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INSTITUT FRANÇAIS D'ENSEIGNEMENT
STRATÉGIQUE ET OPÉRATIF

French Institute for Strategic and Operational Education

Courses Catalogue 2023

V2

IFESO  **Middle East FZE**

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1 IFESO Presentation

The ability to prepare, plan for, conduct and assess **joint operations** at strategic, operational and tactical levels represents a large spectrum of skills. Those skills range from an in-depth understanding of **joint capabilities**, complemented with the ability to **combine** them to achieve a **political aim**. This ability is defined by a set of familiar **procedures**, the right **operation planning mind-set**, and the **managerial ability** to generate efficient cross-functional thinking.

The build-up of such a Command and Control (C2) capability is a long-term effort. It implies dedicated education and training programmes, adapted and tailored to the desired goal: to bring the necessary number of staff officers, key leaders and general officers to the level of collective confidence in their ability to deliver strategic, operational and tactical effects, with the best possible use of the means allocated. Once established, this C2 capability needs to be maintained accordingly.

The *French institute for Strategic and Operational Education* (IFESO) has developed a unique set of programmes to enable the building up of a joint operations C2 capability. The packages provided are **adapted** to the client's **requirement, level of ambition and expertise** and encompass **education and training, organisational adaptation** (audit and consulting) and **procedural development** (e.g. Standard Operating Procedures) in order to deliver a lasting self-sustainable capability, based on the set of courses at Annex A.

IFESO's curriculums are based on recognised method of crisis response planning and execution relevant to joint strategic, operational and tactical level armed forces, fully compatible with **NATO processes**. Managed by a key nucleus of reserve French officers, IFESO relies on a large network of experienced experts who occupied senior positions in French, EU or NATO countries armed forces in various operational fields. IFESO maintains ties with CPOIA (French national Joint Operations Command), to **guarantee the quality and currency** of the education and training.

2 IFESO Instructional Methodology

2.1 Principles

The main objective of the proposed programs is to acquire and then maintain a selected operational capability. They are structured around different educational bricks depending on the goal to be achieved.

The training sessions offered are based on the following two principles:

- The central place of practice for the sake of effective and attractive pedagogy.
- Innovation and the use of new technologies:
 - E-learning.
 - Virtual classroom.
 - Simulation. Our partnership with MASA allows us to carry out vignettes or exercises of all levels.

A complete curriculum allows for the acquisition of knowledge, the development of skills and the deepening of capabilities.

Five types of training bricks are available for each level of responsibility:

E-learning: The e-learning training allows trainees to understand the concepts, methods and definitions through short videos, summary sheets, targeted questions and examples.

Application courses: Application courses take up the major points of the method taught but mainly focus on making the trainees practice in tutorials that take the form of vignettes. These vignettes aim to master a problem at a stage of the method in planning or in execution of a joint campaign. Depending on the level of the trainees, they offer all or part of staff work which is to be completed, synthesized, amended, or used for decision-making. Application courses can take place either face-to-face or in a virtual classroom.

Training exercises: The training exercises constitute a synthesis of collective teaching. These exercises use the planning products developed by the trainees, they allow you to "play" the plan and confront your own mistakes. These exercises can use a simulation which increases their realism. As with the practical training, IFESO has developed a capacity to conduct these exercises at a distance using a virtual classroom platform.

Simulation: Simulation allows for the modelling of the operational environment and the actors. It facilitates, thanks to a dynamic presentation of the history of operations, a rapid and complete appreciation of the situation by the players. It models the orders drawn up by the players, it restores the results of the actions taken, the reports of the subordinate levels, it allows replay as well as after action analysis. Simulation is used during training exercises and advanced training.

Advanced training courses: Advanced training courses offer complex scenarios centred on a particular operational function. Simulation is systematically used and allows for increased realism in the modelling of the environment.

Today, only IFESO offers comprehensive training courses differentiated according to the level of responsibility held by the learner (staff officer, division / branch / cell head, decision maker). This differentiation makes it possible to address both the substance of the issues within the framework of the procedures, but also the management and running of a multidisciplinary working group.

