The North Atlantic Treaty Organization (NATO) Special Operations University (NSOU) has received unconditional accreditation by the Supreme Allied Commander Transformation for the alignment of its core processes and procedures with NATO Quality Standards. In 2023, NSOU was granted an additional accreditation through the Accrediting Council for Continuing Education & Training, which further assures that the curriculum offered at NSOU is current, relevant, and educationally sound.
# Table of Contents

<table>
<thead>
<tr>
<th>Topic</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Welcome to the 2023-2024 Academic Year</td>
<td>3</td>
</tr>
<tr>
<td>NATO Special Operations University</td>
<td>5</td>
</tr>
<tr>
<td>Chièvres Air Base</td>
<td>7</td>
</tr>
<tr>
<td>SHAPE</td>
<td>9</td>
</tr>
<tr>
<td>Getting There</td>
<td>9</td>
</tr>
<tr>
<td><strong>SOF Professional Development</strong></td>
<td>10</td>
</tr>
<tr>
<td>General Information</td>
<td>10</td>
</tr>
<tr>
<td>Comprehensive Defence (CHT, Resilience, and Resistance)</td>
<td>11</td>
</tr>
<tr>
<td>NATO SOF Instructor Training</td>
<td>13</td>
</tr>
<tr>
<td><strong>NATO Leadership Academy</strong></td>
<td>15</td>
</tr>
<tr>
<td>General Information</td>
<td>15</td>
</tr>
<tr>
<td>NATO SOF Leadership Courses</td>
<td>16</td>
</tr>
<tr>
<td><strong>Operational Studies Branch</strong></td>
<td>19</td>
</tr>
<tr>
<td>General Information</td>
<td>19</td>
</tr>
<tr>
<td>ADL 101 Introduction to NATO Special Operations</td>
<td>20</td>
</tr>
<tr>
<td>ADL 102 Fundamentals of NATO SOCC Operations</td>
<td>21</td>
</tr>
<tr>
<td>NATO SOCC Staff Course – Hybrid Delivery</td>
<td>23</td>
</tr>
<tr>
<td>NATO SOCC Planning Course</td>
<td>24</td>
</tr>
<tr>
<td>NATO SOCC Joint Operations Centre Course</td>
<td>25</td>
</tr>
<tr>
<td>NATO SOF Evaluation Course</td>
<td>27</td>
</tr>
<tr>
<td>NATO SOF Personnel Recovery Course</td>
<td>28</td>
</tr>
<tr>
<td>NATO SOF Advisory and Liaison Basic Course</td>
<td>29</td>
</tr>
<tr>
<td>Building SOF Capability Course (Managerial Level)</td>
<td>30</td>
</tr>
<tr>
<td><strong>Air Development Division</strong></td>
<td>31</td>
</tr>
<tr>
<td>General Information</td>
<td>31</td>
</tr>
<tr>
<td>NATO Special Operations Air Planning Course</td>
<td>33</td>
</tr>
<tr>
<td>NATO SOF Air Mission Commanders Course</td>
<td>34</td>
</tr>
<tr>
<td>NATO SOCC Joint Operations Centre Course</td>
<td>35</td>
</tr>
<tr>
<td>NATO Special Operations Air Task Group Course</td>
<td>37</td>
</tr>
<tr>
<td>NATO SOF Air Mission Execution (previously NATO SOF Air Mission Challenge)</td>
<td>38</td>
</tr>
</tbody>
</table>
Maritime Development Division .......................................................... 40
  General Information ........................................................................ 40
  NATO Special Operations Maritime Task Unit Course ..................... 41
  NATO Special Operations Maritime Task Group Course .................. 42

Technical Studies Branch .................................................................... 43
  General Information — NSOU Intelligence Courses ......................... 43
  NATO SOF Intelligence Course ....................................................... 44
  NATO SOF Human Network Analysis and Support to Targeting Course .. 45
  NATO SOF ISR Operations and Intelligence Collections Course .......... 46
  ADL Digital Force Protection — Asynchronous .................................. 48
  Basic Intelligence Systems Core Training ......................................... 49
  NATO Intelligence Functional Systems Training ............................... 50
  Network Engagement and Targeting Course ...................................... 51
  General Information — NSOU Technical Exploitation Courses ........... 52
  NATO SOF Technical Exploitation Operations Course ..................... 53
  NATO SOF Comprehensive Media Exploitation Course ................... 54
  NATO SOF Drone Exploitation Course .......................................... 56

Medical Training and Education .......................................................... 57
  General Information ........................................................................ 57
  NATO Special Operations Medical Planning and Support Course (Task Group) .. 58
  Special Operations Medical Instructor Development Course ............... 59
  NATO Special Operations Surgical Team Development Course .......... 60
  Advanced Resuscitation Course ...................................................... 61
  NATO Chemical, Biological, Radiological, and Nuclear Medical Planning Course ................................. 62

NSOU General Information ................................................................ 63
I am proud to open NSOU’s 2023–2024 academic year. My vision for NSOU is to remain the crossroads of NATO special operations forces (SOF) and a gathering place for the Alliance’s best and brightest to learn, share, and teach. NSOU is committed to leading the Alliance in SOF education and the development of the most important weapon NATO has—our minds.

NATO SOF are most effective when their leaders are able to apply creative and critical thinking on the battlefield. The university is the focal point for SOF to develop the cognitive skills necessary to be responsive and decisive at the right time, achieving the right objectives.
Our operations and planning courses, which teach special operations component command (SOCC) staff how to plan and execute as a team, remain the core of our university. Layered on top of that, the NSOU Leadership Academy is in its third full year and continues to teach command teams at all levels from tactical units through enterprise-level strategic leadership. Additionally, NSOU is developing several new and innovative initiatives, including updated course offerings and the establishment of an NSOU Research Centre.

Finally, I welcome your continued feedback on how the university can better serve the SOF community. Your input is critical and allows us to tailor NSOU’s curriculum to meet the needs of the Alliance and our partner nations.

See you on campus!

Sincerely,

Antonio M. Fletcher
Lieutenant General—USA Army
Commander, Allied SOF Command (SOFCOM)
NSOU provides a physical and virtual common space where the entire NATO SOF community can assemble and create lasting relationships throughout the Alliance. The university endeavours to provide the right training to the right people at the right time. For the university to remain current and relevant, NSOU employs a wide variety of teaching methods with diverse instructor backgrounds. The university has helped develop over 15,000 NATO SOF professionals throughout its history and strives to continue supporting the community for decades to follow.

Approximately 19 kilometres (km) north of Supreme Headquarters Allied Powers Europe (SHAPE), NSOU provides SOFCOM with a physical and virtual SOF campus at Chièvres Air Base (AB). The facilities at Chièvres were purpose built to exploit technology and incorporate the SOF mindset into an academic design that educates and trains personnel to operate in challenging environments.

To meet the highest training and education standards, flexible infrastructure, technology, and adult-learning strategies come together to support how you learn best. Classrooms can be configured to accommodate two operational centres and multiple syndicate rooms with moveable, high-quality whiteboard walls and mobile desks with computers to accommodate lectures, syndicate discussions, and planning spaces. The NSOU SOF Leadership Academy will enjoy a standalone facility this academic year with specifically tailored classrooms and a collaborative working environment to promote fruitful discussion and to better enhance networking as well as learning.
Selected education and training solutions provided by NSOU can be adapted and executed as mobile education training team events. Please contact NSOU directly to discuss requirements and availability.

The SOFCOM Deputy Chief of Staff Warfare Development ensures that the NSOU curriculum is synchronized with doctrine, training, and operations through special operations courses designed to develop the collective professionalism of NATO SOF while also enhancing the strategic effects that NATO SOF achieve in support of Supreme Allied Commander Europe’s (SACEUR’s) priorities.

NSOU conducts courses with in-house assets and hosts courses from partner military education/training institutions as well. Significant areas of influence include SOCC training and education courses, intelligence and exploitation courses, SOF air courses, medical education, and SOF professional development courses.

The NSOU website (www.nshq.nato.int/nshq) contains the latest course calendar and a detailed description of each course. You can also find an online course registration process that includes mandatory registration for an NSOU account. Registering for an account using an official email domain (e.g. .mil or .int) is the fastest/preferred method for account activation. Using a commercial provider (e.g. Hotmail, Gmail) requires identity verification through SOFCOM personnel or national training representatives. When registering for a course, please include an attendance justification (e.g. preparation/certification of high readiness elements, operational requirements, or job position) in the remarks block of the online form to aid the staff in student prioritization and confirmation when courses are oversubscribed.
Chièvres AB has been associated with Belgian military history since 1917. It was in 1917 that Germany first landed an aircraft outside the village of Chièvres in the fields they determined to be a prime location for a military AB.

When World War I ended in 1918, Germany left Belgium without completing the construction of the AB they envisioned.

The potential AB land was returned to an agricultural state until the late 1930s, when the Belgian government decided to establish the airfield for Belgian military aviation.

These plans came to a halt when in May 1940, during World War II, Germany once again invaded the area and began to finish what they had started in 1917.

During the building of the German AB in 1940–41, more than 9,000 men and women were employed to build the runways, hangars, barracks, and flak towers.

In May 1940, the Germans added 1,050 acres to the airfield, making it eight times larger than the Belgians had originally planned in 1939. The airfield’s maximum size of more than 3,706 acres was reached in 1944.

The first unit to occupy Chièvres AB in 1940 was the Jagdgeschwader 26 from the Luftwaffe fighter wing, whose mission was to attack the beachhead of Dunkirk, France, and to bomb airfields and airplane factories in the neighbourhoods of Paris.
Later, the Italian 43rd Group used Chièvres AB as their base of attack for air raids over Britain.

The Italian group was recalled from Chièvres AB in December 1940, and the base was occupied by Germany once again.

The Germans stayed at Chièvres AB until they retreated in September 1944. Germans destroyed all of the airfield’s infrastructure and installations and burned all the base documents and records. The history of Chièvres AB over the previous years disappeared in smoke.

Within a week of liberation, the U.S. Army engineers established a camp at Chièvres AB and began to rebuild the destroyed airfield. By October 1944, the AB was once again fully operational. U.S. Army personnel and engineers occupied the airfield until December 1945, at which time the base was returned to the Belgian military authorities.

In December 1950, the Belgian 7th Wing was established at Chièvres AB, where it remained until 31 January 1964. After the 7th Wing’s departure, the base hosted flight schools and a military training centre.

On 31 December 1967, Chièvres AB was given to SHAPE as a support installation.

On 01 January 1968, the U.S. Army established the NATO SHAPE Support Group on Chièvres AB to provide logistic and aircraft transportation support to NATO and SHAPE.

In 2009, the NATO SOF Coordination Centre (NSCC) added its training and education compound to Chièvres AB, supporting the Alliance SOF mission. In September 2009, the NSCC was renamed the NSHQ and in June 2023, the NSHQ was renamed once again to SOFCOM.
SHAPE

SHAPE is the headquarters (HQ) of Allied Command Operations (ACO), one of NATO’s two strategic military commands. It is located at Casteau, north of the Belgian city of Mons. ACO is commanded by SACEUR and is responsible for all Alliance military operations.

SOFCOM is located within the SHAPE perimeter at two separate locations. The main HQ, Building 915, opened in December 2012 and houses the commander with their staff and directorates. It has several conference rooms and a large auditorium. The former HQ building, Building 208, is referred to as the SHAPE campus and contains support staff as well as classroom facilities.

More information about SHAPE can be found here: http://www.shape.nato.int.

