IFESO

INSTITUT FRANÇAIS D'ENSEIGNEMENT
STRATÉGIQUE ET OPÉRATIF

French Institute for Strategic and Operational Education

Catalogue des prestations 2023 v2

IFESO Middle East FZE

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Cette page est volontairement vierge

1 L'IFESO, institut de la formation au commandement des opérations

La compréhension des enjeux d'une crise alliée à la maitrise des processus permettant une combinaison optimale des instruments de puissance disponibles constitue une capacité essentielle pour un état ou une organisation régionale ou internationale.

Se doter d'une telle capacité nécessite la constitution d'un vivier d'officiers regroupant un large socle de compétences. Mises ensemble, ces compétences innervent les états-majors du niveau stratégique au plus bas niveau tactique, en passant par le niveau opératif pour préparer, planifier, conduire et évaluer les opérations. L'aptitude au commandement des opérations passe par l'acquisition de **processus**, de principes de **management** et du **champ de conscience** du niveau considéré, trois dimensions qui diffèrent en fonction du niveau considéré.

L'acquisition puis le maintien d'une telle capacité nécessite la mise en œuvre de cycles de formation et d'entrainement adapté à chaque niveau de responsabilité à savoir : les **rédacteurs**, les **cadres**, et les **décideurs**.

Pour répondre à ce besoin, l'Institut Français d'Enseignement Stratégique et Opératif (IFESO) a développé un ensemble unique de programmes, à destination des armées françaises ainsi que des pays et des organisations avec lesquels la France a des relations de coopération, qui permet d'acquérir cette aptitude au commandement des opérations interarmées dans une approche globale des crises. En procédant à l'analyse fine des besoins de ses clients, l'IFESO propose un programme d'acquisition et de maintien de capacité **adapté** aux besoins du client et qui comprend la **formation** et **l'entrainement** du personnel mais également **l'adaptation des organisations** (audit et conseil) ainsi que **l'élaboration des procédures** (*Standard Operating Procedures* – SOPs). Les stages développés, qui constituent la base des prestations proposées, figurent en annexe A.

Constitué autour d'un noyau d'anciens officiers experts de ces domaines, son réseau permet de mobiliser des compétences et des expériences très larges, françaises ou étrangères.

2 Principes pédagogiques

2.1 Principes

L'objectif principal des programmes proposés est la prise puis le maintien d'une capacité opérationnelle choisie. Ils s'articulent autour de briques pédagogiques différentes en fonction du but à atteindre.

Les sessions de formations proposées se fondent sur les deux principes suivants :

- La place centrale de la pratique dans un souci d'une pédagogie efficace et attractive ;
- L'innovation et l'utilisation des nouvelles technologies :
  - Le e-learning ;
  - La classe virtuelle ;
  - La simulation. Notre partenariat avec MASA nous permet de réaliser des vignettes ou des exercices de tous niveaux.

Un cursus complet permet l'acquisition de connaissances, la prise de compétence et l'approfondissement.

Cinq types de briques de formation sont disponibles pour chaque niveau de responsabilité :

Le e-learning : La formation en e-learning permet aux stagiaires d'appréhender les concepts, méthodes et définitions au travers de courtes vidéos, de fiches de synthèse, de questions ciblées et surtout d'exemples.

Les stages d'application : Les stages d'application, reprennent les points majeurs de la méthode enseignée mais s'attachent principalement à faire pratiquer les stagiaires dans des travaux dirigés qui prennent la forme de vignettes. Ces vignettes visent à maitriser une problématique sur une étape de la méthode en planification ou en conduite d'opération. Selon les niveaux des stagiaires, elles proposent tout ou partie de travaux d'état-major qui sont à compléter, à synthétiser, à amender ou à utiliser pour la prise de décision, selon les cas. Les stages d'application peuvent se dérouler indifféremment en présentiel ou en classe virtuelle.

Les exercices d'entrainement : Les exercices d'entrainement constituent une synthèse de l'enseignement collectif. Ces exercices utilisent les produits de planification élaborés par les stagiaires, ils permettent de « jouer » le plan et se confronter à ses propres erreurs. Ces exercices peuvent utiliser une simulation qui augmente leurs réalismes. Comme pour les stages d'application, l'IFESO a développé une capacité pour conduire ces exercices en distanciel au moyen d'une plateforme de classe virtuelle.

La simulation : La simulation permet la modélisation de l'environnement opérationnel et des acteurs. Elle permet, grâce à une présentation dynamique de l'historique des opérations, une prise en compte rapide et complète de la situation par les joueurs. Elle modélise les ordres élaborés par les joueurs, elle restitue les résultats des actions entreprises, les comptes-rendus des échelons subordonnés, elle permet le rejeu ainsi que l'analyse après action. La simulation est également utilisée lors des stages de perfectionnement.

Les stages de perfectionnement : Les stages de perfectionnement proposent des mises en situation complexes centrées sur une fonction opérationnelle particulière. La simulation est systématiquement utilisée et permet un réalisme accru dans la modélisation de l'environnement.

Aujourd'hui, seul l'IFESO propose des cursus de formation complets et différenciés en fonction du niveau de responsabilité tenu par l'apprenant (rédacteur, chef de bureau/branche, décideur). Cette différenciation permet d'aborder à la fois les problématiques de fond dans le cadre des procédures enseignées, mais aussi le management et le fonctionnement d'un groupe de travail pluridisciplinaire.

Les cours sont généralement délivrés dans le pays et l'infrastructure du client. Sous réserve d'anticipation et d'évaluation du financement, il est possible d'envisager de conduire ces formations en France, dans une infrastructure que nous proposerions.

2.2   Méthodologie

2.2.1   Analyse du besoin

La compréhension complète du besoin exact du client est essentielle à la construction d'un programme d'acquisition de capacité pertinent. Cette analyse est systématiquement effectuée, quelle que soit la prestation demandée.

En fonction du client, elle peut être conduite de plusieurs manières : échange de courriers, séances d'analyse, rédaction de dossier d'exercice. L'annexe C montre l'outil de préparation d'un programme de formation.

L'analyse s'effectue en deux étapes :

- **Etape1 : objectifs d'entrainement (cadre 1)**
La définition précise des objectifs d'entrainement est le préalable à toute proposition de programme. En fonction de la complexité des compétences à acquérir ou entrainé, les objectifs détaillés sont soit exprimés par le client soit développés avec lui. Ils sont tirés du référentiel des emplois de la défense (REDEF). Les principales compétences que nous proposons d'acquérir sont en annexe D.

- **Etape 2 : élaboration d'une proposition de programme (cadres 2 & 3)**
Les briques pédagogiques du programme sont proposées soit à partir des stages du catalogue (annexe A), soit de leur adaptation dans certains cas particuliers. Un processus itératif avec le client permet de tailler sur mesure le programme de formation. Une fois validé, le programme est chiffré et une proposition technique et commerciale ou un simple devis sont soumis au client pour validation.

2.2.2   Construction et délivrance du programme

Après étude des besoins du client, l'IFESO propose un programme de formation à partir des briques pédagogiques disponibles en alternant cinq types de sessions :

- '**Classique**' en présentiel ;

- **E-learning** ;

- **« *Blended learning*[1] » présentiel**. Elles comprennent de l'enseignement à distance en ligne et des cours magistraux s'appuyant sur les documents de doctrine français, de l'Union Européenne, de l'OTAN ou de l'ONU. Chaque concept est explicité et illustré par des exemples issus de l'expérience des formateurs de l'IFESO. Puis une réflexion est proposée aux stagiaires, sous deux formes :

  o   Les **vignettes** : les stagiaires, regroupés en comités de 6 à 10 apprenants, étudieront des documents, des appréciations de situation, des ordres afin de stimuler leur sens critique puis élaboreront eux-mêmes les produits requis dans le cadre des processus et procédures imposés pour développer leur imagination. Certaines vignettes peuvent être assistées par la simulation pour les rendre plus réalistes ;

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[1] Le *Blended Learning*, ou pédagogie mixte, est un modèle de formation mixte intégrant présentiel et numérique. Il permet de limiter au strict minimum les cours magistraux où le formateur défile sa présentation sur une estrade. Ils sont remplacés par des supports d'apprentissage à distance. La formation présentielle se concentre alors sur l'humain : difficultés individuelles, exercices de mise en pratique, simulations…

- o Les **travaux dirigés** (TD) : réalisés en classe complète, les TD sont animés par l'enseignant qui interagit avec les apprenants pour élaborer une solution. Ces exercices pratiques représentent environ 70% des stages proposés ;

- **« *Blended learning* » classe virtuelle.** Identique dans son principe au « *Blended learning* » présentiel, le stage se déroule en ligne dans une classe virtuelle qui reproduit fidèlement les conditions d'interactions du présentiel. Les stagiaires doivent disposer d'un équipement incluant caméra et micro et d'une connexion internet stable.

Toutes les formations proposées peuvent être réalisées en « *Blended learning* ». Les formations dites 'avancées' sont conduite en « *Blended learning* » et assistées par la simulation.

- **Exercice de PC assisté par la simulation** (CPX-CAX), quel qu'en soit le niveau (du bataillon au niveau stratégique, pour 25 à 90 entrainés). L'apport de la simulation permet une appropriation rapide de la situation initiale par les apprenants, une mise en situation réaliste durant l'exercice et une capacité de re-jeu ou d'analyse après action qui permettent une acquisition rapide des objectifs d'entrainement. Ces exercices peuvent s'adresser à des états-majors complets ou à certaines fonctions opérationnelles particulières, le reste de l'environnement étant simulé.

2.2.3   Scénario

Les travaux pratiques nécessitent l'utilisation d'un scénario, fictif ou réel, mais suffisamment réaliste pour apporter la complexité nécessaire à la compréhension des concepts. La seule vertu du scénario est de permettre une réflexion de bon niveau et la production des documents. Il doit être adapté aux intérêts stratégiques du client.

Le développement de scénario est consommateur de temps. Pour limiter l'impact financier, le cadrage des données du scénario est généralement proposé par le client. L'annexe B propose un format d'élaboration des données nécessaires, qu'il s'agisse d'une adaptation ou d'un développement complet.

2.2.4   Langue

Tous les supports utilisés peuvent être en langue anglaise, ce qui constitue un gage d'interopérabilité, ou en français. Lorsque les cours sont dispensés en anglais, l'IFESO dispose d'un avantage apprécié par sa clientèle : nos instructeurs, dont l'anglais n'est pas la langue maternelle, comprennent les difficultés des stagiaires à s'exprimer dans une langue étrangère et prennent le temps nécessaire en insistant particulièrement sur les notions les plus complexes à appréhender. Bien évidemment, les cours peuvent également être dispensés en français. Lorsque cela est nécessaires, il peut être fait appel à la traduction simultanée, lorsque ni le français ni l'anglais ne sont couramment parlés par les apprenants. Dans ce cas, les programmes sont adaptés afin de prendre en compte le temps pris par les traductions.

2.2.5   Evaluation des stagiaires

L'évaluation des stagiaires est préparée en fonction du besoin du client et est adapté à chaque programme de formation.

Elle peut être établie à partir des éléments suivants :

- Questionnaires type QCM, en présentiel ou classe virtuelle. Dans ce cas, les notes sont fournies au client à la fin du programme.

- Questionnaires de type examen dans les parcours de e-learning. Un taux de réussite de 70% au test conditionne l'ouverture de la suite du parcours ou l'accès à la fin de celui-ci.

- Appréciation du stagiaire. En fonction du besoin exprimé par le client, chaque stagiaire peut faire l'objet d'une appréciation portant sur :
  - o L'assiduité (présence à tous les modules d'enseignement) ;
  - o La pertinence des idées émises lors des vignettes et travaux dirigés ;
  - o La qualité des restitutions faites (présentations, briefings).

L'évaluation porte sur la connaissance des termes et la maîtrise des concepts et des procédures utilisées ainsi que sur la compréhension des attendus.

L'évaluation collective durant les exercices demeure une prérogative du commandement de l'unité entraînée. L'IFESO peut, à la demande du client, y contribuer, en particulier au moyen des outils proposés par la simulation.

2.2.6   Certification professionnelle

Les prestations délivrées par l'IFESO concernant la formation au commandement des opérations interarmées au niveau opératif sont labélisées par le Commandement pour les Opérations Interarmées (CPOIA) français.
Cette labellisation permet, lorsqu'un client en fait la demande, de proposer des cursus de formation permettant in fine la délivrance de la qualification opérative N°1 par le CPOIA. L'octroi individuel de cette qualification demeure une prérogative de l'institution militaire et ne pourra être étudié que si les critères d'évaluation décrits plus haut sont remplis et fournis au CPOIA par l'IFESO.

2.2.7   Sélection et formation des instructeurs de l'IFESO

L'ensemble des cursus de formation incluant, les programmes, les cours, les travaux dirigés, les éléments d'animation des exercices est élaboré par les équipes de l'IFESO et contrôlé puis certifié par le conseil pédagogique de la société dirigé par son président et son directeur général. Les formateurs de l'IFESO font l'objet d'une sélection stricte suivi d'une formation en double avant d'être admis à enseigner et éventuellement à diriger une formation.