The courses are generally delivered in the country and the infrastructure of the client. Subject to anticipation and evaluation of funding, it is possible to consider conducting these training courses in France, in an infrastructure that we would offer.

2.2 Methodology

2.2.1 Requirement analysis

A complete understanding of the exact customer requirement is essential to building a relevant capability building program. This analysis is systematically carried out, whatever the service requested.

Depending on the client, it can be carried out in several ways: exchange of letters, analysis sessions, writing of exercise files. Annex C shows the tool for preparing a training program.

The analysis is carried out in two stages:

- **Step1: training objectives (frame 1)**

The precise definition of training objectives is a prerequisite for any program proposal. Depending on the complexity of the skills to be acquired or trained, the detailed objectives are either expressed by the client or developed with him.

- **Step 2: development of a program proposal (frames 2 & 3)**

The teaching bricks of the program are offered either from the courses in the catalogue (Annex A), or from their adaptation in certain specific cases. An iterative process with the client makes it possible to tailor the training program. Once validated, the program is costed and a technical and commercial proposal or a simple quote is submitted to the customer for validation.

2.2.2 Building-up and delivering the programme

After studying the client's requirement, IFESO offers a training program based on the educational bricks available, combining five types of sessions:

- **'Classic' face to face** teaching.
- **E-learning**
- **"Blended learning" with face-to-face.** They include online distance learning and lectures based on French, European Union, NATO or UN doctrine. Each concept is explained and illustrated by examples from the experience of IFESO trainers. Then a reflection is proposed to the trainees, in two forms:
 - **Vignettes:** the trainees, grouped into committees of 6 to 10 learners, will study documents, situation assessments, orders to stimulate their critical sense and then develop themselves the products required within the framework of the processes and procedures imposed for develop their imagination. Some vignettes can be assisted by the simulation to make them more realistic.
 - **Tutorials:** conducted in full class, tutorials are led by the teacher who interacts with the learners to develop a solution.

These practical exercises represent around 70% of every courses;

- **"Blended learning" with virtual class.** Identical in principle to "blended learning" with face to face, the internship takes place online in a virtual classroom that faithfully reproduces the conditions of face-to-face interaction. Trainees must have equipment including camera and microphone and a stable internet connection.
- **Command Post Exercise assisted by simulation (CPX-CAX),** whatever the level (from battalion to strategic level, for 25 to 90 trained). The contribution of the simulation allows a rapid appropriation of the initial situation by the learners, a realistic situation during the exercise and a capacity for re-play or analysis after action which allow rapid acquisition of training objectives. These exercises can be addressed to full staffs or to certain specific operational functions, the rest of the environment being simulated. During the course dedicated to planning and execution of joint operations at the operational level, the deliverables of an operational level HQ are explained with an

emphasis on the production of plans, orders, situation assessment, and campaign analysis. IFESO instructors highlight the added value provided by each level of command, the relevance of the documents produced, the mastering of the processes, and the functional organisation and management of a working group.

2.2.3 Scenario

In order to achieve a complete understanding of the concepts, case studies require the use of realistic scenarios (fictional or real) reflecting the full complexity of a crisis situation and commensurate with the client's strategic interests.

The development of a customer adapted scenario requires substantial work from IFESO and consequently has a financial impact. Annex B provides the framework for scenario adaptation or development.

2.2.4 Language

All course material is provided in English in order to reinforce interoperability. Courses can be delivered in English or in French. In the former, customers generally appreciate the fact that our instructors are non-native speakers and hence understand the demands of conversing in a second language. When necessary, simultaneous translation can be used, when neither French nor English is commonly spoken by the learners. In this case, the programs are adapted to consider the time taken by the translations.

2.2.5 Student Evaluation

Depending on the customer's requirements, students may be subject to a continuous evaluation process based on:

- Multiple choice questionnaires at the end of each module or sub-module of any given course, including e-learning
- An evaluation of the contribution made by individual students during face to face or virtual classes (IFESO and/or mentor designated by the customer)
- An assessment on the ability to convey ideas in English thereby providing the capability to exert influence in multi-national or coalition context
- A collective assessment of presentations made to the mentors during the course

The evaluation will assess the knowledge of terminology, processes and procedures used in NATO as well as the understanding of the concepts used at the strategic or operational levels during the pre-decision phase, planning and execution of joint campaigns.