Getting There

Transportation around Mons and most of Europe is relatively easy. This can be accomplished by train, bus, or taxi, depending on the destination. The recommended airports for arrivals and departures are Brussels Airport (BRU) for international flights or Brussels South Charleroi Airport (CRL) for European and national flights. Chièvres AB is located near the town of Chièvres, Belgium, which is approximately 19 km from SHAPE in Casteau (near Mons). The closest train stations to Chièvres are in the towns of Brugelette, Ath, and Jurbise. The closest train stations to SHAPE are in the towns of Soignies, Mons, and Jurbise. Transportation is a national responsibility. Students attending courses at NSOU will need a rental car to reach the campus as there are no public transportation options.

Chièvres AB Address:
Rue du Septième Wing — 7950 Chièvres, Belgium

SHAPE Address:
Rue Grande — 7010, Mons, Belgium
The NSOU Professional Development Branch provides two resident courses: the Comprehensive Defence (Countering Hybrid Threats (CHT), Resilience and Resistance) Course and the NATO SOF Instructor Training Course.

The new CHT, Resilience and Resistance Course addresses CHT and comprehensive defence across the spectrum of competition, crisis, and conflict with a dual-module residential course design that allows students to attend the residential education modules after completion of the Advanced Distributed Learning (ADL) portion. Students are not required to attend Module 2 if it is not within their professional requirements, but cannot take this as a stand-alone module without having completed the ADLs and Module 1.
Comprehensive Defence
(CHT, Resilience, and Resistance) Course

Course ID: NSOF-506    ETOC: SOF-SO-36804
Duration: ADL — 25 hours study over 4 weeks; residential learning (RL) 8.0 academic days in two modules.

Pre-resident Course (ADL): Introduction to hybrid threats and comprehensive defence fundamentals including aspects of NATO Article 3 and the whole-of-government and whole-of-society approach methodology.

Module 1: Comprehensive Defence — CHT (Week 1): CHT including national preparedness, resilience, deterrence, and developing an outline for a national strategic CHT framework through the peacetime, competition, and crisis/conflict phases employing a cross-sector whole-of-government approach with societal involvement (~5 days in length).

Module 2: Comprehensive Defence — Resilience and Resistance (Week 2): Planning for comprehensive defence with focus on resilience, including responding to malicious attacks and building an asymmetric defence component (resistance capabilities) (~3 days in length). This dual module strategy consists of course content that is evidence based and will employ lessons and practical exercises (PEs) focused on comprehensive defence plans and examples from different European nations to highlight comprehensive defence best practices across the spectrum of conflict.

Aim: Offer best practices and practical implementation of methods, strategies and procedures for whole-of-government and whole-of-society CHT and comprehensive defence efforts, including enhancing resilience, deterring threats, defending nations, and if necessary, resisting invading powers. The course provides professionals, at differing levels, the tools and resources to assess and develop CHT and comprehensive defence requirements and design approaches; it trains them in applying preparedness, resilience, and response measures; and it offers considerations for application in differing security environments.

Objective: At the conclusion of the ADL, students will be able to identify hybrid threat techniques, approaches, and actors and specify national vulnerabilities to hybrid threats. They will be able to provide the key elements of a comprehensive defence, including aspects of NATO Article 3. They will be able to discuss how employing cross-sectoral and whole-of-society approaches are essential to comprehensive defence and describe comprehensive defence-related organizations in NATO.
Module 1 (Residential): The student will learn to specify key principles of civil preparedness to enable national resilience; be able to state comprehensive defence differences that exist throughout various nations; and explain the risks to a nation across the spectrum of competition, crisis, and conflict. Students will be able to identify methods on how to overcome cross-sector differences, using a whole-of-government and whole-of-society plan. Students will be able to describe the role of the military and national SOF with regard to comprehensive defence. The module culminates with an outline of how a strategy employing ends, ways, and means can assist a nation in CHT.

Module 2 (Residential): The student will describe the layered defence concept as it relates to deterrence and comprehensive defence structures. They will be able to generalize the roles and missions of military organizations in comprehensive defence, identifying the various roles and missions of the national armed forces, home guard, asymmetric defence component, and national SOF. Using key aspects of past national resistance efforts during military occupation, students will create a plan of national response measures to major malicious attacks and armed conflicts.

Target Audience: This course is designed for planners in mid-level intelligence, security, and contingency planning roles for Alliance nations (or select partners) who may be tasked with planning and implementing CHT and comprehensive defence measures. It is recommended that military students have a broad tactical background along with experience above the tactical level or appropriate military education at staff college level or advanced military school. Civilian students should have academic and/or work-related experience beyond the entry level in any of the following sectors: diplomatic, non-governmental organization, governmental, information, intelligence, law enforcement, transportation infrastructure, health, cyber security, technology, economic, energy, inter-agency, emergency services, military services (in particular SOF), public and private critical infrastructure entities, home guard and reserve forces, or other specialized whole-of-government expertise. An understanding of both NATO and SOF missions along with the comprehensive and inter-agency methodologies is desirable but not essential.

Rank Level: OF2-OF5, OR9, warrant officers, and civilians (up to deputy ministers) as identified in the above target audience.

Requirements: A NATO SECRET clearance is preferred to allow unescorted access to NSOU facilities, but is not mandatory for course attendance.
NATO SOF Instructor Training

**Course ID:** NSOF-53  
**ETOC:** SOF-SO-36706  
**Duration:** 5 academic days of RL (also available via ADL when necessary)

**Aim:** To support the NSOU instructor, course director, and course officers of primary responsibility (OPR) requirements and assist contributing subject matter experts (SMEs) in presenting instructionally and technically rigorous educational content in varied environments, in which to teach and learn. This is accomplished by placing an emphasis on designing, developing, delivering, and evaluating presentations focused on specific objectives.

**Objective:** Students will apply a range of instructional strategies and practices to plan, develop, deliver, and evaluate a lesson relevant to their national or Alliance staff function.

**Description:** The NATO SOF Instructor Training (NSIT) course is a hybrid learning solution, designed to be delivered residentially in a classroom, but may also be delivered virtually if necessary. It is specifically designed to provide experienced or advanced instructors, instructor supervisors, course directors, and course OPRs/SMEs, with the knowledge and skills necessary to promote and maintain engagement and motivation when designing, developing, delivering, or evaluating a lesson in a multinational, cross-cultural environment. Assessment of learning is both formative and summative, with students actively demonstrating their understanding of the material by formatively constructing all components of a lesson plan and delivering the lesson to the cohort.

This course is delivered with a three-tiered focus.

1. Students will learn how to plan, develop, and deliver lessons focused on specific, student-focused learning objectives. Students will also learn essential instructional methodologies including overcoming the fear of public speaking, effective questioning techniques, body language, classroom leadership, formal assessment, and eliciting cooperation and participation from learners.

2. Students will gain functional knowledge of and learn their roles/responsibilities in the training needs analysis process as a course director/branch director and/or course OPR/SME in accordance with the NATO Systems Approach to Training method.

3. Students will learn instructional leadership skills and evaluation strategies by formally evaluating each other in class, providing meaningful and constructive feedback, and adhering to mandatory NATO quality assurance policies.
**Target Audience:** This course is designed for staff assigned to SOFCOM in an instructional role, including course directors, branch directors, officers of primary responsibility, and select staff officers. The course is also available via a mobile education training team (METT) (upon request) to the instructional staff at NATO education and training facilities, partner nation institutions, and centres of excellence.

**Requirements:** Students should have a 3232 in English language skill and should be comfortable speaking English in front of groups.

If delivered online, the course requires the following:

- A personal computer (Windows (XP, Windows Server 2008, or more recent) or Mac (Mac OS X 10.8 — Mountain Lion or newer version)).
- Internet connectivity by modem, ADSL, or cable (1Kb/s or more).
- Speaker and microphone compatible with virtual/online collaboration tools.

A NATO SECRET clearance is preferred to allow unescorted access to NSOU facilities, but is not mandatory for course attendance.
NATO Leadership Academy
General Information

The NATO Leadership Academy provides professional development for both SOF officers and non-commissioned officers (NCOs). Given the global challenges faced by the Alliance, it remains imperative that NATO SOF continue to develop interoperability and capability, while continuing to grow capacity in a unified and cohesive manner. Beyond weaponry and technology, a key differentiator between a NATO SOF operator and their threat counterpart is the ability to apply critical and strategic thinking in a rapid manner to solve problems as they present themselves on the battlefield.

The NATO Leadership Academy focuses on the development of leadership command teams at the levels of the special operations task unit (SOTU), special operations task group (SOTG), and SOCC, as well as executive leadership positions at NATO SOF entities and support elements. Educational courses are delivered as a systematic training and education continuum, with four stages of progression aligned with each of the leadership levels. The academy has been designed to accommodate different levels of standards and experiences across the NATO SOF Alliance.
NATO SOF Leadership Courses

Duration: A distance learning (DL) phase (timings vary depending on the level of the course) that contains weekly ADL modules and assignments intended to be completed around busy work schedules, plus an RL of 10 days completed over a 12-day period after the DL has finished.

Aim: To enhance the education of NATO SOF officer and NCO students and allow them to maximize their effectiveness as members of NATO and partner nations’ SOF from the tactical to strategic levels.

Objective: To enhance the education of SOF command teams in NATO and Allied partnered nations’ relevant SOTU, SOTG, SOCC, and at the executive enterprise level, creating a standard level of education that allows graduates to effectively operate within the NATO SOF environment.

Description: All four levels are comprised of two distinct phases.
1. A DL phase of asynchronous self-study via the NSOU ADL platform.
2. An RL phase of 10 days of synchronous, guided learning in the classroom.

NATO SOF Junior Leaders Course

Course ID: NSOF-505  ETOC: SOF-SO-36786
Duration: ADL of 4 weeks; RL of 10 days over a 12-day period per course, conducted with METTs in various nations. There are four scheduled iterations for the academic year 2023-2024.

Target Audience: OR-4/6 and OF-1/3, serving at a tactical (SOTU) level.

NATO SOF Mid-level Leaders Course

Course ID: NSOF-502  ETOC: SOF-SO-36787
Duration: ADL of 8 weeks; RL of 10 days over a 12-day period per course, conducted with METTs in various nations. There are two iterations scheduled for the academic year 2023-2024.

Target Audience: OR-5/7 and OF-3/4, serving or preparing to serve at a tactical/operational (SOTG) level.
NATO SOF Senior Leaders Course

Course ID: NSOF-503 ETOC: SOF-SO-35644
Duration: DL of 14 weeks; RL of 10 days over a 12-day period per course, conducted at NSOU. There are two iterations scheduled for the academic year 2023-2024.

Target Audience: OR-7/8 and OF-4/5, serving or preparing to serve at an operational (SOCC) level.

NATO SOF Executive Leaders Course

Course ID: NSOF-504 ETOC: SOF-SO-35645
Duration: ADL of 6 weeks; RL of 10 days over a 12-day period per course. The first week is conducted at NSOU. The second week is conducted in-conjunction with the 2024 Spring SOF Commander’s Conference.

Target Audience: OR-9 and OF-6/9, serving or preparing to serve as commanders and commanding senior enlisted leaders of strategic-level Allied or national SOF commands (SOFCOM, special operations commands, joint special operations commands, and ministry- or department-level offices).