2.2.8   Retour d'expérience et contrôle de la qualité

RETEX : Le processus de retour d'expérience (RETEX) contribue au contrôle de la qualité mais également à l'amélioration constante des produits. Il peut se décliner en plusieurs étapes :

- Recueil de l'avis des apprenants dans un **Module RETEX** inclus dans chaque parcours de e-learning. Lorsque le programme de formation est dispensé en « *Blended learning »*, le module RETEX couvre l'ensemble de la formation (e-learning et présentiel ou classe virtuelle) ;

- Séance d'**Analyse Après Action (AAA)** : lorsque les formations ne comprennent pas de e-learning, une séance d'AAA est systématiquement conduite. Chaque apprenant ou groupe d'apprenant doit formuler trois points positifs et trois points

négatifs au sujet de la formation. Ces points sont discutés en séance. Ils font ensuite l'objet d'un compte-rendu, qui propose également les pistes d'amélioration ;

- Séance de **RETEX à froid** : à partir de l'AAA, une séance de retour d'expérience à froid avec le client permet de valider les évolutions à apporter au programme de formation et d'améliorer les contenus ou les méthodes en vue des prochaines sessions. Cette séance est parfois enrichie par des questionnaires à froids envoyés aux stagiaires par le client six mois après la formation. L'analyse de ces questionnaires permet de valider l'adaptation de la formation à l'emploi des stagiaires.

L'organisation du processus de RETEX est préparée avec le client avant le début des formations.

Contrôle de la qualité

Le contrôle de la qualité des prestations, interne à l'IFESO, est systématiquement mis en œuvre et fait l'objet d'une attention constante.

- **Avant les formations :** L'ensemble des cours et des produits pédagogiques est revu juste après la phase de conception en comité de relecture. En particulier, tous les produits destinés au e-learning sont revus tant d'un point de vue technique que du contenu avant publication ou mise en ligne.

- **Pendant les formations :** Le suivi et l'adaptation en temps réel de chaque session de formation en lien avec le client est systématique. Ils se concrétisent par une réunion quotidienne qui permet d'identifier les améliorations à apporter immédiatement et celles devant être capturées pour les futures sessions.

- **Après les formations :** l'analyse à chaud (AAA) et le processus de RETEX sont exploités afin d'identifier les modifications à apporter aux futures sessions.

- **De façon périodique :** Le conseil de perfectionnement d'IFESO est un organe consultatif qui se réunit au moins une fois par an. Son rôle consiste à débattre sur les résultats des évaluations des formations par les stagiaires, via les processus de retour d'expérience (RETEX) et d'en tirer des enseignements pour l'évolution des prestations IFESO en maintenant la cohérence entre les différents parcours et les objectifs de formation ainsi que la conformité avec la délivrance de la qualification opérative N°1

- **Veille doctrinale :** Une veille de l'évolution de la doctrine, des retours d'expérience des opérations est mise en œuvre par IFESO. Grâce à son réseau étendu et ses liens étroits avec le ministère des armées, IFESO a accès à la banque de données de la doctrine et est capable de mettre à jour ses produits sans délai.

3   Accès aux formations

3.1   Règlement de l'IFESO pour la formation

Les stagiaires en formation sont soumis au respect du règlement de l'IFESO pour la formation. Cependant, comme il est stipulé dans le règlement, et conformément à l'article R.6352-1 du Code du Travail, lorsque la formation se déroule dans une entreprise ou un établissement déjà doté d'un règlement intérieur, les mesures d'hygiène et de sécurité applicables aux stagiaires

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sont celles de ce dernier règlement. Ce dernier cas constitue le cadre général des formations dispensées.

Le règlement pour la formation est systématiquement présenté et expliqué en début de chaque formation.

3.2   Accès aux personnes handicapées

IFESO est engagé résolument dans le soutien aux personnes handicapées pour l'accès à la formation professionnelle. Le référent handicap de la société s'assure de la prise en compte du handicap lors de la préparation et du déroulement des sessions.

3.2.1   Accessibilité au site de la formation

Les prestations d'enseignement ou de formation sont généralement délivrées chez le client. Dans ce cas, le référent handicap s'assure en amont de la formation que le client a pris les mesures nécessaires à l'accessibilité des classes. En cas de prestation dans des locaux proposés par l'IFESO, l'accessibilité aux PMR est alors vérifiée avant la location des lieux.

3.2.2   Accessibilité au contenu de la formation

La présence de personnes en situation de handicap dans les formations doit être signalée par le client lors de la préparation de la session. Le cas échéant, les adaptations nécessaires sont adoptées (durée / rythme /méthodes /supports pédagogiques…) pour permettre l'accessibilité à la formation. L'IFESO maintient un lien avec APF France Handicap et l'AGEFIPH afin de suivre les évolutions et la réglementation dans ce domaine.

Dès à présent, la plateforme e-learning permet la redirection ou l'utilisation d'outils facilitant l'accessibilité pour les personnes en situation de handicap (par exemple : accès à des outils de sous-titrage, etc.).

ANNEXE A : Catalogue des stages IFESO

Toutes les formations présentées dans cette annexe peuvent être complétés par un module d'enseignement à distance en ligne (e-learning).

L'intérêt de l'enseignement en ligne est d'assurer une compréhension commune à tous les stagiaires de concepts et notions de bases du stage comme prérequis à la participation à la session en présentiel. Cette session est ensuite beaucoup plus profitable pour l'ensemble de la classe.

Notre plateforme de e-learning permet des interactions avec les stagiaires aux moyens d'outils de partage et de dialogue semblables aux réseaux sociaux : *chat*, webinaire, etc.

Le développement d'un module adapté de e-learning pour un auditoire et un stage spécifique demande un effort important. Il doit être anticipé, et un minimum de quatre mois est nécessaire pour développer, fabriquer et contrôler un nouveau parcours.

La plupart des formations proposées peuvent se dérouler sous le format « *Blended learning* » + classe virtuelle.

Certains stages et exercices sont outillés (simulation, outils d'aide à la décision, maïeutique ; nomenclature XXXX**+** pour Avancé). Les prérequis pour assister à ces stages ou exercices sont d'avoir suivi le curriculum initial.

Les fiches de stage du catalogue sont en conformité avec le standard OTAN.
Tous les stages peuvent être adaptés au niveau d'ambition et au niveau de maturité du client.

Des stages supplémentaires, sur des sujets spécifiques peuvent être développés à la demande : renseignement interarmées, logistique interarmées, applications métiers (JOCWATCH, TOPFAS, JCOP, JEMM, etc.).

Liste des stages

Code stage	Nom du stage	Durée
Curriculum *Commandement des opérations au niveau stratégique*		
JSBAS	Joint Operations Strategic Staff Officer Course	3 semaines
JSBA+	Joint Operations Strategic Staff Officer Advanced	1 semaine
JSKLT	Joint Strategic Key Leader Course	2 semaines
JSGOS	Joint Strategic General Officers Seminar	1 semaine
JSBST	Joint Operations Strategic Battle Staff Training	2 semaines + Préparation
JSWA+	Joint Operations Strategic Wargaming Advanced Course	2 à 4 jours
Curriculum *Commandement des opérations au niveau opératif*		
JOBAS	Joint Operations Operational Staff Officer Course	3 semaines
JOBE+	Joint Operations Operational Staff Officer Execution Advanced	1 semaine
JOKLT	Joint Operations Key Leader Course	2 semaines
JOKL+	Joint Operations Key Leader Advanced	1 semaine
JOGOS	Joint Operations General Officers Seminar	1 semaine
JOWG+	Joint Operations Wargaming Advanced Course	1 semaine
JOBST	Joint Operations Operational Battle Staff Training	2 semaines + Préparation
Stages fonctionnels		
JOASS	Joint Operations Assessment Course	2 semaines
SCIOC	Strategic Communications & Info Ops Foundation Course	1 semaine
SCIOP	Strategic Communications & Info Ops Planning Course	1 semaine
SCIOA	Campaign Narrative development course	1 semaine
JOTGT	Joint Operations Targeting Course	1 semaine
JOTG+	Joint Operations Targeting Advanced	1 semaine
JOJPR	Joint Personnel Recovery	1 semaine
JOJP+	Joint Personnel Recovery Advanced	1 semaine
JOOC+	Operational Joint Operation Centre (JOC) Course Advanced	2 semaines
JO35+	Operational Future Ops Course Advanced	2 semaines
JO3FP	Joint Operations Force Protection Course	1 semaine
JOROE	Joint Operations ROE Course	1 semaine
JOLOG	Joint Logistics Course	2 semaines
RSOM+	RSOM Course Advanced	1 semaine
JIAMD	Integrated Air & Missile Defence Course	2 semaines
Stages *Connaissances de base d'état-major*		
BASK1	Basic Staff Skills Course Level 1	1 semaine
BASK2	Basic Staff Skills Course Level 2	1 semaine
Curriculum *Préparation et montage d'exercices et d'entrainements interarmées*		
EXPLA	Exercise Planning Course	1 semaine
EXEVA	Exercise Evaluation Course	1 semaine
EXCAX	CAX Development Course	1 semaine

Confidentiel Société

Curriculum *Commandement des opérations au niveau tactique (composante)*		
Land Operations		
LOBAS	[Land Operations Staff Officer Course](#)	4 semaines
LOINT	[LCC Intelligence Staff Officer Course](#)	4 semaines
LCBST	[LCC Battle Staff Training](#)	2 semaines + Préparation
LCCV+	[LCC Training Vignette](#)	2 à 5 jours
DIVV+	[Division HQ Training Vignette](#)	2 à 5 jours
BDEV+	[Brigade HQ Training Vignette](#)	2 à 5 jours
BONV+	[Battalion HQ Training Vignette](#)	4 jours
Air Operations		
AOBAS	[Air Operations Staff Officer Course](#)	3 semaines
AOKLT	[Air Operations Key Leader Course](#)	2 semaines
AOBST	[Air Operations Battle Staff Training](#)	2 semaines + Préparation
Naval Operations		
NOBAS	[Naval Operations Staff Officer Course](#)	3 semaines
NOKLT	[Naval Operations Key Leader Course](#)	2 semaines
NOCE+	[Naval Operations Battle Staff Training (NOC or MCC level)](#)	2 semaines + Préparation
Special Operations		
SOBAS	[Special Operations Staff Officer Course (SOPLE, SOCC)](#)	2 semaines
SOCC+	[Special Operations Battle staff training (SOCC)](#)	1 semaine
Curriculum *Opérations UE PSDC*		
UEOVW	[EU CSDP Overview](#)	1 semaine
UEPPMC	[EU CSDP Planning at Political-Military Level](#)	1 semaine
UEOPC	[EU CSDP Planning at Military Strategic Level (OHQ)](#)	1 semaine
Curriculum *OTAN*		
NCOPC	[NATO Comprehensive Operation Planning Course](#)	2 semaines
NSOPC	[NATO Strategic Operation Planning Course](#)	1 semaine
Curriculum *Enseignement Opérationnel Ecole de Guerre*		
	[8 modules](#)	13 semaines

Joint Operations Operational Staff Officer Course	Course ID: JOBAS

Purpose

Prepare assigned personnel to apply processes and method to provide analysis, assessment, and develop relevant products for submission to the approval and decision of an operational level commander

Performance Objectives

Staff Officers are capable of **understanding** joint operations, and of **contributing** to a joint operational planning group, in a national or multinational environment, applying NATO processes.