2.2.6 Qualification

The services provided by IFESO concerning training for the command of joint operations at the operational level are recognised and accredited by the French Command for Joint Operations (CPOIA).

This recognition allows, when a customer requests it, to offer training courses ultimately allowing the issuance of operational qualification No. 1 by the CPOIA. The individual granting of this qualification remains a prerogative of the military institution and can only be considered if the evaluation criteria described above are met and provided to the CPOIA by IFESO.

2.2.7 Lessons learned (LL) and quality control

Lessons Learned: The lessons learned process contributes to quality control but also to the constant improvement of products. It can be broken down into several stages:

- Collection of the **lessons identified (LI)** from the learners in a LI Module included in each e-learning course. When the training program is delivered in "Blended learning", the LI module covers the entire training (e-learning and face-to-face or virtual classroom).
- **After Action Review (AAR)** session: when training does not include e-learning, a hot wash-up or AAR session is systematically conducted. Each learner or group of learners should state three positive and three negative points about the training. These points are discussed during the AAR meeting. They are then the subject of a report, which also suggests areas for improvement.
- **Lessons Learned session:** starting from the AAR, a lessons learned meeting with the customer makes it possible to validate the changes to be made to the training program and to improve the content or methods in view of the future sessions. This meeting is sometimes enriched by lessons learned questionnaires sent to the trainees by the client six months after the training. The analysis of these questionnaires makes it possible to validate the adaptation of the training to the employment of the trainees.

The organization of the lessons Learned process is prepared with the client before the start of training.

Quality control

Quality control of services, internal to IFESO, is systematically implemented and is the subject of constant attention.

- **Before training:** All courses and educational products are reviewed immediately after the design phase by a proofreading committee. All products intended for e-learning are reviewed both from a technical point of view and content before publication or uploading.
- **During training:** Real-time monitoring and adaptation of each training session in connection with the client is systematic. They translate into a daily meeting that identifies improvements to be made immediately and those to be captured for future sessions.
- **After the training:** the hot wash-up (AAR) and the RETEX process are used to identify the modifications to be made in future sessions.
- **Periodically:** The IFESO Professional Development Council is an advisory body that meets at least once a year. Its role is to discuss the results of training evaluations by trainees, via the feedback process (LL) and to draw lessons for the development of IFESO services by maintaining consistency between the different courses and training objectives as well as compliance with the issuance of operational qualification N°1.
- **Doctrinal watch:** A watch on the evolution of doctrine, feedback from operations is implemented by IFESO. Thanks to its extensive network and its close links with the Ministry of the Armed Forces, IFESO has access to the doctrine database and can update its products without delay.

ANNEX A: IFESO courses catalogue

All the courses presented in this appendix can be supplemented by an online distance learning module (e-learning).

The interest of online teaching is to ensure a common understanding for all trainees of basic concepts and notions of the internship as a prerequisite for participation in the face-to-face session. This session is then much more beneficial for the whole class.

Our e-learning platform allows interactions with trainees using sharing and dialogue tools similar to social networks: chat, webinar, etc.

Developing an adapted e-learning module for an audience and a specific internship requires significant effort. It must be anticipated, and a minimum of four months is necessary to develop, manufacture and control a new course.

Most of the training offered can take place in the "blended learning" + virtual class format.

Some courses and exercises are assisted by simulation or other tools (code XXXX+ for Advanced). The prerequisite to attend these internships or exercises is to have followed the initial curriculum.

The catalogue training sheets are in accordance with the NATO standard.
All courses can be adapted to the level of ambition and level of maturity of the client.

Additional courses on specific subjects can be developed upon customer's request, e.g. Joint Intelligence, Joint Logistic, Functional Area Services course (TOPFAS, JOCWATCH, JCOP etc.).

