



Address list

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Our previous date

Our previous designation

Fredrik Wallenberg: fredrik.wallenberg@mil.se

**INVITATION/Apply for the Online, NATO Unclassified (UC) Senior
Joint Synchronisation Course hosted by the Swedish Armed Forces
International Training Centre (SWEDINT) 14-16 June 2022.**

2022-05-05

(Also see attachments 1 & 2)

Important Note: *The impact of current and evolving events in the news may require moving the SJSC to later in the year; if this should occur, those that have applied will be immediately informed.*

1. Course Purpose

NATO doctrine uses a monitor-assess-plan-direct model for decision-making. 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 for the “direct” function to execute operations.

Lessons identified from multiple TRIDENT and STEADFAST Exercises in the last decade have 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 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 transition for execution purposes. This performance gap is amplified in Article V, Major Joint Operations (MJO) and Maximum Level of Effort (MLE) scenarios where time, space, forces and effects need to be synchronised in order to create decision superiority and overwhelm an adversary, including the use of complementary non-military actions.

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Observations taken from three OF3-5 Practitioner Joint Synchronisation Workshops (JSWS) in 2018-19, and a Senior Joint Synchronisation Workshop (SJSW) in 2020, led to the first online, Senior JSC in 2021, which was attended by the former NATO DSACEUR General Sir James Everard KCB, CBE who was also present at the 2020 SJSW. ¹

2. Target Audience

The course is for OF5-OF7 who are Chairs of Boards and Working Groups in Operational level HQs, TCC/SSC and their Board/WG Secretaries. GRF(L) HQs preparing as JFTs are also welcome to apply as are those representing NCS and NFS HQs, JWC, JFTC, HQs preparing for LTRP, and selected Partner Nations of Australia, Finland, New Zealand and Sweden.

3. Course Aim

The aim of the course is to enhance the capacity of the Chair of Boards and Working Groups to undertake their roles and responsibilities for Joint Synchronisation more effectively.

4. Method

The SJSC follows NATO Global Programming methodology. A one-page **Appendix** provides a summary of the course that will have **16** delegates attend an online, NATO UC, blended learning activity over three consecutive afternoons, each lasting 3-4 hours.

All sessions require continual attendance and interaction with the Lead Facilitator ² and other Subject Matter Experts in presentations, discussions, and group tasks.

Selected delegates will probably attend from across multiple time zones therefore the expected start time each day will be 1200Z; **all course timings will be ZULU.**

Access and use of the designated educational platform Microsoft Teams (MST) is a **course requirement**. Selected delegates receive details how to download and register for the MST free version, and how to access course materials on the platform.

Applications to be received NLT: 09.00 Thursday May 5th May 2022, which will include additional information to assist selection.

¹ *‘For me this was a exceptionally well attended, well constructed and cleverly executed workshop’*
2020 JSWS, Gen Sir James Everard KCB CBE, (GBR) DSACEUR (2017-2020).

² Senior Facilitator: Former ACT Senior Mentor and current NATO Joint Warfare Centre’s Senior EXCON Advisor Major General (R) Roger Lane CBE, FCMI (GBR).

On Friday 6th May, selected delegates, and all other applicants, including Point of Contacts, will be informed as to whether they are selected or placed on a reserve list.

Selected delegates receive a **Letter of Admission** with MST login information and attachments detailing the five-week self-study period that support delegates when completing various tasks that aim to develop a common understanding of key topics, namely:

A	Complete three recommended e-courses using the NATO Joint Advanced Distributed Learning (JADL) platform.
B	Complete recommended selected pre-readings.
C	Complete and return a pre-course questionnaire.
D	Complete four short tasks on MST.
E	Complete a compulsory communication exercise to test MST functionality.
F	Provide a copy of your NATO Secret Security Clearance.

5. How to Apply

- A. **Apply NLT:** 09.00 Thursday May 5th May 2022.
- B. Complete the attached **Application Form** and return to: swedint@mil.se
- C. Completed Application Forms are received and acknowledged by SWEDINT admin who request further details specific to the course.
- D. Questions connected to the course design, content and delivery should be directed to the SJSC Course Director: anthony.taylor@mil.se

The SJSC Invitation, Appendix and Application Form is also located on the SWEDINT home webpage under: 'Courses' and 'SJSC': <https://www.forsvarsmakten.se/en/swedint/>

6. Delegate Assessment

On completion of the course, the delegate will receive one of two grades: '*Successfully Participated*', or '*Participated*' - more details will be provided to selected delegates.