- ➢ **PO 1. Understand the fundamentals of joint operations in a comprehensive approach**
  - ✓ ELO 1.1: Understand the principles of a joint campaign in the context of a comprehensive approach
  - ✓ ELO 1.2: Understand strategic and operational level organisation and responsibilities
  - ✓ ELO 1.3: Understand operational art and design concepts
- ➢ **PO 2. Understand the contributions of major functions to the decision cycle of an operational level HQ**
  - ✓ ELO 2.1: Understand the contribution of Info Ops and Targeting
  - ✓ ELO 2.2: Understand the contribution of POLAD & LEGAD
  - ✓ ELO 2.3: Understand the contribution of joint logistic (J4)
  - ✓ ELO 2.4: Understand the contribution of joint intelligence (J2)
  - ✓ ELO 2.5: Understand the contribution of civil-military cooperation – CIMIC (J9)
- ➢ **PO 3. Understand the role of JOC, J35 and J5 in the decision cycle and assessment process of an operational HQ**
  - ✓ ELO 3.1: Understand the contribution and deliverables of a J3/JOC (current OPS)
  - ✓ ELO 3.2: Understand the contribution and deliverables of a J3/J35 (future OPS OPS)
  - ✓ ELO 3.3: Understand the contribution and deliverables of a J5 (future plans, campaign assessment)
- ➢ **PO 4. Understand and apply the principles of operational planning at operational level**
  - ✓ ELO 4.1: Understand the major phases and output of operational planning
  - ✓ ELO 4.2: Understand and apply the operational level contribution to the development of strategic assessment and military response options (operational advice)
  - ✓ ELO 4.3: Understand the principles of organisation of a joint operational planning group (JOPG)
  - ✓ ELO 4.4: Understand the working processes of a JOPG
  - ✓ ELO 4.5: Scenario presentation
- ➢ **PO 5. Understand and apply COPD process during Operational Estimate Phase 3A-Mission Analysis**
  - ✓ ELO 5.1: Develop a system perspective of the engagement space at operational level (PMESII)
  - ✓ ELO 5.2: Understand and apply the framing of the operational Level Problem
  - ✓ ELO 5.3: Understand and apply the analysis of the mission process
  - ✓ ELO 5.4: Understand and apply Operational Design development
  - ✓ ELO 5.5: Develop operational assumptions, limitations and risks
  - ✓ ELO 5.6: Develop Information Operations framework as part of Strategic Communications: messages, target audiences, goals, campaign narrative
  - ✓ ELO 5.7: Develop Initial force estimate and C2 requirement
  - ✓ ELO 5.8: Understand and produce Mission Analysis Briefing and Operational Planning Guidance
- ➢ **PO 6. Understand and apply COPD process during Operational Estimate Phase 3B-COA Development**
  - ✓ ELO 6.1: Understand and apply preparation for COA development
  - ✓ ELO 6.2: Develop common factors for all options, including key operational requirements

✓ ELO 6.3: Develop tentative COAs and conduct Commander's update
✓ ELO 6.4: Develop detailed description of each COA including key military tasks, risks, information operations, resources, logistic and C2 considerations
✓ ELO 6.5: Develop COA comparison and analysis
✓ ELO 6.6: Develop operational risk analysis
✓ ELO 6.7: Refine resources requirement
✓ ELO 6.8: Develop campaign assessment framework
✓ ELO 6.9: Understand and produce COA Decision Briefing
✓ ELO 6.10: Understand and produce refined CONOPS and Operational Planning Directive
✓ ELO 6.11: Understand CONOPS and OPLAN development

Job Performance Outcome: 300 – Advance level (Apply)

Student Criteria		
Background Knowledge - Prerequisites	**Rank/Grade**	**Language Proficiency**
Basic staff skills (how to staff documents, how to prepare and deliver a briefing to an authority) Basic knowledge of Microsoft Windows® and the common Microsoft Office® applications (Word®, PowerPoint® and Excel®)	Captain to Lieutenant-colonel	English or French SLP 3232

Course Criteria		
Duration / Delivery	**Class Size Mini/Maxi**	**Facility - Equipment**
15 working days (three weeks) • Classroom • Blended learning + classroom • Blended learning + virtual class	10 / 25	• 1x plenary room, with 25 tables & chairs, teacher desk and chair, 1x computer /projector/ screen, 2x white boards and associated stationary • 3x (minimum 2x) syndicate rooms with 10 x tables & chairs, 1x computer /projector/ screen, 2x white boards, 2x paper boards and associated stationary • Ability to deliver basic admin tasks (e.g. printing)
Creation: Feb 13	Revision: Apr 20	Course card revision: Apr 20 #: 7

Joint Operations Strategic Staff Officer Course	Course ID: JSBAS

Purpose

Prepare assigned personnel to apply processes and method to provide analysis, assessment, and develop relevant products for submission to the approval and decision of a strategic level commander

Performance Objectives

Staff Officers are capable of **understanding** joint operations, and of **contributing** to a strategic planning group, in a national or multinational environment, applying NATO processes.

- **PO 1. Understand the fundamentals of joint operations in a comprehensive approach**
  - ELO 1.1: Understand the principles of a joint campaign in the context of a comprehensive approach
  - ELO 1.2: Understand strategic and operational level organisation and responsibilities
  - ELO 1.3: Understand operational art and design concepts at strategic level
- **PO 2. Understand the contributions of major functions to the decision cycle of a strategic level HQ**
  - ELO 2.1: Understand the contribution of Info Ops and Targeting
  - ELO 2.2: Understand the contribution of POLAD & LEGAD
  - ELO 2.3: Understand the contribution of joint logistic (J4)
  - ELO 2.4: Understand the contribution of joint intelligence (J2)
  - ELO 2.5: Understand the contribution of civil-military cooperation – CIMIC (J9)
- **PO 3. Understand and apply the principles of operational planning at strategic level**
  - ELO 3.1: Understand the major phases and output of operational planning at strategic level
  - ELO 3.2: Understand the principles of organisation of a strategic operational planning group (SOPG)
  - ELO 3.3: Understand the working processes of a SOPG
- **PO 4. Understand and apply COPD process during Phases 1-2-3 indication & Warning – Strategic Assessment - MRO development**
  - ELO 4.1: Develop a system perspective of the engagement space at strategic level (PMESII)
  - ELO 4.2: Develop a strategic appreciation of the crisis
  - ELO 4.3: Develop an actor analysis
  - ELO 4.4: Appreciate international interests and security implications, including potential strategic risks and threats
  - ELO 4.5: Appreciate potential end, ways and means
  - ELO 4.6: Develop military considerations
  - ELO 4.7: Understand and produce Strategic Assessment
  - ELO 4.8: Select and develop MROs
  - ELO 4.9: Analyse, evaluate, and compare MROs
- **PO 5. Understand and apply COPD process during Phase 4 Strategic Plan Development**
  - ELO 5.1: Understand and apply preparation for SPD development
  - ELO 5.2: Develop strategic commander's intent and guidance
  - ELO 5.3: Develop SPD
  - ELO 5.4: Develop Strategic CONOPS
  - ELO 5.5: Develop Strategic Communications (STRATCOM) framework messages, target audiences, goals, campaign narrative
  - ELO 5.6: Develop operations assessment at strategic level
  - ELO 5.7: Develop strategic service support concept
  - ELO 5.8: Develop C2 concept
  - ELO 5.9: Develop strategic OPLAN
  - ELO 5.10: Understand Force Generation process
  - ELO 5.11: Understand role and organisation of a strategic HQ during campaign execution

Job Performance Outcome: 300 – Advance level (Apply)

Student Criteria		
Background Knowledge - Prerequisites	**Rank/Grade**	**Language Proficiency**
Basic staff skills (how to staff documents, how to prepare and deliver a briefing to an authority) Basic knowledge of Microsoft Windows® and the common Microsoft Office® applications (Word®, PowerPoint® and Excel®)	Captain to Lieutenant-colonel	English or French SLP 3232

Course Criteria		
Duration / Delivery	**Class Size Mini/Maxi**	**Facility - Equipment**
15 working days (three weeks) • Classroom • Blended learning + classroom • Blended learning + virtual class	10 / 25	• 1x plenary room, with 25 tables & chairs, teacher desk and chair, 1x computer /projector/ screen, 2x white boards and associated stationary • 3x (minimum 2x) syndicate rooms with 10 x tables & chairs, 1x computer /projector/ screen, 2x white boards, 2x paper boards and associated stationary • Ability to deliver basic admin tasks (e.g. printing)

Creation: Dec 16	Revision: Apr 20	Course card revision: Oct 20	#: 1

Joint Operations Strategic Staff Officer Course Advanced	Course ID: JSBA+

Purpose

Enhance assigned personnel knowledge of processes and method to provide analysis, assessment, and develop relevant products for submission to the approval and decision of a strategic level commander during campaign execution, using simulation

Performance Objectives

Staff Officers are capable of **mastering** joint operations, and of **delivering** under time pressure consistent analysis and product to support decision making at strategic level.

- **PO 1. Apply Strategic Assessment Processes**
    - o ELO 1.1: Develop strategic assessment from operational level assessment
    - o ELO 1.2: Develop strategic appreciation of a situation following a critical event
- **PO 2. Apply Strategic Time Sensitive Decision Process**
    - o ELO 2.1: Develop TEA brief at strategic level under time constraint
    - o ELO 2.2: Develop ROE delegation process under time constraint
    - o ELO 2.3: Develop lines to take in reaction of PR event
- **PO 3. Apply Strategic Decision-Making Process for reserve commitment**
    - o ELO 3.1: Develop a strategic assessment and decision brief for strategic reserve commitment

Job Performance Outcome: 300 – Advance level (Apply)

Student Criteria

Background Knowledge - Prerequisites	Rank/Grade	Language Proficiency
JSBAS or equivalent qualified Basic staff skills (how to staff documents, how to prepare and deliver a briefing to an authority) Basic knowledge of Microsoft Windows® and the common Microsoft Office® applications (Word®, PowerPoint® and Excel®)	Captain to Lieutenant-colonel	English or French SLP 3232

Course Criteria

Duration / Delivery	Class Size Mini/Maxi	Facility - Equipment
5 working days (one weeks) • Classroom • Virtual class	10 / 25	• 1x plenary room, with 25 tables & chairs, teacher desk and chair, 1x computer /projector/ screen, 2x white boards and associated stationary • 3x (minimum 2x) syndicate rooms with 10 x tables & chairs, 1x computer /projector/ screen, 2x white boards, 2x paper boards and associated stationary • Ability to deliver basic admin tasks (e.g. printing)
Creation: Oct 20	Revision: Oct 20	Course card revision: Oct 20 #: 0

Joint Operations Key Leader Course	Course ID: JOKLT

Purpose

Prepare key leaders to hold a key position in a National or Combined Strategic or Operational Joint Force HQ, up to chief of a functional cell

Training Objectives

Key leaders are capable of managing main functions and branches of a strategic or operational staff and providing draft commander's input to planning and execution. Ensure proper application of processes and method to provide analysis, assessment, and develop relevant products for submission to the approval and decision of a commander

- **PO 1. understand the complexity of Joint operations and comprehensive approach to crisis**
    - ELO 1.1: Understand: Key Leaders are capable of understanding the need for a wide military contribution on modern crisis using NATO concepts and wording
    - ELO 1.2: Produce: Key Leaders are capable to orientate staff for producing relevant military contribution and coordination with other instruments of power
    - ELO 1.3: Influence: Key Leaders are capable to bring military contribution in a comprehensive approach to crisis
- **PO 2. understand the planning process in NATO, EU, and France**
    - ELO 2.1: Understand: Key Leaders are capable of understanding interaction and outcomes during planning using NATO concepts and wording; Understand the guiding principles and philosophy of planning.
    - ELO 2.2: Produce: Familiarise with NATO COPD; Key Leaders are capable of managing staff officers during planning process
    - ELO 2.3: Influence: KL are capable to figure out when and where to act within a coalition
- **PO 3. understand the complexity of Operational Art at both strategic and operational level**
    - ELO 3.1: Understand: Key Leaders master the operational design concept used to design and manage a joint campaign
    - ELO 3.2: Produce: Key Leaders can develop articulated inputs to the planning process at force commander level
    - ELO 3.3: Influence: Key Leaders are capable to insert national agenda items during planning within a coalition
- **PO 4. understand the major functions and production of a strategic HQ and its relationship with subordinate HQs**
    - ELO 4.1: Understand: Key Leaders understand planning at strategic level
    - ELO 4.2: Produce: Key Leaders are capable to produce directives and orders to JFHQ
    - ELO 4.3: Influence: Key Leaders are capable to deal with Political level explaining military view and contribution either in national or multinational environment.
    - ELO 4.4: Produce: Key Leaders are capable of giving orientation to the staff to produce Strategic Assessment, MROs, ID, SPD and CONOPS/OPLAN using NATO concepts and wording
- **PO 5. understand the major functions and production of an operational HQ and its relationship with higher & subordinate HQs**
    - ELO 5.1: Understand: Key Leaders are capable of understanding how a JTFHQ should be organised using NATO concepts and wording
    - ELO 5.2: Produce: Key Leaders are capable of drafting directives aiming at setting up a JTFHQ
    - ELO 5.3: Influence: Key Leaders are capable of insuring jointness and appropriate skills when setting up a JTFHQ
    - ELO 5.4: Understand: Key Leaders are capable of running Boards and Working Group using NATO concepts and wording

- ○ ELO 5.5: Understand: Key Leaders are capable of understanding campaign synchronisation, stakes and responsibilities of mid-term planning at operational level and are capable of giving orientation to the staff to develop a Joint Coordination Order (objectives, intent, synchronisation)
- ○ ELO 5.5: Understand: Key Leaders are capable of understanding campaign execution, stakes and responsibilities of short-term monitoring, assessment, and direction at operational level
- ○ ELO 5.6: Understand: Key Leaders are capable of understanding the contribution of STRATCOM &Info Ops using NATO concepts and wording
- ○ ELO 5.7: Produce: Key Leaders are capable of providing directives to j3/effects to synchronize info ops with other contributions
- ○ ELO 5.8: Produce: Key Leaders are capable of giving orientation to the staff to produce Operational Assessment (MAB, DB), and CONOPS/OPLAN using NATO concepts and wording

Job Performance Outcome: 300 – Advance level (Apply)

Student Criteria		
Background Knowledge - Prerequisites	**Rank/Grade**	**Language Proficiency**
Basic staff skills (how to staff documents, how to prepare and deliver a briefing to an authority) Basic knowledge of Microsoft Windows® and the common Microsoft Office® applications (Word®, PowerPoint® and Excel®)	Colonel or selected Lieutenant-colonel	English or French SLP 3232

Course Criteria		
Duration / Delivery	**Class Size Mini/Maxi**	**Facility - Equipment**
10 working days (two weeks) • Classroom • Blended learning + classroom • Blended learning + virtual class	6/15	• 1x plenary room, with 25 tables & chairs, teacher desk and chair, 1x computer /projector/ screen, 2x white boards and associated stationary • 2x (minimum 1x) syndicate rooms with 10 x tables & chairs, 1x computer /projector/ screen, 2x white boards, 2x paper boards and associated stationary • Ability to deliver basic admin tasks (e.g. printing)
Creation: Feb 13	Revision: Apr 20	Course card revision: Apr 20 #: 10