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Course List

Course Code	Course Name	Duration
Joint Operations Strategic Level Curriculum		
JSBAS	Joint Operations Strategic Staff Officer Course	3 weeks
JSBA+	Joint Operations Strategic Staff Officer Advanced	1 week
JSKLT	Joint Strategic Key Leader Course	2 weeks
JSGOS	Joint Strategic General Officers Seminar	1 week
JSBST	Joint Operations Strategic Battle Staff Training	2 weeks + Preparation
JSWA+	Joint Operations Strategic Wargaming	2 to 4 days
Joint Operations Operational Level Curriculum		
JOBAS	Joint Operations Operational Staff Officer Course	3 weeks
JOBE+	Joint Operations Operational Staff Officer Execution Advanced	1 week
JOKLT	Joint Operations Key Leader Course	2 weeks
JOKL+	Joint Operations Key Leader Advanced	1 week
JOGOS	Joint Operations General Officers Seminar	1 week
JOWG+	Joint Operations Wargaming Advanced Course	1 week
JOBST	Joint Operations Operational Battle Staff Training	2 weeks + Preparation
Joint Operations Functional Areas Courses		
JOASS	Joint Operations Assessment Course	2 weeks
SCIOC	Strategic Communications & Info Ops Foundation Course	1 week
SCIOP	Strategic Communications & Info Ops Planning Course	1 week
SCIOA	Campaign Narrative development course	1 week
JOTGT	Joint Operations Targeting Course	1 week
JOTG+	Joint Operations Targeting Advanced	1 week
JOJPR	Joint Personnel Recovery	1 week
JOJP+	Joint Personnel Recovery Advanced	1 week
JOOC+	Operational Joint Operation Centre (JOC) Course Advanced	2 week
JO35+	Operational Future Ops Course Advanced	2 week
JO3FP	Joint Operations Force Protection Course	1 week
JOROE	Joint Operations ROE Course	1 week
JOLOG	Joint Logistics Course	2 weeks
RSOM+	RSOM Course Advanced	1 week
JIAMD	Integrated Air & Missile Defence Course	2 weeks
Staff Skill Courses		
BASK1	Basic Staff Skills Course Level 1	1 week
BASK2	Basic Staff Skills Course Level 2	1 week
Joint Operations Training and Exercises Preparation Curriculum		
EXPLA	Exercise Planning Course	1 week
EXEVA	Exercise Evaluation Course	1 week
EXCAX	CAX Development Course	1 week

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Tactical Level Component Curriculum		
Land Operations		
LOBAS	Land Operations Staff Officer Course	4 weeks
LOINT	LCC Intelligence Staff Officer Course	4 weeks
LCBST	LCC Battle Staff Training	2 weeks + Preparation
LCCV+	LCC Training Vignette	2 to 5 days
DIVV+	Division HQ Training Vignette	2 to 5 days
BDEV+	Brigade HQ Training Vignette	2 to 5 days
BONV+	Battalion HQ Training Vignette	4 days
Air Operations		
AOBAS	Air Operations Staff Officer Course	3 weeks
AOKLT	Air Operations Key Leader Course	2 weeks
AOBST	Air Operations Battle Staff Training	2 weeks + Preparation
Naval Operations		
NOBAS	Naval Operations Staff Officer Course	3 weeks
NOKLT	Naval Operations Key Leader Course	2 weeks
NOCE+	Naval Operations Battle Staff Training (NOC or MCC level)	2 weeks + Preparation
Special Operations		
SOBAS	Special Operations Staff Officer Course (SOPLE, SOCC)	2 weeks
SOCC+	Special Operations Battle staff training (SOCC)	1 week
UE CSDP Curriculum		
UEOVW	EU CSDP Overview	1 week
UEPPMC	EU CSDP Planning at Political-Military Level	1 week
UEOPC	EU CSDP Planning at Military Strategic Level (OHQ)	1 week
Curriculum OTAN		
NCOPC	NATO Comprehensive Operation Planning Course	2 semaines
NSOPC	NATO Strategic Operation Planning Course	1 semaine
Joint Staff College Curriculum		
	8 modules	13 weeks