The programme implements the same 10 basic content threads throughout the four courses:

- Global SOF Studies: Evaluating the implications of current and emerging threats to SOF.
- Leading and communicating effectively in the NATO SOF environment.
- Developing effective NATO SOF command team relationships (officer/NCO teams).
- Problem-solving and innovation in complex and ambiguous environments.
- Strategic thinking in the 21st century (design thinking, ethical, creative, systems, critical thinking, and thinking in time).
- Special operations in contemporary and future warfare.
- NATO, SOFCOM, and national policy implications at the tactical, operational, and strategic levels.
- Understanding the value of international and inter-agency partnerships for NATO SOF (diversity and culture).
- Investigating the implications of technology in NATO SOF: science, technology, and innovation on the battlefield (cyber, artificial intelligence, and autonomous).
- Learning from the past to prepare for the future: investigating historical perspectives and how they inform future thinking (past, present, and future).
Each course level (junior, mid-level, senior, and executive) is taught at a different depth of knowledge and level of learning, according to Bloom’s Taxonomy, in the cognitive and affective domains from the basic level (follow) to the intermediate level (assist), to the advanced level (apply), to the expert level (enable/advise), and finally to the mastered level (initiate/shape/influence). There are overlaps of rank allowed due to different rank structures and career profiles within the NATO Alliance and partner nations.

**Requirements:** Students should have a 3322 rating in English language skills and should be comfortable speaking English in front of groups. A NATO SECRET clearance is preferred to allow unescorted access to NSOU facilities, but is not mandatory for course attendance.
Operational Studies Branch
General Information

The NSOU Operational Studies Branch provides eight resident courses: the NATO SOCC Staff Course — Hybrid Delivery; the NATO SOCC Planning Course; the NATO SOCC Joint Operations Centre (JOC)/Air Operations Centre (AOC) Course; the NATO SOF Evaluation (SOFEVAL) Course; the NATO SOF Personnel Recovery (PR) Course; the NATO SOF Advisory and Liaison Basic Course; and the Building SOF Capability Course (Managerial Level). The courses range in length from 1 to 2 weeks.

While the courses are designed to stand alone to cater to individual or national requirements, NSOU recommends that students attend courses in sequence when possible. For anyone serving at a national SOF or within a NATO SOF structure, it is suggested they first attend the NATO SOCC Staff Course — Hybrid Delivery, as it sets a baseline for NATO doctrine, terminology, and the processes necessary to work as a SOCC staff member. The NATO SOCC Planning and NATO SOCC JOC courses are the next recommended courses, as they are designed to develop skills and knowledge in operational planning and working in a NATO SOCC JOC.

Staff personnel who require the skills to serve as a SOFEVAL element at NATO or the national level are encouraged to attend the NATO SOFEVAL Course.

The NATO SOF PR Course prepares students for the planning and execution of NATO SOF PR in support of national NATO missions.
ADL 101 Introduction to NATO Special Operations

Course ID: N/A  ETOC: SOF-SO-15630
Duration: 1 hour, self-directed

Aim: To provide students with foundational knowledge of the framework of NATO SOCC operations.

Objective: At the end of this online course, students will be able to:
- Outline the role of special operations in NATO.
- Identify the principal tasks of NATO SOF.
- Recognize the contributions of SOF air and maritime forces.
- Outline the criteria for SOF employment within NATO.

Description: ADL 101 is an asynchronous e-Learning module encompassing themes that provide the reference point for NATO SOF in terms of SOF’s role in NATO, the principal tasks used, the unique characteristics of NATO SOF, and the special employment criteria applied before their use. Also examined is the use of enablers, such as maritime and air, that are vital to the execution of SOF missions. The module uses contemporary e-Learning principles and methodologies to make the learning relevant and accessible to all types of learners through a user-friendly learning management system (LMS). Assessment of learning is both formative and summative and includes interactive videos, quizzes, and case studies, alongside question banks that offer a range of question types proven to assess learning effectively.

Target Audience: Any staff member from NATO Command Structure, NATO force structure, and SOFCOM, who requires an introductory level of knowledge on NATO SOF doctrine, may take the course. Personnel from Allied and partner SOF nations, non-NATO nations, and single-service HQs who may be supporting or being supported by SOF in operations and exercises can also access the solution through a registered ILIAS account.

Requirements: Students should have a 3322 rating in English language skills and should be comfortable speaking English in front of groups.
A personal computer (Windows (XP, Windows Server 2008, or more recent) or Mac (Mac OS X 10.8 — Mountain Lion or newer version)).
Internet connectivity by modem, ADSL, or cable (1Kb/s or more).
Speaker and microphone compatible with virtual/online collaboration tools.
A NATO SECRET clearance is not required for this ADL course.
ADL 102 Fundamentals of NATO SOCC Operations

Course ID: N/A ETOC: SOF-SO-16849
Duration: 1 hour, self-directed

Aim: To provide students with foundational knowledge of the framework of NATO SOCC operations and to address four areas of importance: identifying the chain of command between operational planning and the execution of NATO special operations, understanding the importance of clear command and control (C2) relationships within NATO operations, recognizing how the levels of C2 are delineated in NATO SOF, and understanding how SOCC command and liaison elements enhance interoperability between NATO SOF and the joint task force (JTF) HQ.

Objective: At the end of this online course, students will be able to:
- Describe the role and responsibilities of a NATO SOCC.
- Identify command relationships that apply to SOCC operations.
- Recognize how NATO special operations are integrated into the NATO C2 structure.
- Identify roles and functions of SOCC liaison elements.

Description: ADL 102 is an asynchronous e-Learning module encompassing themes that provide the reference point for NATO SOF and how it organizes its forces under a SOCC. Specifically, it covers the chain of command between operational planning and execution of NATO special operations, the C2 relationships that are unique to NATO SOF, and how liaison elements underpin and enhance interoperability between NATO SOF and the JTF HQ. The module uses contemporary e-Learning principles and methodologies to make the learning relevant and accessible to all types of learners through a user-friendly LMS. Assessment of learning is both formative and summative and includes interactive videos, quizzes, and case studies, alongside question banks that offer a range of question types proven to assess learning effectively.

Target Audience: Any staff member from the NATO Command Structure, NATO force structure, and SOFCOM, who requires a depth of knowledge 100 level of formal training on NATO SOF doctrine, may take the course. Personnel from Allied and partner SOF nations, non-NATO nations, and single-service HQs who may be supporting or be supported by SOF in operations and exercises can also access the solution through a registered ILIAS account.
**Requirements:** Students should have a 3322 rating in English language skills and should be comfortable speaking English in front of groups.
A personal computer (Windows (XP, Windows Server 2008, or more recent) or Mac (Mac OS X 10.8 — Mountain Lion or newer version)).
Internet connectivity by modem, ADSL, or cable (1Kb/s or more).
Speaker and microphone compatible with virtual/online collaboration tools.
A NATO SECRET clearance is not required for this ADL course.
NATO SOCC Staff Course — Hybrid Delivery

Course ID: NSOF-01  ETOC: SOF-SO-31899
Duration: 5 academic days (1 week)

Aim: To provide students with a baseline of knowledge in various staff processes to allow effective employment as a NATO SOCC staff member.

Objective: Students will be able to operate at the component level as NATO SOCC staff members.

Description: The NATO SOCC Staff Course — Hybrid Delivery sets the baseline for doctrine, terminology, and processes necessary to work in a NATO SOCC or equivalent component command HQ. The curriculum focuses on how a component command-level HQ of a joint task force synchronizes special operations across a given theatre to achieve operational- and strategic-level effects.

The course is centred on the following themes: NATO SOF, NATO SOF integration, NATO SOF liaison, NATO SOF planning considerations, and NATO SOF operations. In addition, the course covers the organization, responsibilities, and processes of a SOCC, allowing students to gain exposure to the employment of SOTGs and special operations air task groups (SOATGs) in a joint operational environment.

The NATO SOCC Staff Course — Hybrid Delivery is a hybrid learning solution, designed to be delivered residentially in a classroom, but may be delivered virtually if necessary. The course is also available via METT (upon request).

Target Audience: This course is designed for officers, warrant officers, senior NCOs (OR-6 to OF-4), and civilians with varied backgrounds who will be working, supporting, or be supported at the SOCC level.

Requirements: Students should have a 3322 rating in English language skills and should be comfortable speaking English in front of groups. Before the course begins, students must successfully complete two ADL courses: ADL 101—Introduction to NATO Special Operations and ADL 102—Fundamentals of NATO SOCC Operations.

Students must obtain a Joint Advanced Distributed Learning (JADL) account to access the prerequisite materials and, for the ADL version of the NATO SOCC Staff Course — Hybrid Delivery, to access the online classroom.

For ADL prerequisites and online delivery, the course requires the following:

- A personal computer (Windows (XP, Windows Server 2008, or more recent) or Mac (Mac OS X 10.8 — Mountain Lion or newer version)).
- Internet connectivity by modem, ADSL, or cable (1Kb/s or more).
- Speaker and microphone compatible with virtual/online collaboration tools.

A NATO SECRET clearance is preferred to allow unescorted access to NSOU facilities, but is not mandatory for course attendance.
NATO SOCC Planning Course

Course ID: NSOF-02    ETOC: SOF-SO-31908
Duration: 10 academic days (2 weeks)

Aim: To educate students on conducting theatre SOF operational-/component-level planning and operational art and design as members of a NATO SOCC planning team.

Objective: Each graduate will be able to conduct operational planning at the component level and produce, as a member of a planning team, a SOCC component-level plan using the appropriate operational planning processes and references.

Description: The NATO SOCC Planning Course is designed to educate students on SOCC-level operations planning to enable them to perform as members of the plans branch of a SOCC HQ or of a special operations planning and liaison element (SOPLE) deployed to an operational-level HQ. As such, the course is focused at the operational level and conducted in large-group, split plenary sessions. It incorporates PEs in syndicates and culminates with a 40-hour syndicate practicum replicating component-level planning.

Target Audience: This course is designed for staff officers (OF-2 to OF-5), warrant officers, and senior NCOs (OR-8 to OR-9) with varied SOF backgrounds from operations (sea, air, land) to intelligence and logistics. Additionally, it is mandatory that the students are already members of a SOF HQ or are planning for such an assignment.

Requirements: Students should have a 3332 rating in English language skills and should be comfortable speaking English in front of groups. The NATO SOCC Staff Course — Hybrid Delivery is a prerequisite for this course. Furthermore, the course has a computer-heavy curriculum, so students should be comfortable with Microsoft Windows and Microsoft Office 2010.

A NATO SECRET clearance is preferred to allow unescorted access to NSOU facilities, but is not mandatory for course attendance.
NATO SOCC Joint Operations Centre/ Air Operations Centre Course

Course ID: NSOF-03    ETOC: SOF-SO-31910
Duration: 10 academic days (2 weeks)

Aim: To prepare students to perform as a member of NATO SOCC/ special operations air command (SOAC) future operations (J35) and as a member of NATO SOCC/SOAC current operations (J33).

Objective: Upon completion of the course, students will comprehend NATO component-level processes and will be able to apply that knowledge to the SOCC/SOAC procedures employed in a SOCC/SOAC J35 and/or a SOCC/SOAC J33.

Description: The SOCC JOC/AOC Course instructs students on how to plan, execute, and battletrack special operations at the SOCC level.

- Module 1 (Introduction to SOF) is designed to establish a foundation of knowledge by focusing on the SOF mindset, SOF C2, component-level mission planning cycles, and mission enablers.
- Module 2 (Future Operations) focuses on the concept of operations (CONOPS) development and approval processes. In addition to an internal SOCC perspective, Module 2 also covers the coordination and delivery of support to higher HQs, component commanders, and subordinate units.
- Module 3 (Current Operations) focuses on SOCC-/SOAC-level battletracking and harmonization of SOF effects within a common battlespace.

Emphasis is placed on JOC processes, procedures, and products that contribute to a commander’s decision-making process, battle rhythm, and situational awareness (SA). In the course, there is an introduction to the communication and information systems (CIS) tools required to support both the J35 and J33 functions. The course is conducted in large-group plenary lessons, in small-group PEs, and as a large-group practicum in concert with the SOAC AOC Course (ADP-03).

