

Confidentiel Société



INSTITUT FRANÇAIS D'ENSEIGNEMENT
STRATÉGIQUE ET OPÉRATIF

French Institute for Strategic and Operational Education

Catalogue des prestations 2018 v4

IFESO  **Middle East FZE**

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Cette page est volontairement vierge

1 Présentation de l'IFESO

La compréhension des enjeux d'une crise alliée à la maîtrise des processus permettant une combinaison optimale des instruments de puissance disponibles constitue une capacité essentielle pour un état ou une organisation régionale ou internationale.

Se doter d'une telle capacité nécessite la constitution d'un vivier d'officiers regroupant un large socle de compétences. Mises ensemble, ces compétences innervent les états-majors stratégique et de théâtre (dit opératif) pour préparer, planifier, conduire et évaluer les opérations interarmées. A ces niveaux de responsabilités, il s'agit de connaître parfaitement les capacités de chaque composante et des fonctions opérationnelles, afin de les combiner tout en restant imprégné du champ de conscience politico-stratégique auquel obéit toute action étatique. Le niveau de savoir-faire requis diffère donc nettement de celui qui prévaut au niveau tactique.

L'acquisition puis le maintien d'une telle capacité nécessite la mise en œuvre de cycles de formation et d'entraînement adapté à chaque niveau de responsabilité à savoir : les rédacteurs, les cadres, et les décideurs.

Pour répondre à ce besoin, l'Institut Français d'Enseignement Stratégique et Opératif (IFESO) a développé un ensemble unique de programmes, à destination des armées françaises ainsi que des pays et des organisations avec lesquels la France a des relations de coopération, qui permet d'acquérir puis de maintenir, une capacité de planification et de conduite des opérations interarmées dans une approche globale des crises. En procédant à l'analyse fine des besoins de ses clients, l'IFESO propose un programme d'acquisition et de maintien de capacité **adapté** aux besoins du client et qui comprend la **formation** et **l'entraînement** du personnel mais également **l'adaptation des organisations** (audit et conseil) ainsi que **l'élaboration des procédures** (*Standard Operating Procedures – SOPs*). Les stages développés, qui constituent la base des prestations proposées, figurent en annexe A.

Constitué autour d'un noyau d'anciens officiers experts de ces domaines, son réseau permet de mobiliser des compétences et des expériences très larges, françaises ou étrangères.

IFESO a également établi un partenariat avec Défense Conseil International (DCI) qui utilise son savoir-faire à destination de l'ensemble des pays avec lesquels la France entretient de la coopération de défense.

2 Principes pédagogiques

2.1 Principes

L'opacité de la doctrine interarmées rebute aujourd'hui la plus-part des lecteurs qui s'en tiennent finalement au remplissage de planches ou de documents pré formatés sans s'investir intellectuellement dans un processus dont l'appropriation est généralement insuffisante.

C'est l'enjeu des objectifs pédagogiques fixés pour nos prestations, qui visent à amener les stagiaires au niveau de réflexion nécessaire autour du triptyque Comprendre, Produire, Influencer.

Grâce au haut niveau de spécialisation de ses experts et aux liens qu'il maintient avec les états-majors et les centres d'étude militaire français, l'IFESO peut garantir à ses clients des prestations de haut niveau, à jour des dernières évolutions doctrinale, pour toutes les formations offertes. Cette pédagogie repose sur le fait suivant : si on ne peut juger de

l'efficacité d'un plan ou de toute autre production d'état-major, on peut en revanche à tout moment juger de sa logique et de sa pertinence.

Comprendre les enjeux et savoir les traduire en plans et ordres constituent les prérequis pour influencer les états-majors multinationaux dans le cadre d'une coalition. L'IFESO insiste sur les étapes majeures de la planification où l'influence est la plus efficace.

2.2 Méthodologie

Les sessions de formations sont dispensées en « *blended learning*¹ ». Elles comprennent de l'enseignement à distance en ligne et des cours magistraux s'appuyant sur les documents de doctrine français, de l'Union Européenne, de l'OTAN ou de l'ONU. Chaque concept est explicité et illustré par des exemples issus de l'expérience des formateurs de l'IFESO. Puis une réflexion est proposée aux stagiaires, sous la forme d'exercices pratiques appelés **vignettes** : les stagiaires étudieront des documents, des appréciations de situation, des ordres afin de stimuler leur sens critique puis élaboreront eux-mêmes les produits requis dans le cadre des processus et procédures imposés pour développer leur imagination. Ces exercices pratiques représentent environ 70% des stages proposés.