Joint Operations Key Leader Advanced	Course ID: JOKL+

Purpose

Enhance key leaders' ability to hold a key position in a National or Combined Strategic or Operational Joint Force HQ, up to chief of a functional cell, using simulation

Training Objectives

Key leaders are highly trained on managing main functions and branches of a strategic or operational staff and providing draft commander's input to planning and execution. They are exposed to real-time decision-making process for submission to a commander

- **PO 1. Apply Assessment Processes**
  - o ELO 1.1: Develop strategic assessment from operational level assessment
  - o ELO 1.2: Develop an appreciation of a situation following a critical event
- **PO 2. Apply Time Sensitive Decision Process**
  - o ELO 2.1: Develop TEA brief under time constraint
  - o ELO 2.2: Develop ROE delegation process under time constraint
  - o ELO 2.3: Develop lines to take in reaction of PR event
- **PO 3. Apply Strategic Decision-Making Process for reserve commitment**
  - o ELO 3.1: Develop a strategic/operational assessment and decision brief for strategic/operational reserve commitment

Job Performance Outcome: 300 – Advance level (Apply)

Student Criteria		
Background Knowledge - Prerequisites	**Rank/Grade**	**Language Proficiency**
Basic staff skills (how to staff documents, how to prepare and deliver a briefing to an authority) Basic knowledge of Microsoft Windows® and the common Microsoft Office® applications (Word®, PowerPoint® and Excel®)	Colonel or selected Lieutenant-colonel	English or French SLP 3232

Course Criteria		
Duration / Delivery	**Class Size Mini/Maxi**	**Facility - Equipment**
10 working days (two weeks) • Classroom • Virtual class	6/15	• 1x plenary room, with 25 tables & chairs, teacher desk and chair, 1x computer /projector/ screen, 2x white boards and associated stationary • 2x (minimum 1x) syndicate rooms with 10 x tables & chairs, 1x computer /projector/ screen, 2x white boards, 2x paper boards and associated stationary • Ability to deliver basic admin tasks (e.g. printing)
Creation: Oct 20	Revision: --	Course card revision: -- #: 0

Joint Operations Operational Staff Officer Execution Advanced	Course ID: JOBE+

Purpose

Enhance assigned personnel knowledge of processes and method to provide analysis, assessment, and develop relevant products for submission to the approval and decision of an operational level commander during campaign execution, using simulation

Training Objectives

Staff officers are highly trained on developing operational level decision making products for a commander during campaign execution. They are exposed to real-time decision-making process for submission to a commander

PO 1. Apply Operational Assessment Processes
- o ELO 1.1: Develop operational assessment from tactical level assessment
- o ELO 1.2: Develop operational appreciation of a situation following a critical event

- **PO 2. Apply Strategic Time Sensitive Decision Process**
  - o ELO 2.1: Develop TEA brief level under time constraint
  - o ELO 2.2: Develop ROE delegation process under time constraint
  - o ELO 2.3: Develop lines to take in reaction of PR event

- **PO 3. Apply Strategic Decision-Making Process for reserve commitment**
  - o ELO 3.1: Develop aa operational assessment and decision brief for operational reserve commitment

Job Performance Outcome: 300 – Advance level (Apply)

Student Criteria		
Background Knowledge - Prerequisites	**Rank/Grade**	**Language Proficiency**
Basic staff skills (how to staff documents, how to prepare and deliver a briefing to an authority) Basic knowledge of Microsoft Windows® and the common Microsoft Office® applications (Word®, PowerPoint® and Excel®)	Colonel or selected Lieutenant-colonel	English or French SLP 3232

Course Criteria		
Duration / Delivery	**Class Size Mini/Maxi**	**Facility - Equipment**
10 working days (two weeks) • Classroom • Virtual class	6/15	• 1x plenary room, with 25 tables & chairs, teacher desk and chair, 1x computer /projector/ screen, 2x white boards and associated stationary • 2x (minimum 1x) syndicate rooms with 10 x tables & chairs, 1x computer /projector/ screen, 2x white boards, 2x paper boards and associated stationary • Ability to deliver basic admin tasks (e.g. printing)
Creation: Oct 20	Revision: --	Course card revision: -- #: 0

Joint Operations General Officers Seminar	Course ID: JOGOS

Purpose

Expand General Officer's reflection on Operational Art and improve interactions between Commander and his staff at strategic or operational level of command applying NATO concepts.

Training Objectives

General officers are capable of running a joint campaign by providing direction and guidance to a strategic or operational level staff in planning and execution.

- ➢ **PO 1. Understand political, strategic and tactical implications of a campaign**
    - ✓ ELO 1.1: Understand the principles of a joint campaign in the context of a comprehensive approach
    - ✓ ELO 1.2: Understand strategic and operational level organisation and responsibilities
    - ✓ ELO 1.3: Understand operational art and design concepts
    - ✓ ELO 1.4: Understand the key elements of the planning process
- ➢ **PO 2. Understand the interaction between the commander and his staff during planning**
    - ✓ ELO 2.1: Develop commander's guidance for mission analysis
    - ✓ ELO 2.2: Develop initial intent and COA guidance
    - ✓ ELO 2.3: Understand risk analysis
- ➢ **PO 3. Understand the interaction between the commander and his staff during execution**
    - ✓ ELO 3.1: Understand JTFHQ deliverables, decision cycle and battle rhythm
    - ✓ ELO 3.2: Understand the role of POLAD, LEGAD, PAO and relation with civilian actors
    - ✓ ELO 3.3: Develop commander's guidance for current Ops, Future Ops and Future Plans

Notes:
  (1) The course can be augmented with testimonies of former commander's on recent operations.
  (2) Specific sessions on topics of interest can be proposed for focused discussion during the seminar

Job Performance Outcome: 300 – Advance level (Apply)

Student Criteria		
Background Knowledge - Prerequisites	**Rank/Grade**	**Language Proficiency**
Basic staff skills (how to staff documents, how to prepare and deliver a briefing to an authority) Basic knowledge of Microsoft Windows® and the common Microsoft Office® applications (Word®, PowerPoint® and Excel®)	General officer or selected colonel	English or French SLP 3232

Course Criteria		
Duration / Delivery	**Class Size Mini/Maxi**	**Facility - Equipment**
5 working days (one week) • Classroom • Virtual class	6/12	• 1x plenary room, with 15 tables & chairs, teacher desk and chair, 1x computer /projector/ screen, 2x white boards and associated stationary • 2x (minimum 1x) syndicate rooms with 8 x tables & chairs, 1x computer /projector/ screen, 2x white boards, 2x paper boards and associated stationary • Ability to deliver basic admin tasks (e.g. printing)
Creation: Feb 13	Revision: Apr 20	Course card revision: Apr 20 #: 3

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Joint Operations Assessment Course	Course ID: JOASS

Purpose

Prepare selected personnel to develop and implement operations assessment processes at strategic and operational level using NATO concepts

Training Objectives

Staff officer are capable to **contribute** to an Assessment staff within a J5 at strategic or operational level

- Short-, Mid-, Long Term Assessment
- Operational Estimate
- ➢ **PO 1. Understand campaign assessment at strategic and operational level**
    - ✓ ELO 1.1: Understand campaign assessment aim and definitions
    - ✓ ELO 1.2: Understand operation assessment at strategic level
    - ✓ ELO 1.3: Understand operation assessment at operational level
- ➢ **PO 2. Develop campaign assessment products**
    - ✓ ELO 2.1: Understand Objective analysis and Criteria for success
    - ✓ ELO 2.2: Understand Effects and MOEs development
    - ✓ ELO 2.3: Understand Actions and MOPs
- ➢ **PO 3. Understand management of MOEs, MOPs and campaign Assessment briefing**
    - ✓ ELO 3.1: Sort-term assessment
    - ✓ ELO 3.2: Mid-term assessment
    - ✓ ELO 3.3: Long-term assessment
    - ✓ ELO 3.4: Operational estimate

Job Performance Outcome: 300 – Advance level (Apply)

Student Criteria		
Background Knowledge - Prerequisites	**Rank/Grade**	**Language Proficiency**
Basic staff skills (how to staff documents, how to prepare and deliver a briefing to an authority) Basic knowledge of Microsoft Windows® and the common Microsoft Office® applications (Word®, PowerPoint® and Excel®) JOBAS, JSBAS, JOKLT or JOGOS graduated	Major to Colonel	English or French SLP 3232

Course Criteria		
Duration / Delivery	**Class Size Mini/Maxi**	**Facility - Equipment**
10 working days (two weeks) • Classroom • Blended learning + classroom • Blended learning + virtual class	6/15	• 1x plenary room, with 20 tables & chairs, teacher desk and chair, 1x computer /projector/ screen, 2x white boards and associated stationary • 2x (minimum 1x) syndicate rooms with 8 x tables & chairs, 1x computer /projector/ screen, 2x white boards, 2x paper boards and associated stationary • Ability to deliver basic admin tasks (e.g. printing)

Creation: Jan 15	Revision: Apr 20	Course card revision: Apr 20	#: 0

STRATCOM & Info Ops Foundation Course	Course ID: SCIOC

Purpose

Prepare selected personnel to develop and implement the influence contribution to a joint campaign at strategic or operational level, using NATO concepts.

Training Objectives

Staff Officers are capable of contributing to the development of STRACOM directives and guidance and Info Ops products in a strategic or operational headquarters, in a national or multilateral context using NATO concepts and procedures.

- ➢ **PO 1. Understand STRATCOM & Info Ops at strategic and operational level**
    - ✓ ELO 1.1: Understand STRATCOM & Info OPs aim and definitions
    - ✓ ELO 1.2: Understand STRATCOM processes and products
    - ✓ ELO 1.3: Understand Info Ops processes and products
    - ✓

- ➢ **PO 2. Develop STRATCOM & Info Ops products**
    - ✓ ELO 2.1: Develop actor and target audience analysis
    - ✓ ELO 2.2: Develop effects in the cognitive domain
    - ✓ ELO 2.3: Develop actions to achieve effects in the cognitive domain (KLE, PSYOPS, etc.)
    - ✓

- ➢ **PO 3. Understand management of STRATCOM & Info Ops during campaign execution**
    - ✓ ELO 3.1: STRATCOM & Info Ops contribution to CONOPS/OPLAN and long term assessment
    - ✓ ELO 3.2: STRATCOM & Info Ops contribution to mid-term campaign synchronisation
    - ✓ ELO 3.3: STRATCOM & Info Ops contribution to short-term campaign execution

Job Performance Outcome: 300 – Advance level (Apply)

Student Criteria		
Background Knowledge - Prerequisites	**Rank/Grade**	**Language Proficiency**
Basic staff skills (how to staff documents, how to prepare and deliver a briefing to an authority) Basic knowledge of Microsoft Windows® and the common Microsoft Office® applications (Word®, PowerPoint® and Excel®) Prerequisite: JOBAS, JSBAS, JOKLT or JOGOS graduated	Captain to lieutenant-colonel	English or French SLP 3232

Course Criteria		
Duration / Delivery	**Class Size Mini/Maxi**	**Facility - Equipment**
5 working days (one week) • Classroom • Blended learning + classroom • Blended learning + virtual class	6/15	• 1x plenary room, with 20 tables & chairs, teacher desk and chair, 1x computer /projector/ screen, 2x white boards and associated stationary • 2x (minimum 1x) syndicate rooms with 8 x tables & chairs, 1x computer /projector/ screen, 2x white boards, 2x paper boards and associated stationary • Ability to deliver basic admin tasks (e.g. printing)

Creation: Jan 15	Revision: Jan 23	Course card revision: Jan 23	#: 0

STRATCOM & Info Ops Planning Course	**Course ID: SCIOA**

Purpose

Prepare selected personnel to develop the influence contribution to a joint campaign at strategic or operational level during planning, using NATO concepts.

Training Objectives

N10-172 "NATO StratCom Foundation Course" (NU) Aim: The course is designed to prepare personnel for service in a NATO Strategic Communications Directorate (or similar title) in line with MC 0628 and AJP-10 and for further specific Strategic Communications training. It is designed to assist the integration of all capabilities and functions in the Strategic Communications discipline, the primary target audience of this course are students from NATO StratCom, Military Public Affairs, Information Operations, PSYOPS branches and CIMIC. This course will become a prerequisite for Role-Specific, NATO ADVANCED. This is a pre-requisite for XX-173 and XX-174 v

XX-173 "NATO Communications & Information Activities Planner Course"(NS) Aim: To prepare personnel assigned to planning roles within NATO Strategic Communications Directorates or equivalent organisations (encompassing StratCom, InfoOps, PSYOPS, MilPA) to plan, coordinate and synchronize communication and information activities. Attendance of N10-172 required.

Staff Officers are capable of contributing to the development of STRACOM directives and guidance and Info Ops products in a strategic or operational headquarters, in a national or multilateral context using NATO concepts and procedures.

