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Course Director: Thom Coates
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**Invitation to the NATO Joint Synchronisation Course (JSC) 1-24,
11-22 March 2024 delivered by the Swedish Armed Forces
International Centre (SWEDINT).**

**Reply before
26-01-24**

1 attachment

1. Course purpose

NATO doctrine uses a monitor-assess-plan-direct model, and NATO School Oberammergau (NSO) teaches the Comprehensive Operations Planning Course (COPC (SS-54)), the Combined Joint Operations Centre Course (CJOC (P3-53)) and NATO Operations Assessment Course (P5-128) but there is no course to facilitate the transition from planning to execution, and lessons identified from multiple TRIDENT and STEADFAST Exercises in the last decade have also exposed these shortcomings.

Comprehensive Operational Planning Directive (COPD), Conceptual Framework Allied Operations (CFAO), Allied Joint Publication (AJP) - 3 and AJP - 5 provide only a limited explanation of the detailed process of synchronisation. After Action Reviews (AAR) have specifically identified the challenges of integrating lethal and non-lethal effects; cross component coordination; catering for the inclusion of cyber and counter space operations as domains; lack of knowledge of the Joint Coordination Board (JCB) process; planning sufficiently far ahead and the linkages between J5 during planning with Joint Assessment and J35/J33/J3 for execution purposes.

This performance gap is amplified in Article V, Major Joint Operations (MJO) and MJO+ scenarios where time, space, forces, and effects need to be synchronised in order to create decision superiority and overwhelm an adversary, whilst protecting the force. The course seeks to address these gaps. Joint Synchronisation is now a declared SHAPE J5 requirement.

(FW)

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2. Course Aim

To enhance the capacity of practitioners undertaking their roles and responsibilities of joint synchronisation more effectively.

3. Target Audience

NATO Nations and NATO Partner Nations of Australia, New Zealand, and Sweden. OF3-OF5 Practitioners engaged in the JCB process, including subordinate Boards and Working Groups (WGs), as well as those in the J35/J33/JAS in JTF HQ, Single Service Commands and Components engaged in medium-term planning and JCB processes, together with the functional Subject Matter Experts (SME) such as those in JISR, Targeting, PSYOPS, CIMIC, Joint Fires/Effects and J4. The course will be especially helpful for HQs attending NATO Exercises, such as STEADFAST DUEL, DETERRENCE and DAGGER 24 and their successors in the future. It will also support HQs in their taking lessons forward from STEADFAST JUPITER 23 by building further capacity and knowledge.

4. Method and Objectives

Selected delegates must gain/have access to the NATO Joint Advanced Distributed Learning (JADL) platform and the ability to download and use the approved Microsoft Teams (MST) platform on a device e.g., Laptop/Desktop. Account registration for both platforms is required, details of how to achieve this are provided to selected delegates.

When selected, NLT **Monday, 5 February 2024**, a **five week** 'Foundation' self-study period begins and shall end NLT **Sunday 10 March 2024**; throughout this period the Course Director (CD) and Senior Facilitator will support delegates as they:

- A. Complete selected readings.
- B. Complete three, online e-learning courses (ADLs) using the NATO JADL platform.¹
- C. Complete a pre-course, online questionnaire.
- D. Complete familiarisation tasks on MST.
- E. Complete and provide a personal profile used for 'Introductions'.
- F. Provide (when requested) a copy only of a valid NATO SECRET Security Clearance.
- G. Provide (when requested) a second contact email to ensure information is received.
- H. Attend one of two compulsory communication (COMMS) check on MST.

¹ NATO ADL 205 Introduction to StratCom, ADL 213 Introduction to JISR and ADL 320 Introduction to NATO Ops Assessment are accessed and completed using the NATO JADL platform; certificates are awarded by JADL. ADL access requires registration using a work email at: https://carefully_removed_external_link_due_to_policy



The aim of this period is to ensure full connectivity is established, and for delegates to develop a common understanding of key topics that prepare each delegate for Week 1 (**Online**) and Week 2 (**Residential**) activities.

Week 1, Online: 11-14 March 2024, 4 days of NATO Unclassified (UC) Subject Matter Expert (SME) Masterclasses that build on knowledge gained in the Foundation period and deepen doctrinal learning in preparedness for Week 2.