Target Audience: This course is designed for officers, warrant officers, and senior NCOs (OR-6 to OF-5) who are likely to be employed by their nation as a staff member within a deployed SOCC J35/J33/SOAC.
Requirements: Students should have a 3333 rating in English language skills and should be comfortable speaking English in front of groups. It is mandatory that applicants have already graduated from the NATO SOCC Staff Course — Hybrid Delivery. The course has a computer-heavy curriculum, so students should be comfortable with Microsoft Office 2010, JChat, and NCOP.

A NATO SECRET security clearance is REQUIRED for this course, validated by the national training manager, and students must prove this is held upon enrolment in the course and have a hard copy in their possession upon arrival at NSOU.
NATO SOF Evaluation Course

**Course ID:** NSOF-11  **ETOC:** SOF-SO-32057  
**Duration:** 4 academic days

**Aim:** To educate students on the SOFEVAL programme and develop the skills required to serve as a SOFEVAL team chief, area chief, team member, or monitor.

**Objective:** Course graduates will be able to apply the skills necessary to observe, evaluate, and implement the fundamentals of the SOFEVAL programme as well as analyse an exercise and provide feedback on their observations.

**Description:** The NATO SOFEVAL Course is designed to prepare future NATO SOF evaluators to observe and evaluate a SOCC HQ or SOTG as a member of a SOFEVAL team. Students will demonstrate their knowledge of procedures learned in classroom sessions during simulated exercise events where they will practise and apply the skills and processes required of an evaluator/SOFEVAL team member. The course culminates in the preparation of written reports in accordance with the SOFEVAL standards in *ACO Forces Standards Volume XI*. Graduates will be able to use the relevant aspects of the SOFEVAL programme to evaluate and provide feedback within their functional area of expertise regarding a unit’s capability and combat readiness to conduct NATO special operations.

**Target Audience:** This course is intended for officers, NCOs, and civilians selected by their respective nations to serve on a SOF evaluation team, or selected by SOFCOM to serve as a NATO monitor. Students should possess subject matter expertise in both national and NATO SOF policy.

**Requirements:** Students should have a 3333 rating in English language skills and should be comfortable presenting and briefing to an audience in English. Students must also have a proven ability to work and collaborate in a live or simulated live environment. Although there is no mandatory requirement, it is recommended that students have previous experience as a member of a national SOCC, task group HQ, or equivalent. Students should be comfortable using Microsoft Office and associated products.

A NATO SECRET clearance is preferred to allow unescorted access to NSOU facilities for resident courses, but is not mandatory for METT course attendance.
NATO SOF Personnel Recovery Course

Course ID: NSOF 515  ETOC: SOF-SO-35554
Duration: 5 academic days (1 week) and an upstream JADL preparation phase

Aim: To develop the necessary knowledge and skills of SOF PR to enable students to develop and execute a SOF PR capability, with a focus on non-conventional assisted recovery (NAR) and covert-assisted recovery (CAR) operations, in support of national and NATO missions.

Objective: Students will be able to describe the NATO joint PR system. Students will apply planning considerations for SOF PR (NAR AND CAR) operations.

Description: The NATO SOF PR Course is designed to prepare students to be part of a SOCC-level PR team responsible for planning and executing NATO SOF PR. The course provides students with the fundamental knowledge and skills to plan and execute NATO SOF PR operations, conduct gap analysis, and develop NAR/CAR capabilities. The course starts with a suggested JADL course in which the student can get or brush up on the basics of conventional joint PR. The JADL course starts 4 weeks before the component NATO SOF PR Course and the student decides their own learning speed. The course must be completed 1 week before the residential course begins. In the following 5 days, academic lectures, syndicate discussions, and PEs are conducted to enable students to develop the ability to plan, coordinate, and execute an appropriate SOF PR mission to recover an isolated individual.

Target Audience: The target audience includes military officers, NCOs, and members of civilian agencies. The main focus will be SOCC personnel recovery coordination cell (PRCC) staff officers, but all other military students should be part of a SOCC-level PRCC or recovery structure as well, including J-/air codes and non-SOF enablers who will support a SOF PR mission. Civilian agency students should be embedded in agencies that may be used to assist in the development of PR capabilities at national or NATO levels.

Requirements: Students should have experience in national joint PR; survival, evasion, resistance, and extraction experience; a 3333 rating in English language skills and should be comfortable speaking English in front of groups. In addition, students should be comfortable using Microsoft Office.

A NATO SECRET security clearance is REQUIRED for this course, validated by the national training manager, and students must prove this is held upon enrolment in the course and have a hard copy in their possession upon arrival at NSOU.
NATO SOF Advisory and Liaison Basic Course

Course ID: NSOF-81    ETOC: SOF-SO-35592
Duration: 5 academic days (1 week)

Description: The NATO SOF Advisory and Liaison Basic Course replaces the SPOFAD/LO WS and is a venue for future SOF advisors (SOFADs), liaison officers (LOs), and members of a SOF liaison element to receive specific training in SOFAD and LO duties and to share best practices and lessons learned.

Target Audience: This course is designed for officers, NCOs, and civilians selected to serve as NATO SOF LOs, SOFADs, members of the Office of Special Operations, and other NATO SOF liaison elements.

Requirements: It is a mandatory requirement that students have previous experience as a member of a national SOCC or equivalent HQ and have successfully completed the NATO SOCC Staff Course — Hybrid Delivery, SOCC Planning Course, and SOCC JOC/AOC Course. Completing the NSIT course is also recommended. Students should have a 3332 rating in English language skills and should be comfortable speaking English in front of groups. In addition, students should be comfortable using Microsoft Office.

A NATO SECRET security clearance is REQUIRED for this course, validated by the national training manager, and students must prove this is held upon enrolment in the course and have a hard copy in their possession upon arrival at NSOU.
Building SOF Capability Course (Managerial Level)

Course ID: NSOF-06  ETOC: SOF-SO-35641
Duration: 5 academic days of RL (course starts on a Monday and ends on a Friday)

Aim: This course delivers education, training, and cross-communication skills to NATO and partner nations on the processes and complexities associated with building, developing, implementing, and sustaining a national SOF capability or adding a new capacity.

Objective: Relate the SOF organizational concept and apply the SOF capability-building process.

Description: This course is based on lectures, discussions, syndicate activities, and PEs. The course is led by knowledgeable NATO SOF leaders for strategic- and managerial-level leaders within NATO and partner nations, on the comprehensive approach and procedures required to develop a SOF capability within participants’ respective nations.

The programme design is a 5-day hybrid course that applies a discussion-based learning theory and a blended learning strategy that includes lectures, syndicates, peer-to-peer engagements, vignettes, examples, and practical application for educational delivery. The course consists of an asynchronous DL portion, followed by a 5-day residential classroom portion.

Course content is strictly based on the content of the Building SOF Capability Handbook, as well as historical and operational evidence of past successes from NATO SOF leaders. Lessons, discussions, and practical sessions are developed and delivered by a team of international SMEs with broad experience in NATO SOF and force development.

Target Audience: NATO/Allied nations and partner nations are the target audience. This course is designed for SOF, military, and civilian managerial-level leaders from partner to NATO nations, within the ranks of OF-2 to OF-5 and OR-7 to OR-9, or civilian equivalent. An understanding of SOF capabilities and military force development is desirable but not required.

Requirements: Students should have a 3332 rating in English language skills and should be comfortable speaking English in front of groups. Before the course begins, students must successfully complete three ADL courses: ADL 101 — Introduction to NATO Special Operations; ADL 102 — Fundamentals of NATO SOCC Operations; and Fundamentals of Military Assistance (MA) and introduction to NATO Partnership framework. Students must obtain a JADL account to access the prerequisite materials.

A NATO SECRET security clearance is REQUIRED for this course, validated by the national training manager, and students must prove this is held upon enrolment in the course and have a hard copy in their possession upon arrival at NSOU.
Air Development Division
General Information

The SOFCOM Air Development Directorate (ADD) is the primary point of direction and coordination for NATO special operations air-related activities to enhance capability and interoperability while creating a quality human network. The SOFCOM ADD provides five tactical- and operational-level courses: NATO Special Operations Air Planning Course (SOAPC), NATO SOF Air Mission Commanders Course (SOAMCC), Special Operations Air Task Group Course (SOATGC), and the Special Operations Air Command Air Operations Centre Course (SOAC AOC) Course, which is executed together with the NATO SOCC JOC/AOC Course. SOAPC and SOATGC can be requested as a METT. Additionally, ADD provides the SOF Air Mission Execution (SOAMEx), formerly called SOF Air Mission Challenge, which delivers unique special operations air task unit (SOATU)/SOATG level training in a simulated SOF mission environment.

The ADD courses described below are designed for NATO and partnering countries’ SOF air-related personnel (aviators, airmen, staff, air-land integration, air liaison, and air C2 element personnel) of all experience levels to improve their understanding, effectiveness, and decision-making/leadership skills in special operations while in a NATO C2/joint environment.

The ADD recommends attending the courses in a logical order depending on the student’s position and experience. Generally, the SOAPC at the SOATU level is taken first, as an introduction to the SOF air mission planning process and ADD itself. The SOAPC is also suggested before enrolling in the SOAMCC, but not required. SOATGC introduces the staff environment. The SOAC AOC Course is the last course to complete the knowledge background of a NATO SOF airman from a component command perspective. It is preferred that those planning to participate in the SOAMEx should have attended at least one of the ADD courses before registering (not mandatory). Those who apply for the SOAMEx+ (task group personnel) should have attended the SOATGC to receive the best feedback from this battle staff training.
Allied Tactical Air Mission Simulator

ADD uses the Allied Tactical Air Mission Simulator (ATAMS), a VBS4-based system that consists of 20 workstations capable of replicating rotary-wing (RW) and fixed-wing (FW) cockpits; vehicles; individual and squad weapon systems; ground forces; intelligence, surveillance, and reconnaissance (ISR); and fires. The simulator focuses less on flying skills and capabilities and more on critical thinking; problem-solving; communication; interoperability; tactics, techniques, and procedures (TTP); and maintaining the appropriate mindset. Examples of available assets are SOATU RW medium (CH-47 type) and light (Griffin type), SOATU FW (C-130 type), ISR (R1 Shadow type), and direct support RW (AH-64 type), along with numerous ground vehicles, equipment, and armaments.
NATO Special Operations Air Planning Course

Course ID: ADD-01      ETOC: SOF-SO-32062
Duration: 8 academic days/can be requested as a METT

Aim: To develop a SOF mindset by creating opportunities for students to problem-solve, use critical thinking skills, and build the skills required for NATO SOF air planning staff in terms of integration and interoperability within a NATO C2 structure. The course will also introduce NATO SOATU planning and briefing guidelines for special operations air mission planning and provide an opportunity for planning staff and aircrew to brief at a tactical level in a NATO environment.

Objective: Students will apply NATO special operations air mission planning processes using NATO special operations doctrine and special operations air manuals and guidelines within a NATO C2 structure. They will display a SOF mindset by engaging with critical thinking opportunities throughout the course.

Description: The SOAPC will equip students with the ability to engage in all phases of the special operations air mission planning process. SOATU and SOATG tactical planners will plan, coordinate, and integrate objectives, resources, and environmental factors to support special operations. The educational methodologies employed in the course are lectures, guided discussions, analysis of operational vignettes, and PEs.

Target Audience: This course is designed for NATO SOATU/SOATG mission planners and special operations air land integration (SOALI) personnel (officers/NCOs up to including OF-3) who will be assigned to coordinate, plan, or lead RW/tilt-rotor and FW SOF air/aviation.