- ➢ **PO 1. Understand STRATCOM & Info Ops at strategic and operational level**
    - ✓ ELO 1.1: Understand STRATCOM & Info OPs aim and definitions
    - ✓ ELO 1.2: Understand STRATCOM processes and products
    - ✓ ELO 1.3: Understand Info Ops processes and products
    - ✓
- ➢ **PO 2. Develop STRATCOM & Info Ops products**
    - ✓ ELO 2.1: Develop actor and target audience analysis
    - ✓ ELO 2.2: Develop effects in the cognitive domain
    - ✓ ELO 2.3: Develop actions to achieve effects in the cognitive domain (KLE, PSYOPS, etc.)
    - ✓
- ➢ **PO 3. Understand management of STRATCOM & Info Ops during campaign execution**
    - ✓ ELO 3.1: STRATCOM & Info Ops contribution to CONOPS/OPLAN and long term assessment
    - ✓ ELO 3.2: STRATCOM & Info Ops contribution to mid-term campaign synchronisation
    - ✓ ELO 3.3: STRATCOM & Info Ops contribution to short-term campaign execution

Job Performance Outcome: 300 – Advance level (Apply)

Student Criteria		
Background Knowledge - Prerequisites	**Rank/Grade**	**Language Proficiency**
Basic staff skills (how to staff documents, how to prepare and deliver a briefing to an authority) Basic knowledge of Microsoft Windows® and the common Microsoft Office® applications (Word®, PowerPoint® and Excel®) **Prerequisite:** JOBAS, JSBAS, JOKLT or JOGOS, SCIOC graduated	Major to lieutenant-colonel	English or French SLP 3232

Course Criteria

Duration / Delivery	Class Size Mini/Maxi	Facility - Equipment
5 working days (one week) • Classroom • Blended learning + classroom • Blended learning + virtual class	6/15	• 1x plenary room, with 20 tables & chairs, teacher desk and chair, 1x computer /projector/ screen, 2x white boards and associated stationary • 2x (minimum 1x) syndicate rooms with 8 x tables & chairs, 1x computer /projector/ screen, 2x white boards, 2x paper boards and associated stationary • Ability to deliver basic admin tasks (e.g. printing)
Creation: Jan 15	Revision: Jan 23	Course card revision: Jan 23 #: 0

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Campaign Narrative Development Course	Course ID: SCIOA

Purpose

Prepare selected personnel to develop and implement the influence contribution to a joint campaign at strategic or operational level, using NATO concepts.

Training Objectives

Staff Officers are capable of contributing to the development of STRACOM directives and guidance and Info Ops products in a strategic or operational headquarters, in a national or multilateral context using NATO concepts and procedures.

- ➢ **PO 1. Understand STRATCOM & Info Ops at strategic and operational level**
  - ✓ ELO 1.1: Understand STRATCOM & Info OPs aim and definitions
  - ✓ ELO 1.2: Understand STRATCOM processes and products
  - ✓ ELO 1.3: Understand Info Ops processes and products
  - ✓

- ➢ **PO 2. Develop STRATCOM & Info Ops products**
  - ✓ ELO 2.1: Develop actor and target audience analysis
  - ✓ ELO 2.2: Develop effects in the cognitive domain
  - ✓ ELO 2.3: Develop actions to achieve effects in the cognitive domain (KLE, PSYOPS, etc.)
  - ✓

- ➢ **PO 3. Understand management of STRATCOM & Info Ops during campaign execution**
  - ✓ ELO 3.1: STRATCOM & Info Ops contribution to CONOPS/OPLAN and long term assessment
  - ✓ ELO 3.2: STRATCOM & Info Ops contribution to mid-term campaign synchronisation
  - ✓ ELO 3.3: STRATCOM & Info Ops contribution to short-term campaign execution

Job Performance Outcome: 300 – Advance level (Apply)

Student Criteria		
Background Knowledge - Prerequisites	**Rank/Grade**	**Language Proficiency**
Basic staff skills (how to staff documents, how to prepare and deliver a briefing to an authority) Basic knowledge of Microsoft Windows® and the common Microsoft Office® applications (Word®, PowerPoint® and Excel®) Prerequisite: JOBAS, JSBAS, JOKLT or JOGOS graduated	Major to lieutenant-colonel	English or French SLP 3232

Course Criteria		
Duration / Delivery	**Class Size Mini/Maxi**	**Facility - Equipment**
5 working days (one week) • Classroom • Blended learning + classroom • Blended learning + virtual class	6/15	• 1x plenary room, with 20 tables & chairs, teacher desk and chair, 1x computer /projector/ screen, 2x white boards and associated stationary • 2x (minimum 1x) syndicate rooms with 8 x tables & chairs, 1x computer /projector/ screen, 2x white boards, 2x paper boards and associated stationary • Ability to deliver basic admin tasks (e.g. printing)

Creation: Jan 23	Revision: Jan 23	Course card revision: Jan 23	#: 0

Joint Operations Targeting Course	Course ID: JOTGT

Purpose

Expose staff officers to generic Targeting cycle and products using NATO standards.

Performance Objectives

Staff Officers are capable of **understanding** joint Targeting, and of **contributing** to a joint Coordination Board Working group, in a national or multinational environment, applying NATO processes.

- ➢ **PO 1. Understand the fundamentals of joint targeting within a joint campaign**
  - ✓ ELO 1.1: Understand the principles of joint targeting
  - ✓ ELO 1.2: Targeting Definitions
  - ✓ ELO 1.3: Understand the different Target lists
  - ✓ ELO 1.4: Understand the Targeting bodies & responsibilities at strategic, operational and tactical level
  - ✓ ELO 1.5: Understand the role and destination of the different Targeting documents
- ➢ **PO 2. Understand the targeting deliverables of a strategic HQ**
  - ✓ ELO 2.1: Understand the targeting production of a strategic HQ during campaign planning
  - ✓ ELO 2.2: Understand the targeting production of a strategic HQ during campaign execution
  - ✓ ELO 2.3: Understand the synchronisation of Targeting and Strategic Communications at Strategic level (Full Spectrum Targeting)
- ➢ **PO 3. Understand the contribution of J2, J3 within Targeting cells to the JCB cycle**
  - ✓ ELO 3.1: Understand the role & responsibilities of Targeting cells at operational level
  - ✓ ELO 3.2: Understand the targeting production of an operational HQ during campaign planning
  - ✓ ELO 3.3: Understand the targeting production of an operational HQ during campaign execution
  - ✓ ELO 3.4: Understand the synchronisation of Targeting and Information Operations (Info Ops) at Operational level (Full Spectrum Targeting)
- ➢ **PO 4. Understand the contribution of Component Tactical level to the Targeting Decision Cycle**
  - ✓ ELO 4.1: Understand the targeting production of a tactical HQ during campaign planning
  - ✓ ELO 4.2: Understand the targeting production of tactical HQ during campaign execution
- ➢ **PO 5. Understand Time Sensitive Targeting decision cycle**
  - ✓ ELO 5.1: Understand the principles and definition of Time Sensitive Targeting
  - ✓ ELO 5.2: Understand the TST prosecution cycle

Job Performance Outcome: 200 – Intermediate level (Assist)

Student Criteria		
Background Knowledge - Prerequisites	**Rank/Grade**	**Language Proficiency**
Basic staff skills (how to staff documents, how to prepare and deliver a briefing to an authority) Basic knowledge of Microsoft Windows® and the common Microsoft Office® applications (Word®, PowerPoint® and Excel®) Prerequisite: JOBAS, JSBAS, JOKLT or JOGOS graduated	Major to lieutenant-colonel	English or French SLP 3232

Course Criteria		
Duration / Delivery	**Class Size Mini/Maxi**	**Facility - Equipment**
5 working days (one week) • Classroom	6/15	• 1x plenary room, with 20 tables & chairs, teacher desk and chair, 1x computer /projector/ screen, 2x white boards and associated stationary

• Blended learning + classroom • Blended learning + virtual class		• 2x (minimum 1x) syndicate rooms with 8 x tables & chairs, 1x computer /projector/ screen, 2x white boards, 2x paper boards and associated stationary • Ability to deliver basic admin tasks (e.g. printing)
Creation: Jan 15	Revision: Apr 20	Course card revision: Apr 20 #: 1

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Joint Operations Targeting Advanced	Course ID: JOTG+

Purpose

Enhance assigned personnel knowledge of processes and method to provide analysis, assessment, and develop relevant products for Joint Targeting during campaign execution, using simulation

Training Objectives

Staff officers are highly trained on developing Joint Targeting products for a commander during campaign execution. They are exposed to real-time decision-making process for submission to a commander

> **PO 1. Understand Joint Targeting in the context of mid-term operations (J35)**
> - ✓ ELO 1.1: Develop Targeting contribution to a JCO (JTCB)
> - ✓ ELO 1.2: Understand Target Support Cell (TSC) organisation, role, and production
> **PO 2. Understand TST prosecution**
> - ✓ ELO 2.1: Understand TST Coordination element (TCE) organisation, role, and production
> - ✓ ELO 2.2: Understand TST cell role organisation and production
> - ✓ ELO 2.3: Understand F2T2EA process

Job Performance Outcome: 300 – Advance level (Apply)

Student Criteria		
Background Knowledge - Prerequisites	**Rank/Grade**	**Language Proficiency**
Basic staff skills (how to staff documents, how to prepare and deliver a briefing to an authority) Basic knowledge of Microsoft Windows® and the common Microsoft Office® applications (Word®, PowerPoint® and Excel®) Prerequisite: JSBAS, JOKLT or JOGOS graduated	Captain to Colonel	English or French SLP 3232

Course Criteria		
Duration	**Class Size Mini/Maxi**	**Facility - Equipment**
5 working days	10-25	1x plenary room, with 25 tables & chairs, teacher desk and chair, 1x computer /projector/ screen, 2x white boards and associated stationary 2x (minimum 1x) syndicate rooms with 8 x tables & chairs, 1x computer /projector/ screen, 2x white boards, 2x paper boards and associated stationary - Ability to deliver basic admin tasks (e.g. printing)

Creation: Oct 20	Revision: N/A	Course card revision: N/A	#: 0

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Joint Personnel Recovery	Course ID: JOJPR

Purpose

Expose staff officers to generic Joint Personnel Recovery concepts and procedures using NATO standards.

Performance Objectives

Staff Officers are capable of **understanding** Joint Personnel Recovery, and of **contributing** to a joint Coordination Board Working group, in a national or multinational environment, applying NATO processes.

- ➢ **PO 1. Understand the fundamentals of joint personnel recovery within a joint campaign**
    - ✓ ELO 1.1: Understand the principles of joint personnel recovery
    - ✓ ELO 1.2: JPR Definitions
- ➢ **PO 2. Understand the Joint Personnel Recovery organisation and functioning**
    - ✓ ELO 2.1: Understand the Joint Personnel Recovery Command and Control organisation
    - ✓ ELO 2.2: Understand JPR specific risk analysis and response options
    - ✓ ELO 2.3: Understand the Joint Personnel Recovery operations and tasks

Job Performance Outcome: 200 – Intermediate level (Assist)

References: NATO AJP-3.3.9 Allied Joint Doctrine for Personnel Recovery (PR)

Student Criteria		
Background Knowledge - Prerequisites	**Rank/Grade**	**Language Proficiency**
Basic staff skills (how to staff documents, how to prepare and deliver a briefing to an authority). Basic knowledge of Microsoft Windows® and the common Microsoft Office® applications (Word®, PowerPoint® and Excel®). Prerequisite: JOBAS, JSBAS, JOKLT or JOGOS graduated.	Major to lieutenant-colonel	English or French SLP 3232

Course Criteria		
Duration / Delivery	**Class Size Mini/Maxi**	**Facility - Equipment**
5 working days (one week) • Classroom • Blended learning + classroom • Blended learning + virtual class	6/15	• 1x plenary room, with 20 tables & chairs, teacher desk and chair, 1x computer /projector/ screen, 2x white boards and associated stationary • 2x (minimum 1x) syndicate rooms with 8 x tables & chairs, 1x computer /projector/ screen, 2x white boards, 2x paper boards and associated stationary • Ability to deliver basic admin tasks (e.g. printing)

Creation: Oct 18	Revision: Apr 20	Course card revision: Apr 20	#: 0

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Joint Personnel Recovery Advanced	Course ID: JOJP+

Purpose

Enhance assigned personnel knowledge of processes and method to provide analysis, assessment, and develop relevant products for Joint Personnel Recovery during campaign execution, using simulation

Training Objectives

Staff officers are highly trained on developing Joint Personnel Recovery products for a commander during campaign execution. They are exposed to real-time decision-making process for submission to a commander

- ➢ **PO 1. Understand JPR in the context of mid-term operations (J35)**
  - ✓ ELO 1.1: Develop JPR contribution to a JCO
  - ✓ ELO 1.2: Understand JPRCC organisation, role, and production
- ➢ **PO 2. Understand JPR mission triggering, monitoring and assessment**
  - ✓ ELO 2.1: Develop JPR mission FRAGO
  - ✓ ELO 2.2: Conduct JPR mission at operational level
  - ✓ ELO 2.3: Develop JPR mission assessment

Job Performance Outcome: 300 – Advance level (Apply)

