NATO Special Operations School (NSOS) has received UNCONDITIONAL ACCREDITATION by the Supreme Allied Commander Transformation for the alignment of its core processes and procedures with NATO Quality Standards.
# Table of Contents

Welcome to the 2018-2019 Academic Year ................................................. 2  
NATO Special Operations School ................................................................. 4  
Chèvres Air Base ......................................................................................... 6  
SOF Professional Development ................................................................. 9  
  - Countering Hybrid Threats Course ...................................................... 10  
  - NATO SOF Instructor Training — Briefings and Presentations .......... 12  
  - NATO SOF Instructor Training — Small-group Facilitation .......... 13  
SOCC Development ................................................................................. 14  
  - SOCC Staff Course ......................................................................... 15  
  - SOCC Planning Course ................................................................. 16  
  - RESOLUTE SUPPORT Mission SOF Pre-deployment Training .... 17  
  - SOCC Joint Operations Centre Course ............................................ 19  
  - SOCC ISR Operations Course .......................................................... 20  
  - NATO SOF Advisor and Liaison Workshop ..................................... 21  
  - NATO SOF Evaluation Course ......................................................... 22  
  - Digital Force Protection Course ....................................................... 23  
Air Development Programme ..................................................................... 24  
  - NATO Special Operations Air Planning Course .......................... 25  
  - NATO SOF Air Mission Commanders Course .......................... 26  
  - SOAC Air Operations Centre Course .............................................. 27  
  - Special Operations Air Task Group Course .................................. 29  
  - NATO SOF Air Mission Challenge ................................................. 30  
Intelligence and Exploitation ................................................................... 32  
  - NATO SOF Intelligence Course ....................................................... 33  
  - NATO SOF Human Network Analysis Course .............................. 34  
  - NATO SOF Technical Exploitation Operations Course ............. 38  
  - NATO SOF Technical Exploitation Operations Programme Coordinator Course 39  
  - NATO SOF Cellular Exploitation Course ................................ 40  
  - NATO SOF Digital Media Exploitation Course .......................... 41  
  - NATO SOF Drone Exploitation Course ....................................... 42  
Medical Training and Education ............................................................... 44  
  - NATO Special Operations Medical Plans and Support Course .... 45  
  - NATO SOF Medicine Research Workshop .................................. 46  
  - NATO Special Operations Medic Recertification Course .......... 47  
  - NATO SOF Combat Medical Simulation and TCCC — Instructor Course .... 48  
  - NATO Advanced Special Operations Medical Leaders Course .... 49  
  - NATO Special Operations Surgical Team Development Course .... 50  
  - Introduction to SOF Medical Plans and Operations ..................... 51  
Hosted Training and Education ............................................................... 52  
  - Federation of SOF Training Centres and Opportunities .............. 53  
  - Federation of SOF Training Centres and Opportunities .............. 53  
General Information .................................................................................. 54  
  - General Information ..................................................................... 54
Welcome to the 2018–2019 Academic Year

Welcome to the 2018 and 2019 NATO Special Operations School (NSOS) Academic Year.

The last year has been a busy one and has brought many changes to the NATO Special Operations Headquarters (NSHQ) and to our school. This spring NSOS was designated a NATO Education and Training Facility (NETF); this puts us in the company of seven other distinguished education institutions charged with meeting the validated education and training requirements of the Alliance.

Through the authority and direction of the Bi-Strategic Commands (Allied Command Operations (ACO)/Allied Command Transformation (ACT)) and NSHQ, NSOS delivers focused courses and training events from the tactical to the strategic levels. My vision is that NSOS will be the premier NETF for special operations; that it will be responsive and anticipatory to the needs of the nations and to the Alliance; and that it will pursue and establish a learning culture that leverages innovation in achieving these objectives. I challenge our school to constantly look to the next education and training ridgeline and to continuously improve our own processes.

Our course curriculum reinforces NATO’s commitment to a comprehensive, whole-of-government approach to crisis and conflict management. To this end, we pursue partnerships with a variety of education and learning institutions that assist us in this effort. As we wrestle with hybrid threats, violent extreme organizations, terrorism, and other emerging security challenges, we will not lose sight of our responsibility to address long-standing and persistent education and training requirements.

