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Security classification
Unclassified Copy ()

Your reference

Your date

Your designation

Our reference

Our previous date

Our previous designation

Course Director: Thom Coates Course
Director: Thom Coates

Invitation to the NATO Pilot Joint Synchronization Course (JSC) 2-24, 2-13 September 2024 delivered by the Swedish Armed Forces International Centre (SWEDINT).

**Reply before
2024-07-05**

(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 synchronization. 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. Using NATO Requirements, the course seeks to address these gaps.

(HIS)



JSC (2), 24 is a Pilot activity leading to NATO Approved status, building on the existing NATO-listed course

2. Course Aim

Preparing staff officers at the Joint/Operational level to conduct joint operations synchronization duties.

3. Target Audience

NATO Nations and NATO Partner Nations of Australia and New Zealand. 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 HQs and Theatre and Functional Component Commands, 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 DETERRENCE 25; DUEL 24 and 25; DAGGER 24 and 25.

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, **Monday, 29 July 2024** a **5 week** a 'Foundation' self-study period begins and ends **Sunday, 1 September 2024;** throughout this period the Course Director (CD) and Senior Facilitator will support delegates as they:

- A. Complete selected readings by 30 Aug 24
- B. Complete three, online e-learning courses (ADLs) using the NATO JADL platform by 30 Aug 24.¹
- C. Complete a Senior Facilitator (SF) pre-course, online questionnaire by 09 Aug 24.
- D. Complete familiarisation tasks on MST by 30 Aug 24.specified dates.
- E. Complete and provide a personal profile used for 'Introductions' 09 Aug 24.
- F. Provide (when requested) a copy only of a valid NATO SECRET Security Clearance by a specified date.

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://jadl.act.nato.int/>



G. Provide (when requested) a second essential contact email to ensure information is received.

H. Attend one of two compulsory communication (COMMS) check on MST, either on 28 or 29 Aug 24

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: Monday-Thursday, 2-5 September 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: Monday-Friday, 9-13 September 2024, 5 days of NATO UC and NATO Secret (NS) activities at SWEDINT. This week builds on, and consolidates understanding and knowledge of joint synchronization techniques and tools through scenario-based learning gained via a NATO Article V scenario.

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

Throughout weeks 1 and 2, presentations, discussions, and group-work focus on reaching the JSC Performance Objectives of: Managing Orders process; Supporting Risk Management process; Managing Battle Rhythm Process; and Managing synchronization and decision support processes.

At the conclusion of the course delegates will also have a clearer understanding of the 9 main functions of synchronization: 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, SF and SMEs formative assessment considers 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 3333 is required; language testing is a national responsibility.²

7. Security classification

Due to the use of classified references, the overall classification of the course is NATO RESTRICTED, which also involves NATO SECRET discussions; a valid NATO SECRET security clearance (copy only) is required when requested by the CD.

8. Administration - How to Apply

- A. Complete the attached Application Form and email it to SWEDINT Admin at swedint@mil.se NLT: **Friday, 05 July 2024**.³
- B. SWEDINT will Admin acknowledge each Application Form and request further information specific to the course, which is returned to SWEDINT Admin: **NLT: Friday, 05 July 2024**.
- C. On **Monday, 29 July 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 8th July 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 excluding 25% VAT. This 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.

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

³ JSC (2) 2024 Invitation and Application Form are located on the SWEDINT home webpage under: ‘Courses’, <https://www.forsvarsmakten.se/en/swedint/>



- 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

During working hours, **COMMS check 1 or 2, and Weeks 1 and 2:** Battle Dress Uniform (BDU) or appropriate casual attire; further details provided to selected delegates.

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
- Due to the summer holiday period, when requested, please **provide at least two email addresses** to ensure you can receive relevant CD and SF information. Please ensure that any personal equipment you intend to use over the summer holiday season has MS Teams installed so that you can report progress on the pre-course tasks etc. You will need to use the device you intend to use on the Course for the COMMEX. Be aware that many HQs do not permit MS Teams and use of cameras etc inside Class II buildings, so you may need to conduct the course from home or other suitable location.

Isacsson, Håkan

Dep. Comdt SWEDINT

Handlingen är fastställd i Försvarsmaktens elektroniska dokument- och ärendehanteringssystem.



Distribution list

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