Requirements: Students should have a 3332 rating in English language skills and should be comfortable speaking English in front of groups. A NATO SECRET security clearance is REQUIRED for this course, validated by the national training manager, and students must prove this is held upon enrolment in the course and have a hard copy in their possession upon arrival at NSOU.
NATO SOF Air Mission Commanders Course

Course ID: ADD-02    ETOC: SOF-SO-31915
Duration: 9 academic days

Aim: To build skills necessary for NATO SOF air mission commanders (AMCs) to operate effectively in a NATO environment; to introduce NATO SOF AMC standards for air mission planning, AMC briefing, and mission preparation and execution; to use the SOF mindset in problem-solving, critical thinking, decision-making, and leadership; and to develop NATO SOF air leaders capable of operating in a NATO environment and implementing AMC programmes within their nations.

Objective: Students will demonstrate the NATO SOF AMC mindset, competencies, and principles for operating in a joint environment.

Description: The SOAMCC prepares students to lead special air warfare operations within the joint environment. Students will apply the knowledge and procedures learned throughout the course as they react to various operational scenarios by leading special air operations in the ATAMS. Students will use critical thinking, risk management analysis, problem-solving, decision-making, and leadership skills to plan and conduct special air operations.

Target Audience: This course is designed for mid-level to senior-level NATO aviation officers (officers up to and including OF-4) either assigned to, or preparing for, a NATO SOF aviation task unit. Students should be experienced aviators in their aircrew positions, and considered suitably experienced to undertake AMC duties under national selection criteria.

Requirements: Students should have a 3332 rating in English language skills and should be comfortable speaking English in front of groups.

At a minimum, pilots will be aircraft commander/captain qualified. All other aircrew positions should have an appropriate experience. It is recommended that students have air decision-making process (ADMP) knowledge or have already attended the SOAPC.

A NATO SECRET security clearance is REQUIRED for this course, validated by the national training manager, and students must prove this is held upon enrolment in the course and have a hard copy in their possession upon arrival at NSOU.
NATO SOCC Joint Operations Centre/ Air Operations Centre Course

Course ID: ADD-03    ETOC: SOF-SO-31912
Duration: 10 academic days

Aim: To prepare students to perform as a member of NATO SOCC/ SOAC future operations (J35) and as a member of NATO SOCC/SOAC current operations (J33).

Objective: Upon completion of the course, students will comprehend NATO component-level processes and will be able to apply that knowledge to the SOCC/SOAC procedures employed in a SOCC/SOAC J35 and/or a SOCC/SOAC J33.

Description: The SOAC AOC Course is part of the NATO SOCC JOC Course and instructs students on how to plan, execute, and battletrack special operations at the SOCC/SOAC level. This course shouldn’t be understood as an AOC course itself (see additional recommendation below).

- Module 1 (Introduction to SOF) is designed to establish a foundation of knowledge by focusing on the SOF mindset, SOF C2, component-level mission planning cycles, and mission enablers.
- Module 2 (Future Operations) focuses on the CONOPS development and approval processes. In addition to an internal SOCC perspective, Module 2 also covers the coordination and delivery of support to higher HQs, component commanders, and subordinate units.
- Module 3 (Current Operations) focuses on SOCC-/SOAC-level battletracking and harmonization of SOF effects within a common battlespace.
- The course can also be delivered in an ADL format, together with the SOCC JOC Course, should circumstances make the normal resident version impossible or nations request it.

Emphasis is placed on SOCC JOC/AOC processes, procedures, and products that contribute to a commander’s decision-making process, battle rhythm, and SA. In the course, there is an introduction to the CIS tools required to support both the J35 and J33 functions, with focus on the JOC. The course is conducted in large-group plenary lessons, in small-group PEs, and as a large-group practicum in concert with the SOCC JOC/AOC Course (SOF-SO-31910). The ADL version of this course is conducted on the NATO ACT JADL site through self-study, discussion boards, and live sessions via video teleconference.
**Target Audience:** This course is designed for officers, warrant officers, and senior NCOs (OR-6 to OF-5) who are SOF air personnel and who are likely to be employed by their nations as staff members within a deployed SOCC J35/J33, SOAC J35/J33, or national SOF HQs.

**Requirements:** Students should have a 3333 rating in English language skills and should be comfortable speaking English in front of groups. The NATO SOCC Staff Course — Hybrid Delivery is a prerequisite for this course. Furthermore, the course has a computer-heavy curriculum, so students should be comfortable with Microsoft Windows and Microsoft Office.

A NATO SECRET security clearance is REQUIRED for this course, validated by the national training manager, and students must prove this is held upon enrolment in the course and have a hard copy in their possession upon arrival at NSOU.

**Additional Recommendation:** The NATO Education and Training Opportunities Catalogue contains trainings offered by NATO centres of excellence for the air domain/discipline. The ADD recommends two courses to attend as preparation for a future role in a SOAC AOC or in the joint forces air component as a special operations liaison element (SOLE).

- FRA CASPOA, ETOC # AOP-JF-21250.
- ITA NATO DACCC, ETOC # AOP-JF-12365.
NATO Special Operations Air Task Group Course

**Course ID:** ADD-04  **ETOC:** SOF-SO-32064
**Duration:** 4 academic days/can be requested as a METT

**Aim:** To prepare SOF airmen and assigned personnel to operate in the NATO SOF environment as part of an SOATG structure by developing and improving an understanding of an SOATG in terms of organization, function, process, and staff member responsibilities necessary to operate efficiently and effectively in support of a SOCC. The SOATGC builds the skills required for NATO SOATG staff in terms of integration and interoperability within a NATO C2 structure.

**Objective:** Students will identify the importance of SOF air integration and the relevance of the SOF mindset. They will be able to operate as a NATO SOATG staff member, in support of an SOATG, as a member of a SOLE or special operations C2 element (SOCCE), or an SOATG LO.

**Description:** The SOATGC is designed to prepare SOF airmen and designated support staff to operate as part of a functioning SOATG within a NATO environment. The course provides the students with an overview of the function and utility of an SOATG as well as the knowledge and tools to plan, employ, and integrate special air warfare focused on current and future operations within a NATO SOF C2 structure. Additionally, students will be introduced to the SOF mindset and will apply it throughout the course. The SOATGC can also be delivered as an “Introduction to” version in an ADL format, should circumstances make the normal resident version impossible or nations request it.

**Target Audience:** This course is intended for personnel designated to be a staff member within or in support of a NATO SOATG or SOF (air) liaison elements (SOLE, SOPLE, SOCCE, SOATG LO).

**Requirements:** Students should have a 3332 rating in English language skills and should be comfortable speaking English in front of groups. A NATO SECRET clearance is preferred to allow unescorted access to NSOU facilities, but is not mandatory for course attendance.
NATO SOF Air Mission Execution
(previously NATO SOF Air Mission Challenge)

Course ID: ADD-05     ETOC: SOF-SO-25640
Duration: 9 training days

Aim: To develop, improve, and validate NATO SOF air standards to enhance integration and interoperability of SOF airmen within NATO. The course provides a forum to share the SOF mindset and TTP through a joint and combined approach to planning and executing missions. The course is conducted within a NATO SOF standard force construct, using the associated standard planning procedures and processes and NATO standard CIS.

Objective: SOATU and SOALI operators, along with SOATG staff, will plan, coordinate, brief, rehearse, execute, and debrief missions within an air-heavy special operation scenario using NATO CIS/information technology tools and NATO SOF air manuals, guidelines, and checklists. Operators will execute the missions in a simulated environment by assessing their air mission planning skills and TTP. SOATU operators and staff will plan, lead, and execute integrated missions with RW, FW, and ISR assets. Actual intelligence and real-world databases will be used and blended with a virtual learning environment. Upon request, the SOAMEx is capable of including battle staff training to SOATG key personnel as an additional training audience (becoming an SOAMEx+).

Description: The NATO SOAMEx is a 9-day, instructor-/facilitator-led resident course, in the ATAMS and adjacent planning rooms and battle labs. One and a half days are dedicated to academic refreshers (focused on the ADMP), simulator familiarization, and scenario lead-in. As from the second day, the training audience is integrated in the scenario order of battle with each individual being part of an SOATU, SOTU, or SOALI task unit. Based upon mission orders injected by the SOATG (represented by exercise control (EXCON)), the planning cycle, in accordance with the ADMP, is started. Under the lead of appointed AMCs, the training audience completes all the different steps of the ADMP at the SOATU level and gets mentored throughout the complete cycle. The planning includes coordination with the supported ground force commander and staffing with the higher echelon SOATG (conducted by EXCON). The final planning product is briefed during the air mission briefing and rehearsed during a rehearsal of concept drill before being executed in the ATAMS. During the execution in the ATAMS, the training audience gets confronted with the quality of their planning as they will get challenged by either self-induced events or EXCON-injected events. Finally, the mission execution gets fully debriefed with focus on the relationship between execution difficulties and planning flaws. Multiple missions will be executed by the different SOATUs throughout the training period.
In case of an SOAMEx+, an additional training audience will cover the higher echelon SOATG core personnel. Both the SOATU and SOATG levels receive mentoring, and an EXCON provides coordination between both levels, making sure the training objectives of both audiences are being met.

This course uses the ATAMS to support the participants’ learning experience. Air mission and ground force commander positions will be selected or may be offered to nations.

**Target Audience:** The course is primarily designed for aircrew or aviators (pilots, cabin crew, and SOALI-operators) assigned by their nation to serve within an SOATU as well as personnel assigned to an SOATG staff in case of an SOAMEx+.

**Requirements:**
- A 3332 rating in English language skills is requested, although some positions can be filled by students that do not meet that requirement.
- A NATO SECRET security clearance is REQUIRED for this course, validated by the national training manager, and students must prove this is held upon enrolment in the course and have a hard copy in their possession upon arrival at NSOU.

**Additional Information:** Upon request, this course can be opened for an SOATG battle staff training, which requires extensive coordination with the requesting framework nation (9-month process). SOFCOM will send invitation letters for each event so that nations can request/offfer specific crews, roles, and positions. This is not a normal course for individual participants. The point of contact on the website must be contacted to have participants and units selected or allowed.
The SOFCOM Maritime Development Division (MDD) is the primary point of direction and coordination for all NATO special operations maritime-related activity, providing a gravely needed vehicle for accelerating and synchronizing Alliance efforts to enhance capability, capacity, and interoperability of maritime SOF. The MDD mission is to enhance and strengthen NATO maritime SOF by establishing SOF maritime policy, doctrine, education, and training. The MDD aim is to create a maritime community of interest to increase capability and interoperability, ultimately providing assistance to relevant, ready, and integrated NATO SOF entities. For these purposes, the MDD has created two NATO special operations maritime courses of instruction, the Special Operations Maritime Task Group (SOMTG) Course and the Special Operations Maritime Task Unit (SOMTU) Course.

MDD courses are designed for NATO and partnering countries’ SOF and conventional maritime personnel at the tactical and operational levels to improve understanding, effectiveness, and decision-making/leadership skills in special operations while in a NATO C2/joint maritime environment.

The MDD holds the SOMTG and SOMTU courses together, and recommends your nation send one commissioned officer and one NCO to each course. The MDD’s intent is to create a task unit and task group collaboration to plan and approve SOF maritime CONOPS. This will be done through guiding lessons, lectures, and PEs.
NATO Special Operations Maritime Task Unit Course

Course ID: NSOF-513      ETOC: SOF-SO-36843

Duration: 10 academic days (2 weeks)

Aim: Train NATO/partner SOF maritime personnel within an SOMTU for key planning functions, responsibilities, and tasks related to their respective position.