Aujourd'hui, seul l'IFESO propose des cursus de formation complets et différenciés en fonction du niveau de responsabilité tenu par le stagiaire (rédacteur, chef de bureau/branche, décideur). Cette différenciation permet d'aborder à la fois les problématiques de fond dans le cadre des procédures enseignées, mais aussi le management et le fonctionnement d'un groupe de travail pluridisciplinaire.

Les cours sont généralement délivrés dans le pays et l'infrastructure du client. Sous réserve d'anticipation et d'évaluation du financement, il est possible d'envisager de conduire ces formations en France.

2.3 Scénario

Les travaux pratiques nécessitent l'utilisation d'un scénario, fictif ou réel, mais suffisamment réaliste pour apporter la complexité nécessaire à la compréhension des concepts. La seule vertu du scénario est de permettre une réflexion de bon niveau et la production des documents.

Le développement de scénario est consommateur de temps. Pour limiter l'impact financier, le cadrage des données du scénario est généralement proposé par le client. L'annexe B propose un format d'élaboration des données nécessaires, qu'il s'agisse d'une adaptation ou d'un développement complet.

2.4 Langue

Tous les supports utilisés sont en langue anglaise ce qui constitue un gage d'interopérabilité, ou en français. Lorsque les cours sont dispensés en anglais, l'IFESO dispose d'un avantage apprécié par sa clientèle : nos instructeurs, dont l'anglais n'est pas la langue maternelle, comprennent les difficultés des stagiaires à s'exprimer dans une langue étrangère et prennent le temps nécessaire en insistant particulièrement sur les notions les plus complexes à appréhender. Bien évidemment, les cours peuvent également être dispensés en français.

¹ Le *Blended Learning*, ou pédagogie mixte, est un modèle de formation mixte intégrant présentiel et numérique. Il permet de limiter au strict minimum les cours magistraux où le formateur défile sa présentation sur une estrade. Ils sont remplacés par des supports d'apprentissage à distance. La formation présentielle se concentre alors sur l'humain : difficultés individuelles, exercices de mise en pratique, simulations...

2.5 *Evaluation des stagiaires*

Selon la demande du client, les stagiaires pourront être soumis à un processus d'évaluation continue fondé sur :

- Des questionnaires à choix multiples à la fin de chaque module ou sous module ;
- Une appréciation continue de la participation des stagiaires;
- Une appréciation de la pertinence des idées émises lors des travaux dirigés ;
- Une appréciation collective des restitutions faite devant les autorités de la chaîne opérationnelle.

Pouvant être conduite conjointement par le client et l'IFESO, l'évaluation portera sur la connaissance des termes, des processus et des procédures utilisées ainsi que sur la compréhension des attendus (au niveau stratégique ou opératif) lors des phases pré-décisionnelles, de planification et de conduite d'une campagne interarmées.

ANNEXE A: Catalogue des stages IFESO

Toutes les formations présentées dans cette annexe peuvent être complétées par un module d'enseignement à distance en ligne (e-learning).

L'intérêt de l'enseignement en ligne est d'assurer une compréhension commune à tous les stagiaires de concepts et notions de bases du stage comme prérequis à la participation à la session en présentiel. Cette session est ensuite beaucoup plus profitable pour l'ensemble de la classe.

Notre plateforme de e-learning permet des interactions avec les stagiaires aux moyens d'outils de partage et de dialogue semblables aux réseaux sociaux : *chat*, webinaire, etc.

Le développement d'un module adapté de e-learning pour un auditoire et un stage spécifique demande un effort important. Il doit être anticipé, et un minimum de quatre mois est nécessaire pour développer, fabriquer et contrôler un nouveau parcours.

Les fiches de stage qui suivent sont en conformité avec le standard OTAN.

Tous les stages du catalogue peuvent être adaptés au niveau d'ambition et au niveau de maturité du client.