7. Language Proficiency

All course material, content and delivery will be in English therefore possessing a NATO language proficiency level of 3333 is essential. The SJSC and staff do not provide translations; language suitability and testing remain a national responsibility.³

³ STANAG 6001 (2014) & STANAG 6001 'Overview' (2019) at www.natobilc.org

8. Security Classification

The SJSC is a NATO UC activity however; those selected will need to provide a valid copy of their NATO SECRET security clearance when requested.

9. Course Fee

SWEDINT offers the course for free to attending delegates; salaries, allowances and other costs are paid by national authorities in accordance with own national regulations.

10. Contact

SWEDINT Administration +46 8 584 526 21/22/24/27 email: Swedint@mil.se	Course Director anthony.taylor@mil.se	Application address LG/SWEDINT Course Admin office 196 85 Kungsängen Sweden.
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Larsson, Johan
DCmdt SWEDINT

Handlingen är fastställd i Försvarens elektroniska dokument- och ärendehanteringssystem.

Mailing list

NATO	Internal & Others	Embassy of:
<p>ACO PNMR SHAPE DCCOMC ACOS J5 JFCBS - ACOS J7 JFCNP - ACOS J7</p> <p>JSEC</p> <p>JTF Norfolk - ACOS J7</p> <p>CyOC AIRCOM A7 CAOC Uedem A7 CAOC Torrejon A7 DEU JFACC Director LANDCOM G7 MARCOM N7 COE's: CIMIC, C2, STRATCOM NSHQ J7 ACT PNMR ACT JFD ACT JWC (Attn DCOS ET+I) Allied Rapid Reaction Corps Baltic Defence College Defence Command, Denmark: HQ EUROCORPS HQ 1 (GE/NL) Corps FRJFACC FRMARFORITMARFOR</p> <p>Multinational Corps Northeast NATO School Oberammergau NATO Rapid Deployable Corps Spain NATO Rapid Deployable Corps Italy NATO Rapid Deployable Corps France NATO Rapid Deployable Corps Greece NATO Rapid Deployable Corps Turkey NFIU EST CG Registry NFIU LVA NFIU LTU – NFIU LTU CENTRAL REGISTRY FMB NFIU POL NFIU HUN NFIU SVK - NFIU SVK CG CHR (Registry) NFIU BGR - NFIU BGR CG SA REGISTRY NFIU ROU - NFIU ROU Registry FMB Strategic Communication (STRATCOM) Department Head SPMARFOR Strike Force NATO UKJFAC UKSTRKFOR UK Defence Academy (JSCSC and HCSC)</p>	<p>Swedish Armed Forces: AST MS FS HKV INS INSS J1-J9 HKV LEDS INRI IR HKV PROD GEN HKV PROD FPE Utb (Avsett för Gisela Nilsson) LG G 1 Nordic Centre for Gender in Military Operations (NCGM)</p> <p>Defence Staff International Relations Section LEDS INRI IR COS Operations, J1-J9, LCC, ACC, MCC Armed Forces Training & Development Staff Management Department (PROD GEN))</p> <p>International Training Unit Life Guards Swedish Defence University</p> <p>Värnfälles Forsvarskommando, Danmark Defence Command Finland</p> <p>Forsvarsakademiet, Copenhagen</p> <p>Finnish National Defence University FINCENT</p>	<ol style="list-style-type: none"> 1. Albania (Sweden) 2. Australia (Sweden) 3. Belgium (Sweden) 4. Bulgaria (Sweden) 5. Canada (Sweden) 6. Croatia (Sweden) 7. The Czech Republic (Sweden) 8. Denmark (Sweden) 9. Estonia (Sweden) 10. France (Sweden) 11. Finland (Sweden) 12. Germany (Sweden) 13. Greece (Sweden) 14. Hungary (Sweden) 15. Iceland (Sweden) 16. Italy (Sweden) 17. Latvia (Sweden) 18. Lithuania (Sweden) 19. The Grand Duchy of Luxembourg (Denmark) 20. Montenegro (Sweden) 21. The Netherlands (Norway) 22. North Macedonia (Sweden) 23. Norway (Sweden) 24. New Zealand (Belgium) 25. Poland (Sweden) 26. Portugal (Sweden) 27. Romania (Sweden) 28. Slovakia (Sweden) 29. Slovenia (Denmark) 30. Spain (Sweden) 31. Turkey (Sweden) 32. United Kingdom (Sweden) 33. The United States (Sweden)