Student Criteria		
Background Knowledge - Prerequisites	**Rank/Grade**	**Language Proficiency**
Basic staff skills (how to staff documents, how to prepare and deliver a briefing to an authority) Basic knowledge of Microsoft Windows® and the common Microsoft Office® applications (Word®, PowerPoint® and Excel®) Prerequisite: JSBAS, JOKLT or JOGOS and JOJPR graduated	Captain to Colonel	English or French SLP 3232

Course Criteria		
Duration	**Class Size Mini/Maxi**	**Facility - Equipment**
5 working days	10-25	• 1x plenary room, with 25 tables & chairs, teacher desk and chair, 1x computer /projector/ screen, 2x white boards and associated stationary • 2x (minimum 1x) syndicate rooms with 8 x tables & chairs, 1x computer /projector/ screen, 2x white boards, 2x paper boards and associated stationary • Ability to deliver basic admin tasks (e.g. printing)
Creation: Oct 20	Revision: N/A	Course card revision: N/A	#: 0

Joint Operations Operational Battle Staff Training	**Course ID: JOBST**

Purpose

Staff Officers are capable of **integrating** a national or multinational operational HQ. Based on a realistic crisis scenario, this exercise aims at **training** an Operational HQ staff at conducting an operation at operational level using adapted NATO standard processes and procedures

Training Objectives

Application of processes and development of products of a joint operational staff.
Typical training objectives (to be refined during Initial Planning Conference - IPC):

- JFC HQ common operational process & procedures are implemented
- Joint operation is conducted using NATO standards & English language
- Lessons learned can be used to improve JFC HQ SOPs, Staff education & Training, equipment, chain of command
- Daily situation assessment encompassing all aspects of crisis is provided through collaborative work
- Information flow is managed to properly fuel both assessment and Decision cycle
- Options for a new JCO are proposed through collaborative work
- FRAGO are issued to correct assessed situation
- Operation assessment is initiated

Job Performance Outcome: 300 – Advance level (Apply)

Student Criteria

Background Knowledge - Prerequisites	Rank/Grade	Language Proficiency
Basic staff skills (how to staff documents, how to prepare and deliver a briefing to an authority) Basic knowledge of Microsoft Windows® and the common Microsoft Office® applications (Word®, PowerPoint® and Excel®) Prerequisite: JOBAS, JOKLT or JOGOS graduated	Captain to General Officer	English or French SLP 3232

Course Criteria

Duration	Class Size Mini/Maxi	Facility - Equipment
10 working days (two weeks) IPC, MPC, FPC (one week each) MELMIL seminar as required	• 10-40 into project team including exercise control. • 25/90 training audience	• Command Post Computer Assisted Exercise (CPX-CAX) • To be defined

| Creation: Feb 14 | Revision: Oct 20 | Course card revision: Oct 20 | #: 4 |

Joint Operations Strategic Battle Staff Training	Course ID: JSBST

Purpose

Staff Officers are capable of **integrating** a national or multinational strategic HQ. Based on a realistic crisis scenario, this exercise aims at **training** a strategic HQ staff at providing guidance orders and assessment to an operational HQ conducting an operation using adapted NATO standard processes and procedures

Training Objectives

Application of processes and development of products of a joint strategic staff

Typical training objectives (to be refined during Initial Planning Conference - IPC):

- Strategic HQ common operational process & procedures are implemented
- Joint operations are conducted using NATO standards & English language
- Lessons learned can be used to improve Strategic HQ SOPs, Staff education & Training, equipment, chain of command
- Daily situation assessment encompassing all aspects of crisis is provided through collaborative work
- Information flow is managed to properly fuel both assessment and Decision cycle
- Options for a new strategic directive are proposed through collaborative work
- FRAGO are issued to correct assessed situation
- Operation assessment is initiated

Job Performance Outcome: 300 – Advance level (Apply)

Student Criteria		
Background Knowledge - Prerequisites	**Rank/Grade**	**Language Proficiency**
Basic staff skills (how to staff documents, how to prepare and deliver a briefing to an authority) Basic knowledge of Microsoft Windows® and the common Microsoft Office® applications (Word®, PowerPoint® and Excel®) Prerequisite: JSBAS, JSKLT or JSGOS graduated	Captain to General Officer	English or French SLP 3232

Course Criteria		
Duration	**Class Size Mini/Maxi**	**Facility - Equipment**
10 working days (two weeks) IPC, MPC, FPC (one week each) MELMIL seminar as required	45/120 • 10-40 into project team including exercise control • 45-95 training audience	• Command Post Computer Assisted Exercise (CPX-CAX). • To be defined
Creation: Dec 16	Revision: N/A	Course card revision: N/A	#: 0

Basic Staff Skills Course Level 1		Course ID: BASK1
Purpose		
Prepare assigned personnel to integrate a national or multinational staff using standard office software		
Performance Objectives		
Staff Officers are capable of **drafting** operational products within a headquarters through collaborative work using Office® applications (Word®, PowerPoint® and Excel®), and **preparing and delivering** briefings to an authority, in a national or multinational environment, according to NATO standards. **Job Performance Outcome:** 300 – Advance level (Apply)		
Student Criteria		

Background Knowledge - Prerequisites	Rank/Grade	Language Proficiency
	Captain to Lieutenant-colonel	English or French SLP 3232

Course Criteria		
Duration / Delivery	**Class Size Mini/Maxi**	**Facility - Equipment**
5 working days (one week) • Classroom • Blended learning + classroom • Blended learning + virtual class	10 / 25	• 1x plenary room, with 25 tables & chairs, teacher desk and chair, 1x computer /projector/ screen, 2x white boards and associated stationary • 3x (minimum 2x) syndicate rooms with 10 x tables & chairs, 1x computer /projector/ screen, 2x white boards, 2x paper boards and associated stationary • Ability to deliver basic admin tasks (e.g. printing)
Creation: Oct 16	Revision: Apr 20	Course card revision: Apr 20 #: 0

Basic Staff Skills Course Level 2	Course ID: BASK2

Purpose

Prepare assigned personnel to apply standard information management rules within a national or multinational headquarters.

Performance Objectives

Staff Officers are capable of **managing information flow** within a headquarters through collaborative work using Office® applications (Word®, PowerPoint®, Excel® and SharePoint ®), in a national or multinational environment, according to NATO standards.

Job Performance Outcome: 200 – Intermediate level (Apply)

Student Criteria		
Background Knowledge - Prerequisites	**Rank/Grade**	**Language Proficiency**
Graduated from BASK1	Captain to Lieutenant-colonel	English or French SLP 3232

Course Criteria		
Duration / Delivery	**Class Size Mini/Maxi**	**Facility - Equipment**
5 working days (one week) • Classroom • Blended learning + classroom • Blended learning + virtual class	10 / 25	• 1x plenary room, with 25 tables & chairs, teacher desk and chair, 1x computer /projector/ screen, 2x white boards and associated stationary • 3x (minimum 2x) syndicate rooms with 10 x tables & chairs, 1x computer /projector/ screen, 2x white boards, 2x paper boards and associated stationary • Ability to deliver basic admin tasks (e.g. printing)
Creation: Oct 16	Revision: Apr 20	Course card revision: Apr 20 #: 0

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Exercise Planning Course		Course ID: EXPLA
Purpose		
Understand processes and organisation to plan for, mount and conduct a joint operational exercise		
Training Objectives		

Staff officer are capable to **contribute** to a project team for the preparation of a major joint exercise
- ➢ Exercise Specifications (EXSPEC)
- ➢ Exercise Plan (EXPLAN)
- ➢ Exercise Management
- ➢ Lessons learned

Job Performance Outcome: 300 – Advance level (Apply)

Student Criteria		
Background Knowledge - Prerequisites	**Rank/Grade**	**Language Proficiency**
Basic staff skills (how to staff documents, how to prepare and deliver a briefing to an authority) Basic knowledge of Microsoft Windows® and the common Microsoft Office® applications (Word®, PowerPoint® and Excel®) Prerequisite: If possible graduated from JOBAS, JSBAS or JOKLT	Captain to Colonel	English or French SLP 3232

Course Criteria		
Duration / Delivery	**Class Size Mini/Maxi**	**Facility - Equipment**
5 working days (one week) • Classroom • Blended learning + classroom • Blended learning + virtual class	10/25	• 1x plenary room, with 25 tables & chairs, teacher desk and chair, 1x computer /projector/ screen, 2x white boards and associated stationary • 3x (minimum 2x) syndicate rooms with 10 x tables & chairs, 1x computer /projector/ screen, 2x white boards, 2x paper boards and associated stationary • Ability to deliver basic admin tasks (e.g. printing) •
Creation: Jan 15	Revision: Apr 20	Course card revision: Apr 20 #: 0

Exercise Evaluation Course	Course ID: EXEVA

Purpose

Understand processes and organisation to evaluate and analyse joint operational exercise, using NATO concepts and wordings

Training Objectives

Staff officers and key leaders are capable to **contribute** to an evaluation team to evaluate Principal Training Audience production and efficiency in a joint exercise.

Job Performance Outcome: 300 – Advance level (Apply)

Student Criteria		
Background Knowledge - Prerequisites	**Rank/Grade**	**Language Proficiency**
Basic staff skills (how to staff documents, how to prepare and deliver a briefing to an authority) Basic knowledge of Microsoft Windows® and the common Microsoft Office® applications (Word®, PowerPoint® and Excel®). EXPLA graduated.	Major to Colonel	English or French SLP 3232

Course Criteria		
Duration / Delivery	**Class Size Mini/Maxi**	**Facility - Equipment**
5 working days (one week) • Classroom • Blended learning + classroom • Blended learning + virtual class	8/15	• 1x plenary room, with 25 tables & chairs, teacher desk and chair, 1x computer /projector/ screen, 2x white boards and associated stationary • 2x (minimum 1x) syndicate rooms with 10 x tables & chairs, 1x computer /projector/ screen, 2x white boards, 2x paper boards and associated stationary • Ability to deliver basic admin tasks (e.g. printing)
Creation: Jan 15	Revision: Apr 20	Course card revision: Apr 20 #: 0

Land Operations Staff Officer Course	Course ID: LOBAS

Purpose

Prepare assigned personnel to apply processes and method in order to provide analysis, assessment, and develop relevant products for submission to the approval and decision of a Land Component Commander at Division level

Performance Objectives

Staff Officers are capable of **understanding** the contribution of land forces to a joint campaign, and of **contributing** to a land operations planning group (LOPG) or a LCC HQ during the **execution** of a land campaign, in a national or multinational environment, applying NATO processes.

- ➢ **PO 1. Understand the fundamentals of land operations in a joint campaign**
    - ✓ Level of command, C2 structure, LCC organisation
- ➢ **PO 2. Understand the contributions of major functions to the decision cycle of a LCC HQ**
- ➢ **PO 3. Understand and apply the principles of operational art and design and planning process within the Land contribution to joint strategic and operational planning**
    - ✓ Understand the major phases and output of operational planning
    - ✓ Understand and apply the air power contribution to the development of operational plans
    - ✓ Understand the principles of organisation of a land operational planning group (LOPG)
    - ✓ Understand the working processes of a LOPG
- ➢ **PO 4. Understand and apply LCC process to develop the Land OPLAN and the Land OPORDER (main effort of the course)**
- ➢ **PO 5. Understand and apply LCC process in the execution of a joint campaign**

Job Performance Outcome: 300 – Advance level (Apply)

Ref: NATO ACO COPD, Dec 13.
Tactical DMP for Operations (MEDOT) PFT 5.1 CDT 60.001

Student Criteria

Background Knowledge - Prerequisites	Rank/Grade	Language Proficiency
Basic staff skills (how to staff documents, how to prepare and deliver a briefing to an authority) Basic knowledge of Microsoft Windows® and the common Microsoft Office® applications (Word®, PowerPoint® and Excel®)	Captain to Lieutenant-colonel	English or French SLP 3232

Course Criteria

Duration / Delivery	Class Size Mini/Maxi	Facility - Equipment
20 working days (four weeks) • Classroom • Blended learning + classroom • Blended learning + virtual class	10 / 25	• 1x plenary room, with 25 tables & chairs, teacher desk and chair, 1x computer /projector/ screen, 2x white boards and associated stationary • 3x (minimum 2x) syndicate rooms with 10 x tables & chairs, 1x computer /projector/ screen, 2x white boards, 2x paper boards and associated stationary • Ability to deliver basic admin tasks (e.g. printing)
Creation: Feb 17	Revision: Apr 20	Course card revision: Apr 20 #: 1

LCC Intelligence Staff Officer Course	**Course ID: LOINT**

Purpose

Prepare staff officers selected for a position in the **Intelligence Branch (G2)** of a Land Component Level Headquarters (LCC HQ) to apply processes and methods in order to provide analysis, and develop relevant products for submission to the decision and approval of a land component commander in the context of an expeditionary joint operation.

Note: This course is designed to be delivered in conjunction with the LCC Staff Officer Course (LOBAS).

Performance Objectives

Staff Officers are capable of **understanding** the role and functions of the Intelligence Branch at the LCC level in the context of a joint campaign, **contributing** to the development of plans and orders of a G2/LCC HQ**,** and **contributing** to the execution of a joint campaign within a G2/LCC HQ.

