE**  
**SHAPE, BELGIUM**

SH/COM/CSE/AF/21-3

18 May 2021

Dear International Command Senior Enlisted Leader Conference Participant,

**INTERNATIONAL COMMAND SENIOR ENLISTED LEADER CONFERENCE (ICC) 2021**

On behalf of NATO Allied Command Operations (ACO), we would like to extend an invitation to your Command Senior Enlisted Leader (CSEL), or suitable designated senior enlisted national representative, to attend the 17th Annual International CSEL Conference (ICC). This highly successful assembly of senior enlisted leaders appointed or designated at the Chief of Defense or service levels continues to provide growth in the knowledge, skills, and abilities of our most senior leaders within the NATO Alliance and NATO Partners.

ICC is a trilateral conference led by CSELs from ACO, Allied Command Transformation (ACT), and United States European Command (USEUCOM) and will be hosted at Supreme Headquarters Allied Powers Europe (SHAPE) from 06-10 September 2021.

We acknowledge the global challenges concerning the pandemic and are keeping the health and safety of the participants paramount. Many lessons were learned in the past year and we intend to build on those lessons to make this year's conference a success. ICC provides a forum to discuss the readiness, resilience, and challenges facing the great men and women serving in support of our shared national interests. It is a unique opportunity for CSELs to participate in an extremely stimulating environment while affording a golden opportunity to network with many other highly accomplished individuals and share the story of their nation's Non-Commissioned Officer (NCO) Corps.

We kindly request your CSEL confirm ICC participation by registering prior to the deadline of 31 July 2021. Additional information can be found in the registration instructions enclosure below.

Questions regarding this invitation should be directed to the Office of Command Sergeant Major Siim Saliste at [acocsel@shape.nato.int](mailto:acocsel@shape.nato.int) or 0032 6544 2608.

Sincerely,

Tod D. Wolters  
General, U.S. Air Force

ENCLOSURE:

1. Registration Instructions

**NATO UNCLASSIFIED**  
**RELEASABLE TO Pfp/MD/ICI/PATG/NMI/RSM/KFOR**