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Our reference Thom Coates, thom.coates@mil.se	Our previous date	Our previous designation

**Invitation to the online NATO Senior Joint Synchronisation Course, hosted by the Swedish Armed Forces International Centre (SWEDINT) 23-25 Apr 2024.**  
 (2 Attachments: Appendix and Application Form)

**Reply before  
2024-03-08**

**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 joint 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 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.

(FWA)

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Mailing Address	Visiting Address	Telephone	Fax	E-mail, Internet
Livgardet	Granhammar	+46 8 584 540 00	+46 8 584 526 20	swedint@mil.se
SE-196 85 Kungsängen				www.mil.se/swedint
SWEDEN				



Observations taken from past OF3-7 Joint Synchronisation Workshops and courses in 2018-20 led to the first online, Senior JSC in 2021, which was attended by former NATO DSACEUR General Sir James Everard KCB, CBE who was also present at a 2020 activity. <sup>1</sup>

## 2. Target Audience

The course is for OF5-OF7 who are Chairs of Boards and Working Groups in Operational level HQs, TCC/SSC, functional commands like JSEC and those directly in support of SACEUR, such as SFN. HQs preparing for ARF and in NFM Tiers 1-3 providing a joint or Component level function are also welcome to apply as are those representing SHAPE, JWC, JFTC, and selected Partner Nations of Australia, New Zealand and Sweden. A practitioner course for OF3-OF5 takes place twice per year.

## 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 has **16** delegates who 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 <sup>2</sup> 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 1200 ZULU; **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 and requested information must be provided NLT:** Friday 08 March 2024. On Wednesday 18 March 2024, the Course Director (CD) will contact all applicants as to whether they are selected to attend the course or are placed on a reserve list; Point of Contacts will be included in that mail.

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<sup>1</sup> "For me this was a exceptionally well attended, well-constructed and cleverly executed workshop", Gen Sir James Everard KCB CBE, (GBR) DSACEUR (2017-2020), Joint Synchronisation Workshop (2020).

<sup>2</sup> Senior Facilitator: Former ACT Senior Mentor and current NATO Joint Warfare Centre's Senior EXCON Advisor Major General (Roger Lane CBE, FCMI (GBR)).



Selected delegates receive a CD **Letter of Admission** with MST login information and attachments detailing a minimum, four-week self-study ‘Foundation’ period that help confirm connectivity and support delegates complete various tasks that develop a common understanding of key topics, namely:

<b>A</b>	<b>Complete</b> three <u>recommended</u> e-courses using the NATO Joint Advanced Distributed Learning (JADL) platform. <sup>3</sup>
<b>B</b>	<b>Complete</b> <u>recommended</u> selected pre-readings.
<b>C</b>	<b>Complete and return</b> an online pre-course questionnaire.
<b>D</b>	<b>Complete</b> short tasks on MST.
<b>E</b>	<b>Complete</b> a communication exercise to test MST functionality.
<b>F</b>	<b>Provide</b> – when requested, a copy of your NATO Secret Security Clearance.
<b>G</b>	<b>Provide</b> – when requested, a 2 <sup>nd</sup> email address to ensure all information is received.

## 5. How to Apply

- A. **Apply NLT:** Friday 08 March 2024.
- B. Complete the attached **Application Form** and return to: [swedint@mil.se](mailto:swedint@mil.se)
- C. Completed Application Forms are received and acknowledged by SWEDINT Administration who request further details specific to the course.

## 6. Delegate Assessment

On completion of the course, the delegate will receive one of two grades: ‘*Successfully Completed*’, 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.<sup>4</sup>

<sup>3</sup> 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. To access ADLs, JADL registration is required using a work/gov email at: <https://jadr.act.nato.int/> It is recommended that those with no direct experience of working in a related NATO billet conduct individual ADLs

<sup>4</sup> STANAG 6001 (2014) & STANAG 6001 ‘Overview’ (2019) at [www.natobilc.org](http://www.natobilc.org)



## 8. Security Classification

The SJSC is a NATO UC activity however, due to the nature of the course selected delegates will need to provide a valid copy of their NATO SECRET security clearance to the CD. All facilitators have a valid NS security clearance.

## 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. Other Information

Questions connected to the course design, content and delivery should be directed to the SJSC CD: [thom.coates@mil.se](mailto:thom.coates@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/>

## 11. Contact

<p><b>Course Director</b> <b>Thom Coates</b> <a href="mailto:thom.coates@mil.se">thom.coates@mil.se</a></p>	<p><b>Application address</b> LG/SWEDINT Course Admin office, 196 85 Kungsängen, Sweden. <a href="mailto:swedint@mil.se">swedint@mil.se</a></p>
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**Gray, Richard**

Comdt SWEDINT



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