Objective: Students will demonstrate the ability to examine key facts and principles related to leadership and key topics relevant to mission planning, planning a maritime SOF mission, and a CONOPS development at the SOMTU level.

Description: The NATO SOMTU Course prepares maritime SOF team leaders and selected personnel to conduct the full range of special operations as a functioning SOMTU within designated NATO maritime, littoral, and riverine environments. The course provides an overview of the function and use of an SOMTU and will provide SOF and conventional naval students with the knowledge and tools needed to plan, employ, and integrate maritime special operations during peacetime, crises, and conflict within a NATO joint/combined C2 structure. The SOMTU Course will coincide with the SOMTG Course during its second week, creating touch points, interactions for CONOPS development, and briefings and approvals between the task unit and group leadership.

Target Audience: NATO SOF officers and NCO maritime operators assigned to maritime team leader or member positions within SOMTUs (maritime SOF OF-1 to OF-3 and/or OR-6 to OR-8). Conventional naval personnel working in an operations capacity or higher, with job requirements necessitating familiarization with NATO maritime SOF. Preference for the course is granted to SOF NATO Response Force (NRF), participants in active NATO missions, other coalition missions, and SOFCOM troop-contributing nations.

Requirements: Students should have a 3322 rating in English language skills and should be comfortable speaking English in front of groups. A NATO SECRET clearance is preferred to allow unescorted access to NSOU facilities, but is not mandatory for course attendance.
NATO Special Operations Maritime Task Group Course

Course ID: NSOF-512       ETOC: SOF-SO-36844
Duration: 5 academic days (1 week)

Aim: Train NATO/partner SOF maritime personnel within an SOMTG for key leadership functions, responsibilities, and tasks associated with their respective positions.

Objective: Students will demonstrate the ability to examine how maritime SOF conduct operations, how leadership supports NATO special operations activities, and how SOMTGs are employed within NATO operations and NATO coordinated campaigns.

Description: The NATO SOMTG Course is designed to prepare maritime SOF personnel, commanders, and select staff to conduct the full range of special operations as a functioning SOMTG within designated NATO maritime, littoral, and riverine environments. The course provides an overview of the function and use of an SOMTG and will provide students with the knowledge and tools needed to plan, employ, and integrate maritime special operations during peacetime, crises, and conflict within a NATO joint/combined C2 structure. The SOMTG Course will coincide with the SOMTU Course, creating touch points, interactions for CONOPS development, and briefings and approvals between the task group and unit leadership.

Target Audience: NATO maritime SOF command team members assigned, or about to be assigned, to maritime task group positions within an SOMTG (SOF maritime OF-3 to OF-4 and/or OR-8 to OR-9 (if within your country the ranks required do not operate within an SOMTG, you are still invited, for instance, if country XYZ had OF-2 and OR-7 ranks that held leadership positions within an SOMTG). Conventional naval personnel working in an operations capacity or higher with job requirements necessitating familiarization with NATO maritime SOF.

Requirements: Students should have a 3322 rating in English language skills and should be comfortable speaking English in front of groups. A NATO SECRET clearance is preferred to allow unescorted access to NSOU facilities, but is not mandatory for course attendance.
The NSOU Technical Studies Branch provides both intelligence as well as exploitation courses.

**General Information — NSOU Intelligence Courses**

The NSOU Technical Studies Branch provides three resident intelligence courses and one online course: the NATO SOF Intelligence Course (NSIC), the NATO SOF Human Network Analysis and Support to Targeting (HNAT) Course, the NATO SOF ISR Operations and Intelligence Collections (IOIC) Course, and the online ADL Digital Force Protection (DFP) Basics — Asynchronous course.

While there are no prerequisites for intelligence courses, NSOU recommends students attend the NSIC first as the foundational intelligence course, which provides basic education and training on intelligence support to NATO SOF operations. Students who wish to further enhance their skills in network analysis and intelligence fusion concepts are encouraged to attend the HNAT Course following the NSIC.

The IOIC Course is focused on SOCC-level ISR/intelligence collection planning, rather than intelligence analysis. The ADL DFP Basics — Asynchronous course provides personnel with the tools and awareness necessary to mitigate the impacts of digital threats on their organizations.

In addition to the three resident intelligence courses, NSOU also hosts three intelligence courses: the Basic Intelligence Systems Core Training (BISCT), the Network Engagement and Targeting Course (NETC), and the NATO Intelligence Functional Systems Training (NIFST).
NATO SOF Intelligence Course

Course ID: NSOF-31    ETOC: SOF-SO-35626
Duration: 10 academic days (2 weeks)

Aim: To prepare SOF and SOF intelligence personnel to provide all-source intelligence support to tactical-level operations. The course provides attendees with essential tools and skill sets to support Alliance nations’ intelligence capabilities.

Objective: Students will demonstrate the ability to provide intelligence support to NATO SOF.

Description: The NSIC is designed to introduce NATO SOF analysts to the fundamentals of all-source intelligence analysis, critical thinking, research techniques, socio-cultural dynamics, and intelligence analysis software tools to support NATO SOF missions. Students are exposed to link analysis and geospatial analysis software and learn how to apply those tools to support NATO SOF mission planning. The course maintains an emphasis on asymmetric warfare and enhances the intelligence knowledge and skills of NATO SOF personnel.

Target Audience: This course is designed for military officers and NCOs who will provide intelligence analysis support at the SOCC-SOTU level, or who require increased familiarization with intelligence processes and applications. This course applies specifically to junior intelligence analysts, SOF operators who lack intelligence experience, or other personnel who are assigned to NATO SOF units supporting intelligence operations. Other students who would benefit from this course include experienced intelligence analysts who lack SOF experience or experienced SOF intelligence analysts who lack NATO experience.

Requirements: Students should have a 3232 rating in English language skills and be comfortable speaking English in front of groups. It is recommended that students have a familiarization with Microsoft Windows and Microsoft Office, as the curriculum is computer-centric. A NATO SECRET security clearance is REQUIRED for this course, validated by the national training manager, and students must prove this is held upon enrolment in the course and have a hard copy in their possession upon arrival at NSOU.
NATO SOF Human Network Analysis and Support to Targeting Course

**Course ID:** NSOF-34  **ETOC:** SOF-SO-32059
**Duration:** 10 academic days (2 weeks)

**Aim:** To provide an introduction to conducting HNAT activities in a NATO SOCC all-source cell or SOTG.

**Objective:** Prepare NATO SOF intelligence analysts operating in a SOCC all-source cell or SOTG to fuse multi-source intelligence to conduct HNAT activities that support SOF missions.

**Description:** The HNAT Course is designed to educate NATO SOF intelligence analysts in the analytical techniques used in HNAT from a unique SOF perspective. Concepts and techniques covered include the fusion of multi-source reporting; network identification; examining network structure; analysing the social/cultural, political, and economic factors impacting networks; assessing what allows a network to form (motivation and purpose); identifying functional areas of networks; applying social network analysis (SNA) concepts; analysing temporal and geospatial relationships; and more. Students will employ various intelligence tools (Analyst’s Notebook, ArcGIS, and others) to describe how, where, when, and why a network operates; identify key nodes; conduct pattern of life analysis; and assess concepts of how to support targeting, influencing, engaging, and neutralizing networks. This course also allows for discussions about experience, lessons learned, best practices, and general knowledge of human networks.

**Target Audience:** Students attending this course should be mid- to senior-level intelligence analysts from NATO and/or partner nations.

**Requirements:** Students should have a 3322 rating in English language skills and be comfortable speaking English in front of groups. A NATO SECRET security clearance is REQUIRED for this course, validated by the national training manager, and students must prove this is held upon enrolment in the course and have a hard copy in their possession upon arrival at NSOU.
NATO SOF ISR Operations and Intelligence Collections Course

Course ID: NSOF-39  ETOC: SOF-SO-32060
Duration: 9 academic days (2 weeks)

Note: This course was previously two separate intelligence and operations courses and has been combined into one course. The course is geared toward both intelligence and operations personnel.

Aim: To develop the necessary skills and knowledge of ISR capabilities and intelligence collection activities required to support NATO SOF missions. This will be accomplished by ensuring NATO SOCC staff (J2 and J3) understand the necessary levels of liaison, coordination, and integration required with higher HQs, other component commands, and subordinate unit staff. Graduates will apply the knowledge gained to ensure the efficient and effective use of air, ground, and maritime ISR capabilities during the planning, execution, and assessment of SOF operations to produce the desired effects.

Objective: Students will demonstrate integration between operations and intelligence staff during the planning, directing, monitoring, and assessing of ISR operations in support of SOF missions. Students will also demonstrate how operations and intelligence personnel can synchronize ISR capabilities with intelligence collection planning to support NATO SOF missions.

Description: This course is designed to promote the synchronization between J2 and J3 personnel needed when supporting NATO SOF operations. In this course, operations and intelligence specialists engage with one another to effectively synchronize ISR capabilities and intelligence collection in support of NATO SOF. The course consists of a series of lectures, case studies, and PEs, during which J2 and J3 students work together as part of a SOCC staff. Students work in syndicates and develop intelligence collection plans, match collection priorities to ISR capabilities, and assess overall ISR operational effectiveness related to a complex, multi-day scenario. The scenario used in this course is based on a peer-threat competitor, using on the SOCC-24 (OCCASUS) scenario.

The ISR operations track focuses on the synchronization and integration of planning and execution of ISR operations, capabilities, and assets to support SOF by presenting various aspects of requesting, coordinating, integrating, monitoring, and assessing ISR in support of all phases of special operations missions. Students will be expected to brief the details of their intelligence collection plans, ISR coordination/management, and assessments to the class and instructors, who will act as the SOCC J2 and J3.
The intelligence collection track focuses on the integration and synchronization of all-source intelligence planning and collection. The course presents various intelligence aspects of collection, processing, exploitation, and dissemination. Emphasis is placed on collection processes and products that contribute to a commander’s decision-making process, battle rhythm, and SA.

**Target Audience:** The target audience includes military officers, NCOs, and civilian equivalents. Students should be SOF operations or intelligence personnel at the SOCC or SOTG/SOATG level, preferably with NATO deployment or exercise experience related to intelligence or ISR operations. Ideally, students will be SOCC-level J2 or J3 personnel.

**Requirements:** Students should have a 3322 rating in English language skills and should be comfortable speaking English in front of groups. In addition, students should be comfortable using Microsoft Office. A NATO SECRET clearance is preferred to allow unescorted access to NSOU facilities, but is not mandatory for course attendance.
ADL Digital Force Protection — Asynchronous

Course ID: NSOF-519    ETOC: SOF-SO-16705  
Duration: 5–12 hours — Self-paced

Aim: The aim of the DFP Basics — Asynchronous course is to provide NATO SOF and SOF assigned personnel with a heightened awareness of the vulnerabilities, threats, and impacts that the digital (information) environment has on their physical and cognitive environments, and provides them with practical tools and foundational knowledge to mitigate the impact digital threats can have on their personal lives and in their organizations.

Objective: At the end of this online course, students will have knowledge on:
- Recognizing the elements that comprise the digital environment.
- Identifying threats in the digital environment.
- Reviewing relevant DFP techniques and procedures.

Description: The DFP Basics — Asynchronous course is designed and developed with the intent of educating as large an audience as possible by allowing students to review the interactive lessons at their own pace. Students will still have the opportunity to assess their learning through a series of quizzes and a final test.

Target Audience: This course is suitable for any NATO SOF members and those assigned to SOF units who are engaged in personal and organizational digital activities. The course is also suitable for NATO SOF staff who are responsible for the proliferation of digital threat awareness within their nations.