Ensuring nations are ready to fulfil the NATO Response Force (NRF) mission has become an area of increased importance for the NSHQ. We provide a tailored regimen of Special Operations Component Command (SOCC) preparation courses, primarily in the operations and
intelligence areas, designed to enhance SOCC planning and execution. Our experience in providing the 2017 NRF SOCC provided additional insight on how best to prepare nations to take on this task—lessons we’ve incorporated into our SOCC-focused offerings.

This year we will apply additional effort into accrediting the core-level courses that support building the NRF. We are implementing a comprehensive quality management system, which includes regular curriculum reviews to ensure that NSOS-managed education and training events remain clear, relevant, and appropriately focused. This approach has already yielded dividends, as witnessed by ACT’s awarding of Unconditional, Institutional Quality Assurance Accreditation to NSOS.

As we continue to advance these initiatives, my role as both the Requirements Authority and Department Head for NATO special operations forces (SOF) education and training will enable NSOS to fully participate within NATO’s Global Programming construct, ensuring we maintain a deliberate and disciplined approach to meeting Alliance needs.

Finally, as we begin to better understand the full impact of the NATO Command Structure Adaptation, I want to reassure SOF commanders, senior enlisted leaders, and national training managers that we remain committed to ensuring the education and training you need is delivered to the highest possible standard. I encourage you to challenge us regarding our areas of emphasis and to provide feedback to me and the NSOS staff to ensure we are meeting your education and training needs.

There’s a lot going on at the NSOS campus; please plan to visit us and see first-hand how our school helps to build NATO SOF. The Supreme Allied Commander Europe (SACEUR) and I both champion SOF education and training, and we trust you will continue to send us your very best and brightest!

See you on campus.

Sincerely,

Colin J. Kilrain
Vice Admiral, U.S. Navy
Commander
**NATO Special Operations School**

The NSOS provides the NSHQ with an engagement capability focused on training and education for the Alliance and partner nations’ SOF. The school is an extension of the Deputy Chief of Staff, Education and Doctrine (DCOS E&D), which includes the Education Directorate (education and training), the Doctrine Directorate (doctrine development and lessons learned), and the Air Development Programme (ADP).

The schoolhouse operates from two separate locations, the main campus at Chièvres Air Base (AB) and a second campus on Supreme Headquarters Allied Powers Europe (SHAPE) in Building 208, which houses the SOF air and SOF medical training simulators.

Approximately 19 kilometres (km) north of SHAPE, the NSOS provides the NSHQ with a physical and virtual SOF campus at Chièvres 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 ambiguous environments.

To meet the highest training and education standards at both Chièvres and SHAPE campuses, flexible infrastructure, technology, and adult-learning strategies come together to support how adults 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.

![NSOS campus overhead (Chièvres site)](image-url)
The SHAPE campus offers an innovative training environment for SOF air and SOF medical students. SOF air training events are being developed and delivered through the ADP. This branch offers most of the SOF air courses in its in-house classrooms. In addition to these classrooms, the Allied Tactical Air Mission Simulator facility offers virtual SOF air mission training with associated command and control (C2) and communication and information systems (CIS) infrastructure to train special operations air task units (SOATUs) and special operations air task groups (SOATGs). The SOF medical training centre (Allied Centre for Medical Education (ACME)), has its own classrooms as well as four realistic scenario rooms with associated high-end medical simulators.

Selected education and training solutions provided by NSOS can be adapted and executed as mobile education training team events, on request. Please contact NSOS directly to discuss requirements and availability.

DCOS E&D ensures that the NSOS 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 SACEUR’s priorities.

Between the NSOS conducting courses with organic assets and hosting courses from partner military education/training institutions, significant areas of influence include SOCC training and education courses, intelligence and exploitation courses, the ADP, medical education, and SOF medical system development through the NATO SOF Medicine Development Initiative.
The NSOS website (www.nshq.nato.int/nsos/) contains the latest course calendar and a detailed description for each course. You can also find an online course registration process that includes mandatory registration for an NSOS 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 NSHQ personnel or national training representatives.