Week 2, Residential: 18-22 March 2024, 5 days of NATO UC and NATO Secret (NS) activities at SWEDINT. This week consolidates and builds additional understanding and knowledge of joint synchronisation techniques and tools through scenario-based learning gained via a NATO Article V scenario - TRIDENT JUNCTURE 18.

Leading Week 1 and 2 is Senior Facilitator, former ACT Senior Mentor, and current NATO Joint Warfare Centre Senior EXCON Advisor Major General (R) Roger Lane CBE (GBR), with support from various Subject Matter Experts (SMEs).

Throughout weeks 1 and 2, presentations, discussions, and group-work focus on reaching the JSC Performance Objectives of: NATO doctrine on Joint and Campaign Synchronisation; Joint Planning and Orders; JTF processes for managing mid-term synchronisation; and Integration of lethal and non-lethal effects.

At the conclusion of the course delegates will have a clearer understanding of the nine main functions of synchronisation: Prioritisation; Allocation of resources; Integration of capabilities; Sequencing of operations in time, space and effect; Coordination; Harmonising to ensure third parties' alignment; Opportunity and Risk Management, as well as De-confliction; which delegates apply to an OCCASUS scenario in an Article 5 operation.

5. Course Assessment

The CD, Senior Facilitator and SMEs formative assessment consider delegate attendance, interaction, participation, and completion of individual and group-work throughout the foundation period and Weeks 1 and 2. On completion of the course each delegate receive one of two grades: *'Successfully Completed'* or *'Participated'* - Further details will be provided.

6. Language proficiency

All course content and delivery in the Foundation period and Weeks 1, and 2 will be in English; course translations are not available/provided. To attend this course a NATO language proficiency of 3/3/3/3 is required; language testing is a national responsibility.²

7. Security classification

Due to the nature of the course, a valid NATO SECRET security clearance (copy only) is required when requested by the CD.

² STANAG 6001, www.natobilc.org - SWEDINT acknowledges that non-NATO nations may not possess this formal NATO standard.



8. Administration - How to Apply

- A. Complete the attached Application Form and email it to SWEDINT Admin at swedint@mil.se **NLT: Monday 26 January 2024.**³
- B. SWEDINT Admin will acknowledge each Application Form and request further information specific to the course, which is returned to SWEDINT Admin: **NLT: Monday 12 February 2024.**
- C. On **Monday 5 February 2024**, the CD will provide a ‘**Course Director Letter**’ to each selected delegate containing important information e.g., MST login details/passwords; the CD will also contact those not selected, as well their respective Point of Contact.
- D. Week commencing **Monday 12 February 2024**, SWEDINT Admin will contact selected delegates and provide their Admin ‘**Letter of Admission (LOA)**’ to the course, which includes Request for Visit (RFV) etc.

9. Economy

- A. **Foundation period and Week 1:** There is no fee/no financial cost to pay.
- B. **Week 2:** The cost is 6000.00 SEK plus a 25% VAT to a sum of 7500.00 SEK will cover meals, accommodation, (onsite hotel), and Airport transfer, from and return to Arlanda or Bromma; the SWEDINT Admin **LOA** contains payment and other admin details.
- C. In accordance with each National Authority own guidelines, nations are responsible for payment of any salaries, allowances, and travel costs within own nation.
- D. Selected Swedish Armed Forces delegates pay according to the normal administrative regulations for domestic courses.

10. Dress code

Comms Check 1 or 2, and Weeks 1 and 2: Appropriate casual attire or Battle Dress Uniform (BDU) during working hours; further details provided to those selected.

³ JSC (1) 2023 Invitation and Application Form are located on the SWEDINT home webpage under: ‘Courses’, https://carefully_removed_external_link_due_to_policy



11. Contact Details

SWEDINT Admin +46 8 584526 22 or 23/25/27 Email: Swedint@mil.se FAX: +46 8 584 526 20	JSC Course Director (CD) thom.coates@mil.se	Postal Address LG/SWEDINT Course Admin office 196 85 Kungsängen, Sweden.
	Deputy CD anthony.taylor@mil.se	

12. Additional & Important Information

- For Administrative questions e.g., RFV, food, accommodation etc, please contact SWEDINT Admin
- For questions on **course design, content, and delivery** contact the CD or Deputy CD
- An early application is much appreciated.

GRAY, Richard

Comdt SWEDINT

Handlingen är fastställd i Försvarsmaktens elektroniska dokument- och ärendehanteringssystem.



Distribution list

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