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	
<p>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.</p> <ul style="list-style-type: none"> ➤ PO 1. Understand the fundamentals of joint operations in a comprehensive approach <ul style="list-style-type: none"> ✓ 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 <ul style="list-style-type: none"> ✓ 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 <ul style="list-style-type: none"> ✓ 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 <ul style="list-style-type: none"> ✓ 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 <ul style="list-style-type: none"> ✓ 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 <ul style="list-style-type: none"> ✓ ELO 6.1: Understand and apply preparation for COA development ✓ ELO 6.2: Develop common factors for all options, including key operational requirements 	

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- ✓ 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	<ul style="list-style-type: none"> 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	
<p>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.</p> <ul style="list-style-type: none"> • PO 1. Understand the fundamentals of joint operations in a comprehensive approach <ul style="list-style-type: none"> ○ 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 <ul style="list-style-type: none"> ○ 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 <ul style="list-style-type: none"> ○ 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 <ul style="list-style-type: none"> ○ 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 <ul style="list-style-type: none"> ○ 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 	

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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	<ul style="list-style-type: none"> • 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.			
<ul style="list-style-type: none">• PO 1. Apply Strategic Assessment Processes<ul style="list-style-type: none">○ ELO 1.1: Develop strategic assessment from operational level assessment○ ELO 1.2: Develop strategic appreciation of a situation following a critical event• PO 2. Apply Strategic Time Sensitive Decision Process<ul style="list-style-type: none">○ ELO 2.1: Develop TEA brief at strategic level under time constraint○ ELO 2.2: Develop ROE delegation process under time constraint○ ELO 2.3: Develop lines to take in reaction of PR event• PO 3. Apply Strategic Decision-Making Process for reserve commitment<ul style="list-style-type: none">○ 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	<ul style="list-style-type: none">• 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	
<p>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</p> <ul style="list-style-type: none"> • PO 1. understand the complexity of Joint operations and comprehensive approach to crisis <ul style="list-style-type: none"> ○ 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 <ul style="list-style-type: none"> ○ 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 <ul style="list-style-type: none"> ○ 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 <ul style="list-style-type: none"> ○ 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 <ul style="list-style-type: none"> ○ 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 	

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- 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	<ul style="list-style-type: none"> • 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
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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			
<ul style="list-style-type: none">• PO 1. Apply Assessment Processes<ul style="list-style-type: none">○ ELO 1.1: Develop strategic assessment from operational level assessment○ ELO 1.2: Develop an appreciation of a situation following a critical event• PO 2. Apply Time Sensitive Decision Process<ul style="list-style-type: none">○ ELO 2.1: Develop TEA brief under time constraint○ ELO 2.2: Develop ROE delegation process under time constraint○ ELO 2.3: Develop lines to take in reaction of PR event• PO 3. Apply Strategic Decision-Making Process for reserve commitment<ul style="list-style-type: none">○ 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	<ul style="list-style-type: none">• 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			
<ul style="list-style-type: none">○ ELO 1.1: Develop operational assessment from tactical level assessment○ ELO 1.2: Develop operational appreciation of a situation following a critical event			
• PO 2. Apply Strategic Time Sensitive Decision Process			
<ul style="list-style-type: none">○ ELO 2.1: Develop TEA brief level under time constraint○ ELO 2.2: Develop ROE delegation process under time constraint○ ELO 2.3: Develop lines to take in reaction of PR event			
• PO 3. Apply Strategic Decision-Making Process for reserve commitment			
<ul style="list-style-type: none">○ 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	<ul style="list-style-type: none">• 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.		
<ul style="list-style-type: none"> ➤ PO 1. Understand political, strategic and tactical implications of a campaign <ul style="list-style-type: none"> ✓ 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 <ul style="list-style-type: none"> ✓ 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 <ul style="list-style-type: none"> ✓ 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	<ul style="list-style-type: none"> • 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



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			
<ul style="list-style-type: none">• Short-, Mid-, Long Term Assessment• Operational Estimate➤ PO 1. Understand campaign assessment at strategic and operational level<ul style="list-style-type: none">✓ 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<ul style="list-style-type: none">✓ 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<ul style="list-style-type: none">✓ 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	<ul style="list-style-type: none">• 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