Upon course completion, the NSOS course graduates remain connected through a virtual network that also provides them with the latest course revisions, new course information, peer contact information, and NSOS website updates.

Of special note, when registering for a course, please include an attendance justification (i.e. NATO Response Force (NRF) SOCC) in the remarks block of the online form to aid the staff in student prioritization and confirmation when courses are oversubscribed.

**Chièvres Air Base**

Chièvres AB has been associated with the military history of Belgium since 1917. It was in 1917 when Germany first landed an aircraft outside the village of Chièvres in the fields they determined to be a prime location for a military air base.

When World War I ended in 1918, Germany left Belgium without completing the air base they envisioned.

The potential air base land was returned to agriculture 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 air base 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, which was eight times larger than the Belgians had originally planned for 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 Jaegdgeschwader 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 August. Germans destroyed all of the airfield’s infrastructure and installations and burned all the base documents and records. The entire history of Chièvres AB over the last 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 air base 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 1 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. On 1 March 2010, the NSCC was redesignated as the NSHQ.

It remains so today.
SHAPE

SHAPE is the headquarters (HQ) of 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.

The NSHQ is located within the SHAPE perimeter at two separate locations. The main HQ, Building 915, opened in December 2012 and houses the commander with his staff and directorates. It has several conference rooms and a large auditorium. The former HQ at Building 208 is now the main accommodation for the ADP and the ACME. It also referred to as the SHAPE campus and includes ADP and ACME classrooms and simulation facilities.

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

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 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 (about 2 minutes to the north of Chièvres), Ath (8 minutes to the north-west), and Jurbise (10 minutes to the south-east). The closest train stations to SHAPE are in the towns of Soignies (about 11 km to the north-east of SHAPE), Mons (7 km to the south-west), and Jurbise (9 km to the north-west).

Chièvres AB GPS Reference: Rue du Septième Wing — 7950 Chièvres, Belgium, 50° 35’18.4” N, 3° 49’36.3” E

SHAPE GPS Reference: Rue Grande
7010, Mons, Belgium
The NSOS Professional Development Branch provides three resident courses. The Counter Hybrid Threat (CHT) Course is 8 days in length. Our two instructor courses, the NATO SOF Instructor Training (NSIT) Briefings and Presentations (BP) and NSIT Small-group Facilitation (SGF) are each 5 days in length. The CHT course is designed to educate attendees on the nature and components of hybrid threats and defeat/deterrence options. The NSIT courses focus on developing NSHQ and Alliance SOF personnel in the preparation, briefing, and presentation of course material and by developing existing facilitation methods in small-group activities or workshops. While not mandatory, it is recommended to complete the NSIT-BP prior to enrolling in the NSIT-SGF.

- The CHT Course is designed to study the origins, nature, and components of hybrid threats; explore strategy development options to oppose hybrid threats; and create an understanding of the Comprehensive Approach (CA) aspects available for pre-conflict activities. Much of the first week of the course is spent in plenary session with lectures from CHT experts; the second week of the course is dedicated to working on CHT problems within syndicates.

- The NSIT-BP is designed to prepare designated NATO SOF staff in the planning, development, and delivery of complex and technically rigorous material to military personnel in an educational or staff environment. Course participants will be taught the skills needed to keep individuals engaged and motivated during a briefing or presentation.

- The NSIT-SGF is designed to prepare NATO SOF staff and assigned personnel for the facilitation of small-group activities and workshops within the NATO SOF environment by developing existing instructional skills and improving an understanding of the role of the facilitator.
Countering Hybrid Threats Course

Course ID: NSOF-102  e-TOC #: SOF-SO-32054
Duration: 8 academic days (2 weeks - course starts on a Tuesday and ends on a Thursday)

Aim: Educate attendees on the nature and components of hybrid threats and defeat/deterrence options; foster a community of defence professionals prepared to address hybrid-threat challenges and their environment; ensure leaders are equipped to support CA strategy development for a hybrid environment; and continue building a network of strategic-minded alumni able to leverage their knowledge, skills, and networks in support of cooperative security and the Alliance.

Objective: To develop comprehensive solutions to deter and counter hybrid threats.