Requirements: Students should have a 3322 rating in English language skills and should be comfortable speaking English in front of groups. A NATO SECRET clearance is not required for this ADL course.
Basic Intelligence Systems Core Training

Course ID: BIS-123  ETOC: INT-SU-36875  
Duration: 5 academic days  
Institution: Battlefield Information Collection and Exploitation System (BICES) Group Executive

Aim: The aim of the course is to provide standardized, hands-on basic BICES and NATO intelligence systems core training to NATO and national intelligence personnel. The course will familiarize students with the BICES and NATO intelligence systems and intelligence tools that enable information sharing and interoperability between BICES and the NATO Secret Wide Area Network (NSWAN).

Description: The BISCT is managed by the BICES Group Executive training team and provides NATO SOF intelligence personnel with the basic skills required to operate the tools and discover intelligence data and reports contained in the databases available via BICES/NSWAN. This training is an introduction to the tools and functionality of NATO BICES/NSWAN systems. Students will be exposed to various browser-based applications and data mining techniques required to perform as an intelligence analyst.

Target Audience: The primary audience is intelligence analysts who are required to work with BICES and linked NATO systems.

Requirements: Students should have a 3322 rating in English language skills and be comfortable speaking English in front of groups. This course has a computer-heavy curriculum; therefore, students should be familiar with Microsoft Windows and with using web browsers. A NATO SECRET security clearance is REQUIRED for this course, validated by the national training manager, and students must prove this is held upon enrolment in the course and have a hard copy in their possession upon arrival at NSOU.
NATO Intelligence Functional Systems Training

Course ID: NIFST-3432      ETOC: INT-SU-16797
Duration: 4 academic days
Institution: NATO Communications and Information Agency

Aim: The aim of the course is to provide standardized, hands-on training on NATO-specific intelligence systems and intelligence tools for NATO and national personnel.

Description: Upon completion of the NIFST the qualified student will be able to identify the Intelligence Functional System (INTEL-FS) system in a multi-domain environment; demonstrate a working knowledge of the INTEL-FS system functions; understand the various functions in INTEL-FS for the creation and management of data products; gain access to INTEL-FS from an NATO secure workstation; identify the roles, permissions, and rights used within INTEL-FS; organize and analyze INTEL-FS data products using the specialized views; execute search options, save collections, and create folders; subscribe to RSS feeds, saved searches, collections, and data feeds; use the available generic functions in INTEL-FS; and understand the way notifications are used in INTEL-FS.

Target Audience: The primary audience is intelligence analysts who are required to work with the NATO INTEL-FS.

Requirements: Students should have a 3322 rating in English language skills and be comfortable speaking English in front of groups. This course has a computer-heavy curriculum; therefore, students should be familiar with Microsoft Windows and with using web browsers. A NATO SECRET security clearance is REQUIRED for this course, validated by the national training manager, and students must prove this is held upon enrolment in the course and have a hard copy in their possession upon arrival at NSOU.
Network Engagement and Targeting Course

Course ID: NETC-34  
ETOC: Not a NATO accredited course

Duration: 5 academic days (1 week)

Institution: U.S. Army TRADOC G2/NSOU

Note: This course is intended as a complement to the HNAT Course and is typically conducted the week after an HNAT Course is completed.

Aim: To use data (preferably the student’s own operational environment data) and SNA to support targeting and engagement recommendations.

Objective: The NETC team will provide a foundation for how to use advanced data-driven network analysis methods to support operations. These skills are essential for the analysis of large (“big”) and complex multi-source data.

Description: The NETC focuses on the academic theory and application of SNA to identify key nodes in a network. The methods taught in this course have been leveraged by advanced top-tier targeting cells for almost two decades and have contributed to locating Saddam Hussein and Osama Bin Laden. The same methods are now being used to analyse and craft operations and strategic messaging campaigns.

Data: Students are encouraged to bring their own network data to analyse during the course. Alternatively, students may use network data provided during the course. Optional Network Data Training: Students may request to come to the course 1 week in advance for guidance and advice on gathering, organizing, and constructing networks relevant to their operations. Students who wish to attend the 1-week Network Data Construction Course are required to begin coordinating with the course director no later than 3 months prior to the course start date.

Target Audience: Students attending this course should be mid- to senior-level intelligence analysts from NATO and partner nations. The NATO SOF HNAT Course is recommended as a prerequisite.

Requirements: Students should have a 3322 rating in English language skills and should be comfortable speaking English in front of groups. A NATO SECRET clearance is preferred to allow unescorted access to NSOU facilities, but is not mandatory for course attendance.
General Information — NSOU Technical Exploitation Courses

The NSOU Technical Studies Branch also provides three resident technical exploitation (TE) courses: the Technical Exploitation Operations (TEO) Course, the Comprehensive Media Exploitation (CMX) Course, and the Drone Exploitation (DRX) Course. The NSOU TE enterprise is an evolution of courses that starts with the basics of collection and progresses to advanced forensic investigation.

There are no prerequisites in the TE programme, which allows partner nations to develop their capabilities as they see fit. However, for nations who intend to develop true SMEs in the field of TE, NSOU recommends the following sequence of courses:

The TEO Course provides the basics of detecting/collecting items of interest, biometrics, homemade/commercial explosives, digital media, and mobile devices and networks. The CMX Course follows and teaches the principles and techniques of media exploitation for intelligence and prosecution application. Finally, the DRX Course applies the skills learned in the CMX Course and adds the specific aspect of safe capture, capabilities testing, and adversary TTP identification and defeat.

Graduates from NSOU exploitation courses will receive the Allied SOF Command Media Exploitation Toolkit (SOFCOM-METK); this suite of open-source software is updated frequently to meet the ever-changing challenges of technology. These tools allow graduates to return to their units and immediately apply their exploitation skills at no cost to their nation.
NATO SOF Technical Exploitation Operations Course

Course ID: NSOF-32      ETOC: SOF-SO-31919
Duration: 10 academic days (2 weeks)

Aim: To educate and prepare students on the principles, techniques, and equipment required to exploit an objective and accurately collect time-sensitive, mission-relevant information and items of interest during any phase of military operations.

Objective: Students will learn to effectively plan, coordinate, and execute technical exploitation at the SOTG and SOTU levels in support of SOCC operations.

Description: The TEO Course examines a variety of aspects of collection techniques used to gather information and items that can be analysed and turned into valuable intelligence for current, follow-on, and future operations in theatres where NATO SOF are actively participating.

The course examines the principles and capabilities of exploitation that help the tactical-level operator understand the operational effects of technical exploitation. The purpose of the course is to develop technically sound, effective, and proficient NATO SOF operators who can execute, coordinate, and use exploitation at the SOTG/SOTU level to effectively enable SOCC operations in support of the joint force commander’s campaign plan.

Target Audience: This course is designed for tactical-level operators who will collect information and items of interest in a tactical environment.

Requirements: Students should have a 3322 rating in English language skills and be comfortable speaking English in front of groups. Students should be comfortable using Microsoft Windows-based software, including Microsoft Office.

A NATO SECRET clearance is preferred to allow unescorted access to NSOU facilities, but is not mandatory for course attendance.
NATO SOF Comprehensive Media Exploitation Course

Course ID: NSOF-40    ETOC: SOF-SO-36873
Duration: 15 academic days (3 weeks)

Aim: To teach intelligence professionals, operators, and SOF support personnel to collect, preserve, extract, and report (CPER) information from digital media and mobile devices.

Objective: Students will become proficient in the CPER methodology; using the SOFCOM-METK to facilitate data recovery from devices that have been damaged or manipulated to avoid discovery; and in using mobile device exploitation techniques to maximize retrieved data in support of special operations missions.

Description: The NATO SOF CMX Course focuses on the retrieval and examination of data stored on computers, other digital storage containers, and mobile devices and the fusion of this data into intelligible reports. Students will learn basic computer forensics, memory structures, telecommunication fundamentals, mobile device data structures, how to identify and correct corrupted data, file carving, password breaking, basic decryption techniques, and the manual digitization of data that resides on mobile phones that cannot be extracted. All forensic tools used in this class are selected from a collection of community-based software and will be available to the student upon graduation.

Once data is available for analysis, students will be presented with a series of scenarios in which they will triage extracted information and structure the data for further analysis. These include decoding pictures hidden within text, retrieving deleted data from unallocated space, building a virtual user profile during an investigation, increasing extraction ability by troubleshooting damaged devices, and combining multiple extraction reports to visualize a communications network. A NATO SOF CMX Course graduate will consequently leave the NSOU with the software tools and knowledge that will immediately enhance their unit’s capabilities at any level of operation.

The NATO SOF CMX Course is revised every iteration to stay current with emerging technologies, extraction procedures, decoding techniques, and analytical advances.

Target Audience: This course is designed for SOF NCOs and junior officers (operators, intelligence professionals, or other support personnel) who need to understand how to retrieve information from digital media and mobile devices and translate the operational significance of their analysis.
Requirements: Students should have a 3322 rating in English language skills and be comfortable speaking English in front of groups. This course has a computer-heavy curriculum. Students should be comfortable with computer operations and Microsoft Office before attending the course.

A NATO SECRET clearance is preferred to allow unescorted access to NSOU facilities, but is not mandatory for course attendance.
NATO SOF Drone Exploitation Course

Course ID: NSOF-DRX-036   ETOC: SOF-SO-35555  
Duration: 5 academic days (1 week)

Aim: To educate students on the principles, techniques, and equipment to accurately recover drone devices; to gather flight logs and flight data files for analysis; and to provide time-sensitive, mission-relevant information from drone devices while working in a forward-deployed environment.

Objective: Students will be able to use drone device exploitation techniques to maximize the capture and retrieval of devices and data in support of special operations missions.

Description: The NATO SOF DRX Course is the result of one of the fastest growing industries in the world today, drones. With this growth comes the threat of drones being used by enemy combatants. Students will learn how to capture a drone as well as the proper way to disarm the flight mechanisms of the drone and how to prevent injuries to personnel. The data that is available on the drone may be extensive and can provide the operator with information on the combatants’ launch point, travel, and purpose of the drone. Reviewing operating systems can alert forces to the use of new or hybrid operating systems that employ anti-forensics. Students will learn the location of important data files and how to extract them from the mobile operating system, drone, and potential android controller.

Up-to-date tools, technologies, and procedures from the SOFCOM-METK will be used to analyse the data captured, and students will then be presented with a series of scenarios in which they will triage drone devices. Students will learn how to extract the telemetry log files and how to parse the data for relevant information. Methods for enhanced extraction ability through troubleshooting damaged devices will also be shown, as well as the procedures for combining multiple drone flight extractions to visualize a navigational overview. Graduates will leave with the necessary knowledge to immediately enhance drone exploitation capabilities at any level of an operation.

Target Audience: This course is designed for NATO SOF operators who are scheduled, or expect to be scheduled, for deployment to NATO operations and will be required to collect and exploit information from digital devices.

Requirements: Students should have a 3232 rating in English language skills and be comfortable speaking English in front of groups. This course has a computer-heavy curriculum, so students should be comfortable with Microsoft Office before attending the course. A NATO SECRET clearance is preferred to allow unescorted access to NSOU facilities, but is not mandatory for course attendance.
Medical Training and Education

General Information

Medically supporting SOF operations can be challenging due to the unusual constraints and limitations of the SOF environment. Mitigating risk to SOF units through good medical support requires a combination of education, training, simulation, and coordination.

The Special Operations Medical Branch provides multiple medical courses that will be conducted as METTs only.