Strategic Communications & Info Ops 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.			
<ul style="list-style-type: none">➤ PO 1. Understand STRATCOM & Info Ops at strategic and operational level<ul style="list-style-type: none">✓ 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<ul style="list-style-type: none">✓ 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<ul style="list-style-type: none">✓ 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 • Classroom • Blended learning + classroom • Blended learning + virtual class	6/15	<ul style="list-style-type: none">• 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: Oct 20	#: 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.		
<ul style="list-style-type: none"> ➤ PO 1. Understand the fundamentals of joint targeting within a joint campaign <ul style="list-style-type: none"> ✓ 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 <ul style="list-style-type: none"> ✓ 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 <ul style="list-style-type: none"> ✓ 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 <ul style="list-style-type: none"> ✓ 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 <ul style="list-style-type: none"> ✓ 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	<ul style="list-style-type: none"> • 1x plenary room, with 20 tables & chairs, teacher desk and chair, 1x computer /projector/ screen, 2x white boards and associated stationary

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<ul style="list-style-type: none">• Blended learning + classroom• Blended learning + virtual class		<ul style="list-style-type: none">• 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



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			
<div>➤ PO 1. Understand Joint Targeting in the context of mid-term operations (J35)</div> <div>✓ ELO 1.1: Develop Targeting contribution to a JCO (JTCB)</div> <div>✓ ELO 1.2: Understand Target Support Cell (TSC) organisation, role, and production</div> <div>➤ PO 2. Understand TST prosecution</div> <div>✓ ELO 2.1: Understand TST Coordination element (TCE) organisation, role, and production</div> <div>✓ ELO 2.2: Understand TST cell role organisation and production</div> <div>✓ ELO 2.3: Understand F2T2EA process</div>			
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	<div>• 1x plenary room, with 25 tables & chairs, teacher desk and chair, 1x computer /projector/ screen, 2x white boards and associated stationary</div> <div>• 2x (minimum 1x) syndicate rooms with 8 x tables & chairs, 1x computer /projector/ screen, 2x white boards, 2x paper boards and associated stationary</div> <div>• Ability to deliver basic admin tasks (e.g. printing)</div>	
Creation: Oct 20	Revision: N/A	Course card revision: N/A	#: 0



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.			
<ul style="list-style-type: none">➤ PO 1. Understand the fundamentals of joint personnel recovery within a joint campaign<ul style="list-style-type: none">✓ 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<ul style="list-style-type: none">✓ 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	<ul style="list-style-type: none">• 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



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			
<div><div>➤ PO 1. Understand JPR in the context of mid-term operations (J35)</div><div><div>✓ ELO 1.1: Develop JPR contribution to a JCO</div><div>✓ ELO 1.2: Understand JPRCC organisation, role, and production</div></div><div>➤ PO 2. Understand JPR mission triggering, monitoring and assessment</div><div><div>✓ ELO 2.1: Develop JPR mission FRAGO</div><div>✓ ELO 2.2: Conduct JPR mission at operational level</div><div>✓ ELO 2.3: Develop JPR mission assessment</div></div></div>			
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	<div><div>• 1x plenary room, with 25 tables & chairs, teacher desk and chair, 1x computer /projector/ screen, 2x white boards and associated stationary</div><div>• 2x (minimum 1x) syndicate rooms with 8 x tables & chairs, 1x computer /projector/ screen, 2x white boards, 2x paper boards and associated stationary</div><div>• Ability to deliver basic admin tasks (e.g. printing)</div></div>	
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): <ul style="list-style-type: none">- 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	<ul style="list-style-type: none">• 10-40 into project team including exercise control.• 25/90 training audience	<ul style="list-style-type: none">• 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): <ul style="list-style-type: none">- 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, 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	45/120 <ul style="list-style-type: none">• 10-40 into project team including exercise control• 45-95 training audience	<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• 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