- ➢ **PO 1. Understand the fundamentals of land operations in a joint campaign**
    - ✓ Level of command, C2 structure, LCC organisation
- ➢ **PO 2. Understand the contributions of G2 to the decision cycle of a LCC HQ**
- ➢ **PO 3. Understand and apply the principles of operational art and design and planning process within the Land contribution to joint strategic and operational planning (G2)**
    - ✓ Understand the major phases and output of operational planning
    - ✓ Understand and apply the land intelligence contribution to the development of operational plans
    - ✓ Understand the principles of organisation of a land operational planning group (LOPG)
    - ✓ Understand the working processes of a LOPG
- ➢ **PO 4. Understand and apply LCC intelligence process to develop the intelligence contribution to the Land OPLAN and the Land OPORDER (main effort of the course)**
- ➢ **PO 5. Understand and apply LCC Intelligence process in the execution of a joint campaign**

Job Performance Outcome: 300 – Advance level (Apply)

 Ref: NATO ACO COPD, Dec 13

Student Criteria		
Background Knowledge - Prerequisites	**Rank/Grade**	**Language Proficiency**
Basic staff skills (how to staff documents, how to prepare and deliver a briefing to an authority) Basic knowledge of Microsoft Windows® and the common Microsoft Office® applications (Word®, PowerPoint® and Excel®)	Captain to Lieutenant-colonel	English or French SLP 3232

Course Criteria		
Duration / Delivery	**Class Size Mini/Maxi**	**Facility - Equipment**
20 working days (four weeks) • Classroom • Blended learning + classroom • Blended learning + virtual class	10 / 25	• 1x plenary room, with 25 tables & chairs, teacher desk and chair, 1x computer /projector/ screen, 2x white boards and associated stationary • 3x (minimum 2x) syndicate rooms with 10 x tables & chairs, 1x computer /projector/ screen, 2x white boards, 2x paper boards and associated stationary • Ability to deliver basic admin tasks (e.g. printing)
Creation: Feb 17	Revision: Apr 20	Course card revision: Apr 20 #: 0

Air Operations Staff Officer Course	Course ID: AOBAS

Purpose

Prepare assigned personnel to apply processes and method in order to provide analysis, assessment, and develop relevant products for submission to the approval and decision of a JFACC

Performance Objectives

Staff Officers are capable of **understanding** the contribution of air power to a joint campaign, and of **contributing** to an air operations planning group (AOPG) or a JFACC HQ during the **execution** of an air campaign, in a national or multinational environment, applying NATO processes.

- ➢ **PO 1. Understand the fundamentals of air operations in a joint campaign**
  - ✓ Level of command, C2 structure, JFACC organization
- ➢ **PO 2. Understand the contributions of major functions to the decision cycle of a JFACC HQ**
- ➢ **PO 3. Understand and apply the principles of operational art and design and planning process within the Air contribution to joint strategic and operational planning**
  - ✓ Understand the major phases and output of operational planning
  - ✓ Understand and apply the air power contribution to the development of operational plans
  - ✓ Understand the principles of organisation of a air operational planning group (AOPG)
  - ✓ Understand the working processes of an AOPG
- ➢ **PO 4. Understand and apply JFACC process to develop the Air Operations Directive (main effort of the course)**
- ➢ **PO 5. Understand and apply JFACC process to develop the MAOP and ATO**
- ➢ **PO 6. Understand and apply JFACC process in the execution of an air campaign**
  - ✓ Battle Rhythm
  - ✓ Targeting, TST
  - ✓ Joint Personnel Recovery and CSAR

Job Performance Outcome: 300 – Advance level (Apply)

Ref: NATO ACO COPD, Dec 13
AJP-3.3 (A)Allied Joint Doctrine for Air & Space Operations
AJP-3.3.5 (A) Joint Airspace Control
AJP-3.3.7 CJFACC
AJP-3.3.9 Joint Personnel Recovery

Student Criteria		
Background Knowledge - Prerequisites	**Rank/Grade**	**Language Proficiency**
Basic staff skills (how to staff documents, how to prepare and deliver a briefing to an authority) Basic knowledge of Microsoft Windows® and the common Microsoft Office® applications (Word®, Ppt® and Excel®)	Captain to Lieutenant-colonel	English or French SLP 3232

Course Criteria		
Duration / Delivery	**Class Size Mini/Maxi**	**Facility - Equipment**
15 working days (three weeks) • Classroom • Blended learning + classroom or virtual class	10 / 25	• 1x plenary room, with 25 tables & chairs, teacher desk and chair, 1x computer /projector/ screen, 2x white boards and associated stationary • 3x (minimum 2x) syndicate rooms with 10 x tables & chairs, 1x computer /projector/ screen, 2x white boards, 2x paper boards and associated stationary • Ability to deliver basic admin tasks (e.g. printing)

Creation: Feb 17	Revision: Apr 20	Course card revision: Apr 20	#: 0

Air Operations Key Leader Course	Course ID: AOKLT

Purpose

Prepare key leaders to hold a key position in a National or Combined JFACC HQ, up to chief of a functional cell

Performance Objectives

Key leaders understand the contribution of air power to a joint campaign and are capable of managing main functions and branches of a JFACC HQ, providing draft commander's input to planning and execution (AOD, MAOP, ACO, ATO). Ensure proper application of processes and method in order to provide analysis, assessment, and develop relevant products for submission to the approval and decision of a JFACC commander.

> **PO 1. Understand the fundamentals of air operations in a joint campaign**
>   ✓ Level of command, C2 structure, JFACC organization
> **PO 2. Understand the contributions of major functions to the decision cycle of a JFACC HQ**
> **PO 3. Understand and apply the principles of operational art and design and planning process within the Air contribution to joint strategic and operational planning**
> **PO 4. Understand and apply JFACC process to develop the Air Operations Directive (main effort of the course)**
> **PO 5. Understand and apply JFACC process to develop the MAOP and ATO**
> **PO 6. Understand and apply JFACC process in the execution of an air campaign**
>   ✓ Battle Rhythm
>   ✓ Targeting, TST
>   ✓ Joint Personnel Recovery and CSAR

Job Performance Outcome: 300 – Advance level (Apply)

Student Criteria		
Background Knowledge - Prerequisites	**Rank/Grade**	**Language Proficiency**
Basic staff skills (how to staff documents, how to prepare and deliver a briefing to an authority) Basic knowledge of Microsoft Windows® and the common Microsoft Office® applications (Word®, PowerPoint® and Excel®)	Colonel or selected Lieutenant-colonel. Pilot, OPS, GCI, AOC.	English or French SLP 3232

Course Criteria		
Duration / Delivery	**Class Size Mini/Maxi**	**Facility - Equipment**
10 working days (two weeks) • Classroom • Blended learning + classroom • Blended learning + virtual class	6/15	• 1x plenary room, with 20 tables & chairs, teacher desk and chair, 1x computer /projector/ screen, 2x white boards and associated stationary • 2x (minimum 1x) syndicate rooms with 10 x tables & chairs, 1x computer /projector/ screen, 2x white boards, 2x paper boards and associated stationary • Ability to deliver basic admin tasks (e.g. printing)
Creation: Feb 17	Revision: Apr 20	Course card revision: Apr 20	#: 0

Air Operations Battle Staff Training	Course ID: AOBST

Purpose

Prepare assigned personnel to at conducting Air operation in a JFACC using adapted NATO standard processes and procedures.

Training Objectives

JFACC Officers are initiated to running air operations within JFACC in a national or multinational environment, applying NATO processes.

➢ **TO 1. Apply JFACC process in the execution of an air campaign**
  ✓ Battle Rhythm
  ✓ Contribution of JFACC cells to the decision-making cycle
➢ **TO 2. Apply JFACC process to develop the MAOP and ATO using Air Operations Directive**
➢ **TO 3. Apply JFACC process to make change in current ATO in response of moving situation**
➢ **TO 4. Implement ATO for real LIVEX and simulated aircraft**

Job Performance Outcome: 30 – Advance level (Apply)

Ref: NATO ACO COPD, Dec 13
AJP-3.3 (A)Allied Joint Doctrine for Air & Space Operations
AJP-3.3.5 (A) Joint Airspace Control
AJP-3.3.7 CJFACC
AJP-3.3.9 Joint Personnel Recovery

Student Criteria		
Background Knowledge - Prerequisites	**Rank/Grade**	**Language Proficiency**
Basic staff skills (how to staff documents, how to prepare and deliver a briefing to an authority) Basic knowledge of Microsoft Windows® and the common Microsoft Office® applications (Word®, PowerPoint® and Excel®) Prerequisites: graduated from AOBAS or AOKLT	Captain to Lieutenant-colonel	English or French SLP 3232

Course Criteria		
Duration / Delivery	**Class Size Mini/Maxi**	**Facility - Equipment**
10 working days (two weeks)	30/105 • 5-15 into project team including exercise control; • 25-90 training audience	• Command Post Computer Assisted Exercise (CPX-CAX). • To be determined
Creation: Feb 17	Revision: Apr 20	Course card revision: Apr 20 #: 0

Naval Operations Battle Staff Training (NOC or MCC level)	**Course ID: NOCE+**

Purpose

Prepare assigned personnel to at conducting Naval operation in a MCC using adapted NATO standard processes and procedures

Training Objectives

MCC Officers are initiated to running air operations within **M**CC in a national or multinational environment, applying NATO processes

- ➢ **TO 1. Apply MCC process in the execution of a Naval campaign**
    - ✓ Battle Rhythm
    - ✓ Contribution of MCC cells to the decision-making cycle
- ➢ **TO 2. Apply MCC process to develop the MAOP and ATO using OpGen**
- ➢ **TO 3. Apply MCC process to issue daily directives in response of moving situation**
- ➢ **TO 4. Implement OpGen**

Job Performance Outcome: 300 – Advance level (Apply)

 Ref: NATO ACO COPD, last version

Student Criteria		
Background Knowledge - Prerequisites	**Rank/Grade**	**Language Proficiency**
Basic staff skills (how to staff documents, how to prepare and deliver a briefing to an authority) Basic knowledge of Microsoft Windows® and the common Microsoft Office® applications (Word®, PowerPoint® and Excel®)	Lieutenant to commander	English or French SLP 3232

Course Criteria		
Duration / Delivery	**Class Size Mini/Maxi**	**Facility - Equipment**
10 working days (two weeks)	30/105 • 5-15 into project team including exercise control; • 25-90 training audience	• Command Post Computer Assisted Exercise (CPX-CAX). • To be determined
Creation: Feb 19	Revision: Apr 20	Course card revision: Apr 20 #: 3

NATO Comprehensive Operations Planning Course	Course ID: NCOPC
Purpose	
JPL-OP-36813	
Performance Objectives	

Staff Officers are capable of **understanding** joint operations, and of **contributing** to a joint operational planning group, in a NATO environment, applying NATO processes*.*

PO 1:

1. **Performance statement:** Identify the fundamentals of joint operations in a comprehensive approach, and the contribution of major functions

2. **Conditions:**
   Day 1
   E-learning, plenary room lecture, given scenario

3. **Standards:**
   Student will:
   Identify NATO OPP Phases
   Identify roles & responsibilities of the different levels of command
   Identify roles & responsibilities in a JOPG
   Understand the principles of a joint campaign in the context of a comprehensive approach

4. **Proficiency level:** 300

PO 2:

1. **Performance statement**: Perform the analysis to support the operational level appreciation of the crisis and operational advice on MROs (COPD Phase 1 – 2)

2. **Conditions:**
   Day 1 – 2
   E-learning, plenary sessions and syndicate workshops in separate rooms
   Joint Operational Planning Group and supporting elements (to include Strategic level)
   Given instructions, scenario, Commander's guidance and strategic planning documents

3. **Standards**:
   Student will:
   Develop initial situation awareness
   Identify the strategic context
   Analyse SACEUR's strategic assessment, guidance, and Military Response Options (MROs)
   Develop operational advise and submit to an operational commander
   Warning

   Proficiency level: 300

PO 3:

1. **Performance statement:** Apply COPD process during operational estimate Phase 3A-Mission analysis

2. Conditions:
Day 3 to day 6
Joint Operational Planning Group and supporting elements (to include strategic level).
E-learning, plenary sessions and syndicate workshops in separate rooms
Given scenario; Tactical level inputs; Given Commander's guidance

3. Standards:
Student will:
Identify major operational art concepts
Develop a system perspective of the engagement space at operational level (PMESII)
Understand the framing of the operational level problem
Apply the analysis of the mission process
Understand operational design development
Develop operational assumptions, limitations and risks
Develop Information operations framework as part of strategic communications: messages, target audiences, goals, campaign narrative
Develop Initial force estimate and C2 requirement
Produce Mission Analysis Briefing and operational planning guidance

4. Proficiency level: 300

PO 4:

1. Performance statement: Apply COPD process during operational estimate phase 3B-COA development

2. Conditions:
Day 7 to day 9
E-learning, plenary sessions and syndicate workshops in separate rooms
Joint Operational Planning Group and supporting elements (to include strategic level).
Given scenario, tactical level inputs, given Commander's guidance

3. Standards:
Student will:
Apply preparation for COA development
Develop common factors for all options, including key operational requirements
Produce tentative COAs and conduct Commander's update
Prepare detailed description of each COA including key military tasks, risks, information operations, resources, logistic and C2 considerations
Develop COA comparison and analysis
Develop operational risk analysis
Refine resources requirement
Produce COA Decision Briefing

4. Proficiency level: 300

PO 5:

1. Performance statement: Develop an Operational Plan (OPLAN) for execution and transition (COPD Phase 4 – 6)

2. Conditions:
Day 10
E-learning, plenary room lecture

Given scenario

3. **Standards:**
   Students will:
   Refine CONOPS and Operational Planning Directive
   Perform CONOPS and OPLAN development
   Produce Fragmentation / Joint Coordination Orders, branch plans and sequels, assessment plans.