Description: Conflicts of the early 21st century indicate that the West’s dominance in symmetrical warfare has forced potential adversaries to embrace a different strategic approach that combines the use of various techniques and actions such as conventional forces, unconventional forces, criminal elements, information operations (Info Ops), economic measures, and subversion.

This course is designed to study the origins, nature, and components of hybrid threats; explore strategy development options to oppose hybrid threats; and create an understanding of the CA aspects available for pre-conflict activities. Much of the first week of the course is spent in plenary session with lectures from CHT experts; the second week of the course is dedicated to working on CHT problems within syndicates. The course is normally conducted in a civilian setting, and uniform is not worn.

Target Audience: The course is designed for officers, non-commissioned officers (NCOs), and selected civilian personnel. Attendees should be:

- SOF personnel: Operational experience above the tactical level (OR-7 to OR-9 and OF-2 to OF-5)
• Civilians: Government experience (e.g. diplomatic, ministerial, information, intelligence, emergency services, or other specialized whole-of-government expertise)

• NATO personnel and select personnel from academia, think tanks, etc., with a similar level of experience to SOF and civilian personnel listed above

Requirements: Students should have a 3333 in English language skill and should be comfortable speaking English in front of groups.

A NATO SECRET clearance is required for this course, and students must provide a copy of their security clearance upon arrival at NSOS.
NATO SOF Instructor Training — Briefings and Presentations

Course ID: NSOF-52  MASL #: D272038  e-TOC #: SOF-SO-21907
Duration: 5 academic days (1 week)

Aim: Train NSHQ and Alliance SOF personnel in the preparation, briefing, and presentation of complex and technically rigorous material to military personnel. This is accomplished by placing an emphasis on planning and developing presentations focused on specific objectives and creating effective visual aids and support materials tailored to the military audience. Course participants will be taught the skills needed to keep students engaged and motivated during a presentation.

Objective: NSIT-BP students will apply briefing, presentation, and instructional skills with regard to specific military staff functions and operations.

Description: This 1-week course is designed to teach the presentation skills needed to keep students engaged and motivated during a presentation. Students will learn how to plan and develop presentations focused on specific objectives and will discover how to create effective visual aids and supporting material tailored to a military audience.

In addition, students will be coached on effective questioning techniques that draw the audience into the learning process as well as assess their acquisition of knowledge.

Students will learn how to elicit and encourage cooperation and participation from all students in the group. Students will also be given the opportunity to employ the basic presentation and instructional skills and techniques learned during the training by constructing a lesson and presenting it to their classmates.

Target Audience: This course is designed for officers, warrant officers, and NCOs from varied military backgrounds in the Alliance who are tasked with instructing and briefing a diverse audience.

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

A NATO SECRET clearance is required for this course, and students must provide a copy of their security clearance upon arrival at NSOS.
NATO SOF Instructor Training — Small-group Facilitation

Course ID: NSOF-53
Duration: 5 academic days (1 week)

Aim: Prepare NATO SOF staff and assigned personnel for the facilitation of small-group activities and workshops within the NATO SOF environment by developing existing instructional skills and improving an understanding of the role of the facilitator.

Objective: NSIT-SGF students will apply instructional and facilitation methodologies in small-group environments to be able to perform as effective instructors and facilitators within NATO SOF educational and staff roles.

Description: This 1-week course is designed to teach the facilitation skills needed to keep students engaged and motivated. Students will learn how to create, assess, and facilitate skills-based practical exercises, guided and student-led discussions, and case studies. Students will also learn cross-cultural communication strategies, how to write and communicate instructions, and how to write strategic questions that promote critical thinking.

Students will be tasked with applying what they have learned to lead a facilitation exercise focused on the skills and methods learned in class.

Target Audience: This course is designed for officers, warrant officers, and NCOs from varied military backgrounds in the Alliance who are tasked with instructing and facilitating a diverse audience.