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			
<ul style="list-style-type: none">➤ 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	<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• 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.			
<ul style="list-style-type: none">➤ PO 1. Understand the fundamentals of land operations in a joint campaign<ul style="list-style-type: none">✓ 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<ul style="list-style-type: none">✓ 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	<ul style="list-style-type: none">• 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.			
<ul style="list-style-type: none">➤ PO 1. Understand the fundamentals of land operations in a joint campaign<ul style="list-style-type: none">✓ 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)<ul style="list-style-type: none">✓ 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	<ul style="list-style-type: none">• 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.			
<div>➤ PO 1. Understand the fundamentals of air operations in a joint campaign<div>✓ Level of command, C2 structure, JFACC organization</div></div> <div>➤ PO 2. Understand the contributions of major functions to the decision cycle of a JFACC HQ</div> <div>➤ 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<div>✓ Understand the major phases and output of operational planning</div><div>✓ Understand and apply the air power contribution to the development of operational plans</div><div>✓ Understand the principles of organisation of a air operational planning group (AOPG)</div><div>✓ Understand the working processes of an AOPG</div></div> <div>➤ PO 4. Understand and apply JFACC process to develop the Air Operations Directive (main effort of the course)</div> <div>➤ PO 5. Understand and apply JFACC process to develop the MAOP and ATO</div> <div>➤ PO 6. Understand and apply JFACC process in the execution of an air campaign<div>✓ Battle Rhythm</div><div>✓ Targeting, TST</div><div>✓ Joint Personnel Recovery and CSAR</div></div>			
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	<div>• 1x plenary room, with 25 tables & chairs, teacher desk and chair, 1x computer /projector/ screen, 2x white boards and associated stationary</div> <div>• 3x (minimum 2x) syndicate rooms with 10 x tables & chairs, 1x computer /projector/ screen, 2x white boards, 2x paper boards and associated stationary</div> <div>• Ability to deliver basic admin tasks (e.g. printing)</div>	
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.			
<div><div>➤ PO 1. Understand the fundamentals of air operations in a joint campaign</div><div>✓ Level of command, C2 structure, JFACC organization</div><div>➤ PO 2. Understand the contributions of major functions to the decision cycle of a JFACC HQ</div><div>➤ 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</div><div>➤ PO 4. Understand and apply JFACC process to develop the Air Operations Directive (main effort of the course)</div><div>➤ PO 5. Understand and apply JFACC process to develop the MAOP and ATO</div><div>➤ PO 6. Understand and apply JFACC process in the execution of an air campaign</div><div>✓ Battle Rhythm</div><div>✓ Targeting, TST</div><div>✓ Joint Personnel Recovery and CSAR</div></div>			
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	<ul style="list-style-type: none">• 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.			
<ul style="list-style-type: none">➤ TO 1. Apply JFACC process in the execution of an air campaign<ul style="list-style-type: none">✓ 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 <ul style="list-style-type: none">• 5-15 into project team including exercise control;• 25-90 training audience	<ul style="list-style-type: none">• 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 MCC in a national or multinational environment, applying NATO processes			
<ul style="list-style-type: none">➤ TO 1. Apply MCC process in the execution of a Naval campaign<ul style="list-style-type: none">✓ 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 <ul style="list-style-type: none">• 5-15 into project team including exercise control;• 25-90 training audience	<ul style="list-style-type: none">• Command Post Computer Assisted Exercise (CPX-CAX).• To be determined	
Creation: Feb 19	Revision: Apr 20	Course card revision: Apr 20	#: 3

ANNEX B: Scenario Development

In order to adapt IFESO courses and practical exercises to client's strategic framework and interest, a scenario has to be chosen. The scenario may be, given by the client then adapted to fit the courses, or developed by IFESO.

The following template aims at framing scenario needs depending on client requirement.

For adaptation of an existing scenario, Part I, II and III are provided by the client.

In case of additional requirement, a detailed estimation of workload and attached costs will be discussed between the client and IFESO.

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.)

Company Confidential

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

Company Confidential

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				

Company Confidential

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

Company Confidential

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: Training Programme Design

Training Programme for UNIT N° XX

PART I: Training Setting

Training Audience	
Overall Vignette Objective	
Detailed Training Objectives	
Expected Outcome	
Duration	
Date	
Additional Guidance:	

PART II: Scenario Setting

Scenario Title	
Unit Role	
Situation	
Subordinate Units (See OOB for details)	
Additional Guidance:	

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PART III: Training details

Script	
Detailed programme	
Scene setting documents	
Outcome	
Additional Guidance:	