Des stages supplémentaires, sur des sujets spécifiques peuvent être développés à la demande : renseignement interarmées, logistique interarmées, applications métiers (JOCWATCH, TOPFAS, JCOP, etc.).

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Liste des stages

Code stage	Nom du stage	Durée
Curriculum Commandement des opérations au niveau stratégique		
JSBAS	Joint Operations Strategic Staff Officer Course	3 semaines
JOKLT	Joint Operations Key Leader Course	2 semaines
JOGOS	Joint Operations General Officers Seminar	1 semaine
JSBST	Joint Operations Strategic Battle Staff Training	2 semaines +Préparation
Curriculum Commandement des opérations au niveau opératif		
JOBAS	Joint Operations Operational Staff Officer Course	3 weeks
JOKLT	Joint Operations Key Leader Course	2 weeks
JOGOS	Joint Operations General Officers Seminar	1 week
JOBST	Joint Operations Operational Battle Staff Training	2 weeks + Preparation
Stages fonctionnels		
JOASS	Joint Operations Assessment Course	2 weeks
SCIOC	Strategic Communications & Info Ops Course	2 weeks
JOTGT	Joint Operations Targeting Course	1 week
JOJPR	Joint Personnel Recovery	1 week
Stages Connaissances de base d'état-major		
BASK1	Basic Staff Skills Course Level 1	1 week
BASK2	Basic Staff Skills Course Level 2	1 week
Curriculum Préparation et montage d'exercices et d'entraînements interarmées		
EXPLA	Exercise Planning Course	1 week
EXEVA	Exercise Evaluation Course	1 week
Curriculum Commandement au niveau tactique (composante)		
LOBAS	Land Operations Staff Officer Course	4 weeks
AOBAS	Air Operations Staff Officer Course	3 weeks
AOKLT	Air Operations Key Leader Course	2 weeks
AOBST	Air Operations Battle Staff Training	2 weeks



Joint Operations Operational Staff Officer Course	Course ID: JOBAS
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 an operational level commander	
Performance Objectives	
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.	
<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 	

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requirements ✓ 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	Class Size Mini/Maxi	Facility - Equipment	
15 working days (three weeks)	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) • Printing of courses material for each student in advance of the course (3 x books of courses material /200 pages each; 1 book of Acronyms & definitions / 20 pages; 1 x book of scenario /80 pages). <p>Final course material is provided to the client for printing NLT 10 working day prior to the beginning of the course.</p>	
Creation: Feb 13	Revision: Oct 16	Course card revision: Oct 16	#: 7



Joint Operations Strategic Staff Officer Course		Course ID: JSBAS
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 strategic level commander		
Performance Objectives		
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.		
<ul style="list-style-type: none"> • Understand the strategic level considerations • Produce strategic assessment, military response options, strategic planning directive and strategic CONOPS 		
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	Class Size Mini/Maxi	Facility - Equipment
15 working days (three weeks)	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) • Printing of courses material for each student in advance of the course (3 x books of courses material /200 pages each; 1 book of Acronyms & definitions / 20 pages; 1 x book of scenario /80 pages). Final course material is provided to the client for printing NLT 10 working day prior to the beginning of the course.
Creation: Dec 16	Revision: N/A	Course card revision: #: 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			
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 in order to provide analysis, assessment, and develop relevant products for submission to the approval and decision of a commander			
Job Performance Outcome: 300 – Advance level (Apply)			
Student Criteria			
Background Knowledge - Prerequisites		Rank/Grade	
Basic staff skills (how to staff documents, how to prepare and deliver a briefing to an authority)		Colonel or selected	
Basic knowledge of Microsoft Windows® and the common Microsoft Office® applications (Word®, PowerPoint® and Excel®)		Lieutenant-colonel	
Language Proficiency			
English or French SLP 3232			
Course Criteria			
Duration	Class Size Mini/Maxi	Facility - Equipment	
10 working days (two weeks)	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) • Printing of courses material for each student in advance of the course (3 x books of courses material /200 pages each; 1 book of Acronyms & definitions / 20 pages; 1 x book of scenario /80 pages). Final course material is provided to the client for printing NLT 10 working day prior to the beginning of the course.	
Creation: Feb 13	Revision: Oct 16	Course card revision: Oct 16	#: 3