4. **Proficiency Leve**l: 300

Student Criteria		
Background Knowledge - Prerequisites	**Rank/Grade**	**Language Proficiency**
Basic staff skills (how to staff documents, how to prepare and deliver a briefing to an authority) Basic knowledge of Microsoft Windows® and the common Microsoft Office® applications (Word®, PowerPoint® and Excel®)	Captain to Lieutenant-colonel	English or French SLP 3232

Course Criteria		
Duration / Delivery	**Class Size Mini/Maxi**	**Facility - Equipment**
10 working days (two weeks) • Classroom • Blended learning + classroom Blended learning + virtual class	• 10/30	• 1x plenary room, with 30 tables & chairs, teacher desk and chair, 1x computer /projector/ screen, 2x white boards and associated stationary • 2x (minimum 1x) syndicate rooms with 10 x tables & chairs, 1x computer /projector/ screen, 2x white boards, 2x paper boards and associated stationary • Ability to deliver basic admin tasks (e.g. printing)
Creation: Jan 22	Revision: Jan 22	Course card revision: Jan 22 #: 2

NATO Strategic Operations Planning Course	**Course ID: NSOPC**

Purpose

Performance Objectives

PO 1:

1. **Performance statement:** Identify the fundamentals of NATO's Operations Planning Process within a comprehensive approach, and the contribution of major functions at the strategic level (COPD Chapter 3, the Strategic Level).

2. **Conditions:**
   Day1
   Plenary room lecture, COPD, given scenario.

3. **Standards:**
   Student will:
   Identify NATO OPP Phases
   Identify roles & responsibilities of the different levels of command
   Identify roles & responsibilities in a Strategic Planning Group.

4. **Proficiency level:** 300

PO 2:

1. **Performance statement**: Perform the analysis to support the Strategic Assessment development (NCRP Phase 1 - 2, COPD Phase 1 - 2) within the Political-Military Estimate.

2. **Conditions:**
   Day 1 – 2
   Plenary sessions and syndicate workshops in separate rooms
   Strategic Planning Group
   Given instructions, scenario, Commander's guidance and Political planning documents.

3. **Standards**:
   Student will:
   Develop initial situation awareness
   Identify the political and strategic context
   Develop a system perspective of the engagement space at strategic level (PMESII)
   Develop SACEUR's strategic assessment.

4. **Proficiency level:** 300

PO 3:

1. **Performance statement:** Apply COPD process during Political-Military Estimate at Strategic Level, Phase 3- Military Response Options Development.

2. **Conditions:**
   Day 3
   Strategic Planning Group and supporting elements
   Plenary sessions and syndicate workshops in separate rooms
   Given scenario, Operational level inputs, Given Commander's guidance.

3. **Standards:**
   Student will:
       Apply the analysis of Political Direction and Guidance
       Develop MROs
       Compare MROs
       Produce MRO Analysis Briefing.

4. **Proficiency level**: 300

PO 4:

1. **Performance statement:** Apply COPD process during Strategic Political-Military Plan development, Phase 4a Strategic CONOPS development, drafting of the Strategic Planning Directive.

2. **Conditions:**
   Day 4
   Plenary sessions and syndicate workshops in separate rooms
   Strategic Planning Group and supporting elements (to include strategic level)
   Given scenario, operational level inputs, given Commander's guidance.

3. **Standards:**
   Student will:
       Apply preparation for Strategic CONOPS development
       Develop updating of the Selected Military Response Option
       Produce a draft of SACEUR's Strategic Intent and Guidance
       Prepare detailed description of paragraphs including risks, information activities, CoG, Strategic Effects, Preconditions for Success, Subordinate Missions and Objectives.

4. **Proficiency level**: 300

PO 5:

1. **Performance statement:** Apply COPD process during Strategic Political-Military Plan development, Phase 4b Strategic OPLAN development, and for execution and transition (COPD Phase 5 – 6).

2. **Conditions:**
   Day 5
   Plenary room lectures
   Given scenario.

3. **Standards:**
   Students will:
       Perform OPLAN development
       Describe Phases 3a-3b at Operational Level
       Develop plans during the execution of an operation.

4. **Proficiency Level**: 300

Student Criteria		
Background Knowledge - Prerequisites	**Rank/Grade**	**Language Proficiency**
Basic staff skills (how to staff documents, how to prepare and deliver a briefing to an authority) Basic knowledge of Microsoft Windows® and the common Microsoft Office® applications (Word®, PowerPoint® and Excel®)	Captain to Lieutenant-colonel	English or French SLP 3232

Course Criteria		
Duration / Delivery	**Class Size Mini/Maxi**	**Facility - Equipment**
5 working days (one week) • Classroom • Blended learning + classroom Blended learning + virtual class	• 10/30	• 1x plenary room, with 30 tables & chairs, teacher desk and chair, 1x computer /projector/ screen, 2x white boards and associated stationary • 2x (minimum 1x) syndicate rooms with 10 x tables & chairs, 1x computer /projector/ screen, 2x white boards, 2x paper boards and associated stationary • Ability to deliver basic admin tasks (e.g. printing)
Creation: Jan 22	Revision: Jan 23	Course card revision: Jan 23 #: 0

ANNEXE B : Développement de scénario

Pour adapter les cours et les vignettes au cadre stratégique spécifique du client, l'IFESO développe les éléments de scénario sur une base choisie par le client.

Le format suivant permet de cadrer les besoins en éléments de scenario, en fonction du besoin du client.

Pour une adaptation d'un scénario existant, le client fournit les parties I à III.

En principe, tous les éléments de scénario développé par l'IFESO sont au format de documents opérationnels afin d'accoutumer les stagiaires à ce qu'ils rencontreraient dans la réalité.

Pour des besoins supplémentaires de développement de produits spécifiques, un devis serait nécessaire.

SCENARIO DESCRIPTION TEMPLATE

Scenario Name
PART I: Scenario setting

Documents	Provided by client	To be developed by IFESO	
Maps		Real	Fictitious
Country books		Real	Fictitious
		Type/# of countries	
		Democratic	Autocratic
		Rogue	Failed

Additional Guidance:
- **Type of maps:** paper, electronic, scale, additional requirements (nautical and/or aeronautical charts and documents, etc.)

Scenario Name
PART II: Crisis settings – Strategic Context

Documents	Provided by client	To be developed by IFESO
Road to crisis		
Political Framework (UNSCR, Peace agreements, Defence Agreements, etc.)		
Strategic Assessment		
Military Response Options		
Political Guidance / Directive (NAC ID, IMD, DIP, …)		
Additional Guidance		

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Scenario Name
PART III: Crisis settings – Type of operation & Force level

Type of Operation	Expeditionary		Homeland Defence	
	Coalition	OTAN	UE	National
	Humanitarian	Peace enforcement	War fighting	NEO
Level of Force – Friendly side	**Air**	**Land**	**Maritime**	**Special Forces**
		Bon/Bde/Div/Corps	TU – TG - TF	SOTU / SOTG / SOCC
			ASU	SOTG
			ASW	SOATG
			Aircraft Carrier TG	SOMTG
			SSN - SSK	
Level of Force – Opposing side	**Air**	**Land**	**Maritime**	**Special Forces**
		Bon/Bde/Div/Corps	TU – TG - TF	SOTU / SOTG / SOCC
			ASU	SOTG
			ASW	SOATG
			Aircraft Carrier TG	SOMTG
			SSN - SSK	
	Asymmetric (militias)	IEDs	Insurgency	
Additional Guidance				

Scenario Name
PART IV: Operational documents

Documents	Provided by client	To be developed by IFESO
Strategic Planning Directive		
Operational Commander's Guidance for Mission Analysis		
Operational Mission Analysis Briefing		
Operational Decision Briefing		
Concept of operation		
Execution support documents (Vignettes)		
Additional Guidance		

Scenario Name
PART V: Battle Staff Training – Exercise Support Documentation

Documents	Provided by client	To be developed by IFESO
Training Objectives		
Concept of operation		
Joint Coordination Order (JCO)		
STARTEX Situation		
MEL MIL		

Additional Guidance

ANNEXE C : Fiche de cadrage de formation

Formation pour Organisme N° XX

1ère Partie : Cadre de la formation

Audience	
Objectif général	
Objectifs particuliers	
Attendus	-
Durée	
Date	../../….
Informations supplémentaires :	

- **Echéancier de préparation : …**
- **Points de contact: …**
- **Éléments fournis :**

Documents et simulation à développer :

2ème Partie : Scénario

Scénario	
Rôle du CRR-Fr	
Situation	
Ordre de bataille	
Informations supplémentaires :	

3ème Partie : détails du programme

Script	
Programme détaillé	
Documents préparés	
Attendus	
Informations supplémentaires :	

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ANNEXE D : Référentiel de compétences

Référence : Référentiel des emplois de la défense (REDEF), édition février 2011.

Titre	
Familles professionnelles	Management ;
Filière professionnelle	Gestion de crise ; emploi des forces ;
Niveau d'emploi	Conception - Direction - Expertise haut niveau
Caractéristiques	Spécifique au personnel militaire
Finalités	
- Planifier, préparer et conduire les opérations militaires dans une approche globale des crises et en coordination avec les actions civiles dans état-major stratégique, opératif ou tactique. - Accompagner les manœuvres militaires en dirigeant le processus de conception et de planification des opérations militaires d'influence et en participant à leur conduite - Assurer la mise en œuvre et l'utilisation opérationnelle de moyens de simulation - Formaliser et mettre en œuvre une démarche qualité utilisant - Planifier, préparer et conduire la logistique des opérations militaires ou de sécurité publique - Préparer des ordres logistiques et les soumettre à la décision du commandement	
Description des activités principales	
Pour une opération considérée : - Elaboration de la stratégie militaire, définition des doctrines d'emploi des forces, détermination du besoin capacitaire, préparation des plans d'opérations militaires dans le cadre de la planification - Elaboration, organisation, conduite et contrôle de la préparation opérationnelle - Conduite des opérations en état-major - Commandement de la manœuvre en opération ou en exercice au niveau stratégique, opératif ou tactique - Contribution au processus de prise de décision et d'élaboration des ordres lors de la planification et de la conduite des opérations - Conception et planification des programmes thématiques d'opérations militaires d'influence - Conseil au haut commandement pour le choix et l'emploi des vecteurs de communication d'opérations militaires d'influence - Mise en œuvre d'outils de simulation - Elaboration de scénarii pour les exercices majeurs et les exercices assistés par ordinateur Assistance aux usagers pendant les exercices - Exploitation de messagerie et d'ordres relatifs à des opérations - Recueil d'éléments d'information ayant une influence sur les opérations en cours et concourant à la mise à jour de la situation tactique - Constitution et mise à jour de banques de données et de tableaux de suivi de situation - Aide à l'élaboration de briefings, de comptes rendus et de rapports - Définition des aspects logistiques des doctrines d'emploi des forces et des plans d'opérations - Détermination du besoin capacitaire logistique	

- Elaboration, organisation, conduite et contrôle de la préparation des unités logistiques
- Conduite de la logistique des opérations
- Participation à la rédaction des ordres logistiques destinés aux unités subordonnées
- Coordination des opérations élémentaires de logistique
- Suivi de la capacité opérationnelle des unités et élaboration de synthèses logistiques
- Actualisation des bases de données logistiques

Compétences techniques	Compétences militaires
- Droit des conflits armés et fonctionnement des organisations internationales de sécurité - Facteurs de la performance collective et individuelle - Langue(s) étrangère(s) appliquée(s) au domaine de spécialité - Méthodes d'analyse et de résolution de problèmes - Méthodes et techniques de contrôle de gestion - Méthodes d'organisation du travail - Techniques et stratégie d'influence - Dialogue en milieu diplomatique ou militaire étranger (dans certains cas) - Techniques de communication - Bureautique et systèmes d'information et de communication spécifiques - Composantes de la logistique militaire et civile - Systèmes d'information logistique - Doctrine et concept logistiques	- Planification et conduite d'opérations - Outils et procédures spécifiques aux opérations interarmées et interalliés - Concept de gestion des crises et d'emploi des forces dans un cadre national ou interalliés - Principes et techniques du commandement - Mise en œuvre des armes et des techniques de combat - Techniques d'information et d'influence en soutien des opérations Militaires - Concept de gestion des crises et d'emploi des forces - Connaissance des capacités opérationnelles des forces armées - Connaissance des théâtres d'opérations extérieures - Connaissance de la conduite des opérations - Concept d'emploi des forces - Capacité d'adaptation rapide à un environnement de crise - Connaissance des Règles d'engagement en vigueur au sein des armées
Perspectives	
Expert de haut niveau du commandement et contrôle des opérations interarmées	
Officier d'état-major stratégique ou opératif	
Officier d'état-major tactique	
Expert de haut niveau charge des opérations militaires d'influence	