The courses cover a wide variety of topics including medical training for special operations surgical teams (SOSTs) and medical planning, and they vary in length from 1 to 3 weeks. The medical courses are accredited by University College Cork with European Credit Transfer and Accumulation System credits. On the accumulation of the required credits, the students will be awarded a Postgraduate Certificate and then a Postgraduate Diploma in Special Operations Medicine.
NATO Special Operations Medical Planning and Support Course (Task Group)

Course ID: MED-02  ETOC: SOF-SO-31922
Duration: 10 academic days (2 weeks)

Aim: To educate medical personnel of all roles and functions to provide competent command planning at the operational level in support of all aspects of SOF mission profiles.

Objective: Students will thoroughly understand the principles of SOF medical support and how to apply it toward mission success.

Description: The NATO Special Operations Medical Planning and Support Course (Task Group) will provide students with competencies and confidence in supporting SOF through three phases of training. A basic foundation is developed within the first 3 days of training through exposure and understanding of SOF culture, operational perspectives of planning, NATO doctrine, and a thorough introduction of planning fundamentals, such as the operations cycle, process, and applications in support. The second phase of 4 days will provide a thorough education and exercises of the three NATO SOF mission profiles, the commander’s perspective, and medical aspects that must be appreciated through the medic, medical planner, and medical advisor perspectives. Students will be formed into teams so that synergy and a more thorough understanding of roles and functions will promote greater competency and efficiency while negotiating MA, special reconnaissance, and direct action mission sets that mirror current NATO tasks throughout the world. The course culminates with a 2-day exercise using unfamiliar situations and problem sets to gain confidence in the skills attained throughout the course. The students finish by briefing plans directly back to senior officers of the SOFCOM staff for direct professional and personal feedback on their performance.

Target Audience: This course is recommended for junior medical officers, medics, and medical planners who support SOF operations or senior medical officers, medics, or planners from conventional medical systems with limited SOF experience who must interact with SOF medical elements. Course enrolment priority is given to candidates currently in direct support of SOF elements.

Requirements: Students should be proficient in English (reading and writing) and should be comfortable speaking English in front of groups.
Special Operations Medical Instructor Development Course

Course ID: MED-05   ETOC: SOF-SO-31927
Duration: 10 academic days (2 weeks)

Aim: To enable a SOF instructor/trainer to create a medical curriculum and plan and conduct medical training through the incorporation of combat medical simulations based on tactical combat casualty care (TCCC) to support learning objectives.

Objective: Students will understand the ability to maximize and expand the current combat medical simulation training capability for SOF operators and medical personnel.

Description: The Special Operations Medical Instructor Development Course teaches SOF trainers how to create an effective medical curriculum and augment that curriculum with combat medical simulation and simulators to support learning objectives. The course also teaches and certifies students as TCCC instructors. Students will learn medical education theory, medical simulation concepts, adult-learning principles, and the advantages and limitations of a variety of combat medical simulators through hands-on applications. Students will create increasingly complex simulation scenarios for fellow students, employing good medical simulation practices while becoming intimately familiar with combat medical simulators.

Target Audience: Ideal students are SOF or conventional medical personnel directly responsible for SOF medical training at the operator, medic, or higher level. Course enrolment priority is given to candidates currently in direct support of SOF elements.

Requirements: Students should be proficient in English (reading and writing) and should be comfortable speaking English in front of groups. Students are required to complete the National Association of Emergency Medical Technicians online instructor preparation course at https://www.psglearning.com/catalog/productdetails/9781284027235. The cost is $45.95 (USD). Students must have sufficient knowledge and skills in TCCC at the provider level. Teaching experience is desirable.
NATO Special Operations Surgical Team Development Course

Course ID: MED-11    ETOC: SOF-SO-31925
Duration: 5 academic days (1 week)

Aim: To enable key SOF medical personnel to create and refine the development, maintenance, and employment of SOSTs for nations within the Alliance.

Objective: Students will understand how to create/improve, maintain, train, and employ SOSTs for their nation’s SOF, thereby saving lives and increasing interoperability throughout the Alliance.

Description: The NATO SOST Development Course teaches NATO medical personnel how to create and refine elite SOSTs. The SOF operational environment, characterized by extended medical evacuation timelines, and the high-risk nature of SOF operations increase SOF personnel’s chances of requiring urgent surgical intervention in austere environments. National SOF elements are also more frequently participating in MA operations and humanitarian response by deploying specialized, highly mobile, flexible surgical capabilities to perform medical engagement, partnering, and disaster medical care. This course will discuss foundational and emerging concepts in damage control surgery; far-forward resuscitation; and medical planning, equipping, and employment of SOSTs, whether assisting SOF personnel or MA missions. Students will use state-of-the-art medical simulation and simulators to practise team concepts and surgical skills.

Target Audience: Ideal course participants are medical professionals currently assigned to, preparing to join, or responsible for deploying specialized surgical assets in support of SOF or contingency operations. Course enrolment priority is given to candidates in direct support of SOF mission, SOCC NRF, and NATO defence planning process targets.

Requirements: Students should be proficient in English (reading and writing) and should be comfortable speaking English in front of groups. Surgical teams must come with their deployable surgical sets, internal communications systems, and personal equipment. It is highly recommended that teams come with a working version of their standard operating procedure, equipment listing, and load plans.
Advanced Resuscitation Course

Course ID: MED-ARC/01/22    ETOC: SOF-SO-36838
Duration: 5 academic days (1 week)

Aim: Students will learn how to operate in a multidisciplinary team working to apply comprehensive damage control resuscitation in a semi-permissive environment while using the skill sets of every member of the team.

Objective: The Advanced Resuscitation Course is designed to educate, develop, and evolve treatment, resuscitation, and evacuation capabilities in conflict or austere environments for governmental, security, defence, and non-governmental organizations.

Description: The Advanced Resuscitation Course covers task analysis and validation; requirements evaluation and risk mitigation; employment of capabilities; training and sustainment of skills; operational and clinical decision-making; medical theories of care; damage control resuscitation; critical care skills; analgesia and sedation; cross-training of skills; crew resource management; surgical skills; crisis care standards; team resilience; use of evidence-based medicine; medicine in mobility; nursing care; and communications and patient reporting.

Target Audience: This course is aimed at a multidisciplinary, single-nation team consisting of physicians, nurses, paramedics, NATO SOF medical technicians, and NATO SOF combat medics, or a mix of national equivalents. Course enrolment priority is given to candidates currently in direct support of SOF elements.

Requirements: Students should be proficient in English (reading and writing) and should be comfortable speaking English in front of groups.
NATO Chemical, Biological, Radiological, and Nuclear Medical Planning Course

**Course ID:** MED-CBRN/1/23  **ETOC:** Awaiting accreditation

**Duration:** 5 academic days (1 week)

**Aim:** The aim of the course is to introduce chemical, biological, radiological and nuclear (CBRN) considerations into the already established planning cycle used by NATO SOF and taught by SOFCOM.

**Objective:** Students will thoroughly understand the principles of SOF medical support and how to apply considerations for CBRN toward mission planning and therefore mission success.

**Description:** A 5-day course intended to educate and familiarize risks, therapeutics, and operational planning for SOF CBRN mission profiles (leadership, planning, communication, training, treatment, evacuation, and supply) and interact with senior medical and command leadership to create the operational and strategic levels of SOF medical support with regard to CBRN.

**Target Audience:** Ideal students are medical advisors, medics, or medical planners. Course enrolment priority is given to candidates currently in direct support of SOF elements.

**Requirements:** Students should be proficient in English (reading and writing) and should be comfortable speaking English in front of groups.
NSOU General Information

Student Selection
All countries should carefully select and screen prospective students in accordance with current directives, considering the candidate’s rank, experience, and prior formal training. Prerequisites are defined in the calling letters for each course and listed for each course in the catalogue and on the NSOU website. Prerequisites vary between courses but may include the following categories:

- Microsoft Office and computer skills.
- English language skills according to NATO’s standardized language proficiency scale.
- ADL completion.
- Appropriate NATO security clearance.

Should student prioritization be required due to a lack of available seats, the priority of attendance (in most courses) will be given to students from NATO SOF troop-contributing nations.

Documentation
All students are required to have the following documentation with them upon arrival for class:

- Passport (with a minimum of 6 months of validity).
- National or NATO identity card.
- Personnel security clearance confirmation.

Dress Code
Standard dress for military students is their national duty uniform, work dress, or field uniform. For civilian students, appropriate business clothing should be worn. If necessary, military students may wear civilian clothes on the last day of the course to facilitate travel.

Electronic Device Security
Personal cameras, mobile phones, computers, smart watches, and other electronic equipment are not allowed inside the classrooms, unless specifically authorized by the SOFCOM security personnel. Mobile phones must be stored in the student lounge and may be accessed during breaks. No photographs, audio recording, or video recording is permitted on the NSOU campus.
Class Attendance
The instructor faculty and many of our guest speakers come from outside the organization and have travelled long distances to support our courses. Adherence to the starting times of lectures is appreciated to respect the speaker and fellow students and to avoid impacts on other course timings.

In accordance with NSOU School Quality Procedure 5F, every student attending NSOU must comply with attendance policy standards to maintain their places in our courses. A student who misses more than 5% of a course and is unable to make it up risks refusal of a graduate certificate and academic removal from the course. It is every student’s responsibility to show up on time and to maintain communication with course staff regarding any absences that may occur.

Please note that only drinks with secure non-spill lids are authorized in classrooms to prevent damaging any classroom-based equipment.

Transportation
It is the student’s responsibility to arrange their own transportation prior to and throughout the course.

Medical Services
Should students require a doctor or dentist during a course, NSOU will assist with access to appropriate health care. The SHAPE Healthcare Facility provides ambulatory and primary care medical services to the Chièvres, SHAPE, and Brussels military communities. Students are responsible for settling medical or dental bills incurred during a course.

Suggested Items
- Native language to English translation dictionary.
- Note-taking supplies.
- Rain jacket.
- Cold-weather jacket during winter months.
- Physical training apparel and shoes.
Accommodation
It is the student’s responsibility to arrange their accommodation prior to the course. NSOU recommends staying at the Chièvres Army Lodge, +32 (0) 68 2671 11. Students are welcome to contact hotels in the local area for accommodation. Additional information regarding local accommodation is available on the NSOU website: https://www.nshq.nato.int/Library/DownloadFile/9ff2f30a-871f-4b45-a12d-06e92d02a488

Dining
There are multiple dining options for students attending courses at the NSOU campus on Chièvres AB: Bun Burger, Hunt Brothers Pizza, and BUN-D are located in the food court of the Exchange (base main shopping store). While attending the course, students are provided with a pass that allows them to purchase sandwiches and other food items from the base commissary. The campus break room facility has refrigerators and microwave ovens for use by the students. There are also numerous types of cuisine available in the towns surrounding Chièvres AB for evening and weekend meals.

Students attending courses at SHAPE can take advantage of several dining options such as the SHAPE Club or the SHAPE Dining Facility in Building 100. Purchases can also be made at the local supermarket on post as well as at a variety of restaurants in the surrounding areas.

Community Activity Centre
The Community Activity Centre is a large building that serves as the hub for community fitness and activities, featuring basketball and soccer courts, a gym, running track, and library. The Morale, Welfare, and Recreation fitness centre includes a wide range of cardiovascular exercise equipment (exercise bikes, treadmills, cross trainers, stair climbers, and rowing machines) and free weights. Additionally, there are saunas and showers available for both men and women.

For more information, contact:
NSOU Student Management
DSN (314) 597-6440/6461 (Chièvres)
Comm. +32 68 25 6440/6461 (Chièvres)
NATO unclass: nsoucourseadmin@nshq.nato.int