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	Class Size Mini/Maxi	Facility - Equipment	
5 working days (one week)	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) • Printing of courses material for each student in advance of the course (3 x books of courses material /200 pages each; 1 book of Acronyms & definitions / 20 pages; 1 x book of scenario /80 pages). Final course material is provided to the client for printing NLT 10 working day prior to the beginning of the course.	
Creation: Feb 13	Revision: Oct 16	Course card revision: Jan 18	#: 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 			
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	Class Size Mini/Maxi	Facility - Equipment	
10 working days (two weeks)	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) • Printing of courses material for each student in advance of the course (3 x books of courses material /200 pages each; 1 book of Acronyms & definitions / 20 pages; 1 x book of scenario /80 pages). Final course material is provided to the client for printing NLT 10 working day prior to the beginning of the course.	
Creation: Jan 15	Revision: Oct 16	Course card revision: Oct 16	#: 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.			
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	Class Size Mini/Maxi	Facility - Equipment	
10 working days (two weeks)	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) • Printing of courses material for each student in advance of the course (3 x books of courses material /200 pages each; 1 book of Acronyms & definitions / 20 pages; 1 x book of scenario /80 pages). Final course material is provided to the client for printing NLT 10 working day prior to the beginning of the course.	
Creation: Jan 15	Revision: Oct 16	Course card revision: Oct 16	#: 0



Joint Operations Targeting Course	Course ID: JOTGT
Purpose	
Expose staff officers to generic Targeting cycle and products using NATO standards.	
Performance Objectives	
<p>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.</p> <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)	

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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	Class Size Mini/Maxi	Facility - Equipment	
5 working days (one week)	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) • Printing of courses material for each student in advance of the course (1 x book of courses material /200 pages; 1 book of Acronyms & definitions / 20 pages; 1 x book of scenario /80 pages). Final course material is provided to the client for printing NLT 10 working day prior to the beginning of the course.	
Creation: Jan 15	Revision: Sep 18	Course card revision: Oct 18	#: 1



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	Class Size Mini/Maxi	Facility - Equipment	
5 working days (one week)	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) • Printing of courses material for each student in advance of the course (1 x book of courses material /200 pages; 1 book of Acronyms & definitions / 20 pages; 1 x book of scenario /80 pages). Final course material is provided to the client for printing NLT 10 working day prior to the beginning of the course.	
Creation: Oct 18	Revision: Oct 18	Course card revision: Oct 18	#: 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 <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)	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"> • To be defined 	
Creation: Feb 14	Revision: Oct 16	Course card revision: Oct 16	#: 2



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 <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)	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"> • To be defined 	
Creation: Dec 16	Revision: N/A	Course card revision: N/A	#: 0

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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	Class Size Mini/Maxi	Facility - Equipment	
5 working days (one week)	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) • Printing of courses material for each student in advance of the course (3 x books of courses material /200 pages each; 1 book of Acronyms & definitions / 20 pages; 1 x book of scenario /80 pages). <p>Final course material is provided to the client for printing NLT 10 working day prior to the beginning of the course.</p>	
Creation: Oct 16	Revision: Oct 16	Course card revision: Oct 16	#: 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	Class Size Mini/Maxi	Facility - Equipment	
5 working days (one week)	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) • Printing of courses material for each student in advance of the course (3 x books of courses material /200 pages each; 1 book of Acronyms & definitions / 20 pages; 1 x book of scenario /80 pages). <p>Final course material is provided to the client for printing NLT 10 working day prior to the beginning of the course.</p>	
Creation: Oct 16	Revision: Oct 16	Course card revision: Oct 16	#: 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	Class Size Mini/Maxi	Facility - Equipment	
5 working days (one week)	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) • Printing of courses material for each student in advance of the course (3 x books of courses material /200 pages each; 1 book of Acronyms & definitions / 20 pages; 1 x book of scenario /80 pages). Final course material is provided to the client for printing NLT 10 working day prior to the beginning of the course.	
Creation: Jan 15	Revision: Oct 16	Course card revision: Oct 16	#: 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	
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	
		Language Proficiency	
		English or French SLP 3232	
Course Criteria			
Duration	Class Size Mini/Maxi	Facility - Equipment	
5 working days (one week)	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) • Printing of courses material for each student in advance of the course (3 x books of courses material /200 pages each; 1 book of Acronyms & definitions / 20 pages; 1 x book of scenario /80 pages). Final course material is provided to the client for printing NLT 10 working day prior to the beginning of the course.	
Creation: Jan 15	Revision: Oct 16	Course card revision: Oct 16	#: 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			
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	Class Size Mini/Maxi	Facility - Equipment	
20 working days (four weeks)	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) • Printing of courses material for each student in advance of the course (books of courses material; 1 book of Acronyms & definitions; scenario. Total around 80 pages per student). Final course material is provided to the client for printing NLT 10 working day prior to the beginning of the course. 	
Creation: Feb 17	Revision: Dec 17	Course card revision: Dec 17	#: 1



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.		
<ul style="list-style-type: none"> ➤ PO 1. Understand the fundamentals of air operations in a joint campaign <ul style="list-style-type: none"> ✓ Level of command, C2 structure, JFACC organization ➤ PO 2. Understand the contributions of major functions to the decision cycle of a JFACC HQ ➤ 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 <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 air operational planning group (AOPG) ✓ Understand the working processes of an AOPG ➤ PO 4. Understand and apply JFACC process to develop the Air Operations Directive (main effort of the course) ➤ PO 5. Understand and apply JFACC process to develop the MAOP and ATO ➤ PO 6. Understand and apply JFACC process in the execution of an air campaign <ul style="list-style-type: none"> ✓ Battle Rhythm ✓ Targeting, TST ✓ Joint Personnel Recovery and CSAR 		
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
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
Language Proficiency		
English or French SLP 3232		
Course Criteria		
Duration	Class Size Mini/Maxi	Facility - Equipment
15 working days (three weeks)	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)

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		<ul style="list-style-type: none">• Printing of courses material for each student in advance of the course (books of courses material; 1 book of Acronyms & definitions; scenario. Total around 80 pages per student). Final course material is provided to the client for printing NLT 10 working day prior to the beginning of the course.	
Creation: Feb 17	Revision: Dec 17	Course card revision: Dec 17	#: 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.			
<ul style="list-style-type: none"> ➤ PO 1. Understand the fundamentals of air operations in a joint campaign <ul style="list-style-type: none"> ✓ Level of command, C2 structure, JFACC organization ➤ PO 2. Understand the contributions of major functions to the decision cycle of a JFACC HQ ➤ 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 ➤ PO 4. Understand and apply JFACC process to develop the Air Operations Directive (main effort of the course) ➤ PO 5. Understand and apply JFACC process to develop the MAOP and ATO ➤ PO 6. Understand and apply JFACC process in the execution of an air campaign <ul style="list-style-type: none"> ✓ Battle Rhythm ✓ Targeting, TST ✓ Joint Personnel Recovery and CSAR 			
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	Class Size Mini/Maxi	Facility - Equipment	
10 working days (two weeks)	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) • Printing of courses material for each student in advance of the course (books of courses material; 1 book of Acronyms & definitions; scenario. Total around 80 pages per student). Final course material is provided to the client for printing NLT 10 working day prior to the beginning of the course. 	
Creation: Feb 17	Revision: Dec 17	Course card revision: Dec 17	#: 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	Class Size Mini/Maxi	Facility - Equipment	
10 working days (two weeks)	35/100 • 5-15 into project team including exercise control; • 30-85 training audience	To be determined	
Creation: Feb 17	Revision: Dec 17	Course card revision: Dec 17	#: 0

ANNEXE B : Développement de scénario

Pour adapter les cours et les vignettes au cadre stratégique spécifique du client, l'IFESO développe les éléments de scénario sur une base choisie par le client.

Le format suivant permet de cadrer les besoins en éléments de scénario, en fonction du besoin du client.

Pour une adaptation d'un scénario existant, le client fournit les parties I à III.

En principe, tous les éléments de scénario développé par l'IFESO sont au format de documents opérationnels afin d'accoutumer les stagiaires à ce qu'ils rencontreraient dans la réalité.

Pour des besoins supplémentaires de développement de produits spécifiques, un devis serait nécessaire.

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.)

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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		

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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				

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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		

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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