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

A NATO SECRET clearance is required for this course, and students must provide a copy of their security clearance upon arrival at NSOS.
SOCC Development General Information

The NSOS Operations Studies Branch provides seven resident courses: SOCC Staff Course, SOCC Planning Course, RESOLUTE SUPPORT Mission (RSM) SOF Pre-Deployment Training (PDT), SOCC Joint Operations Centre (JOC) Course, SOCC Intelligence, Surveillance, and Reconnaissance (ISR) Operations Course, NATO SOF Evaluation (SOFEVAL) Course, and the Digital Force Protection (DFP) Course. The courses range in length from 1 to 2 weeks long and are offered at the NSOS Campus on Chièvres Air Base, Belgium.

While the courses are designed to be standalone to cater for individual or national requirements, there is a suggested path for students wishing to build knowledge within the operations realm. NSOS recommends that students attend courses in sequence where possible; we advise anyone serving at a national SOF or NATO SOF structure first attend the SOCC Staff Course, as it sets the baseline for NATO doctrine, terminology, and processes necessary to work as a SOCC staff member. The SOCC Planning and SOCC JOC courses are the next suggested steps in the pathway as they are designed to develop skills and knowledge in operational planning and working in a SOCC JOC.

The operations branch curriculum is regularly updated in line with Alliance requirements; recent additions have been focused on personnel recovery themes and topics.

The majority of the operations branch courses contain a small degree of preparation work prior to course execution (pre-reading of a scenario for example), and the SOCC Staff Course requires students to access Advanced Distributed Learning (ADL) 001-Introduction to NATO Special Operations and ADL 002-Fundamentals of NATO SOCC Operations prior to arriving. Full details of all pre-course work will be detailed in course joining instructions after registration.

Personnel who are deploying to Afghanistan are advised to attend RSM SOF PDT in order prepare for the train, assist, and advise (TAA) staff duty roles within NATO SOCC-Afghanistan (NSOCC-A).

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.
SOCC Staff Course

Course ID: NSOF-01  MASL #: D272033  e-TOC #: SOF-SO-31899

Duration: 5 academic days (1 week)

Aim: 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 SOCC Staff Course 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 composed of 5 days of residential contact time, supported by two online ADL modules that are completed by the students prior to course commencement. The course is centred on the following themes:

- NATO SOF
- NATO SOF Integration
- NATO SOF Liaison
- NATO SOF Planning Considerations
- NATO SOF Operations

In addition, the course covers the organization, responsibilities, and processes of the SOCC, allowing students to gain exposure to the employment of special operations task groups (SOTGs) and SOATGs in a joint operational environment.

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

Requirements: Students should have a 3232 in English language skill and should be comfortable speaking English in front of groups. Before the course begins, students must successfully complete two ADL courses: ADL 001—Introduction to NATO Special Operations and ADL 002—Fundamentals of NATO SOCC Operations.

A NATO SECRET clearance is required for this course, and students must provide a copy of their security clearance upon arrival at NSOS.
SOCC Planning Course

Course ID: NSOF-02  MASL #: D272032  e-TOC #: SOF-SO-32055
Duration: 9 academic days (2 weeks)

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

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 process and references.

Description: The SOCC Planning Course is a 9-day course focused at the operational level and conducted in large-group plenary sessions. It incorporates practical exercises in syndicate and culminates with a 40-hour syndicate practicum replicating component-level planning.

The 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 deployed to an operational-level HQ.

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 recommended that the students are already members of a SOF HQ or are planned for such an assignment.

Requirements: Students should have a 3333 in English language skill and should be comfortable speaking English in front of groups. It is recommended that applicants have already graduated from the SOCC Staff Course. The course has a computer-heavy curriculum, so students should be comfortable with Microsoft Windows 7 and Microsoft Office 2010.

A NATO SECRET clearance is required for this course, and students must provide a copy of their security clearance upon arrival at NSOS.
RESOLUTE SUPPORT Mission SOF
Pre-deployment Training

Course ID: NSOF-30  MASL #: D272035  e-TOC #: SOF-SO-31909
Duration: 10 academic days (2 weeks)

Aim: Prepare NATO and RSM member nations’ SOF officers and NCOs for TAA staff duty roles within NSOCC-A and supporting elements, such as General Command Police Special Unit Special Operations Advisory Group, Afghan National Army Special Operations Command Special Operations Advisory Group, TAA command SOF liaison elements, and special operations advisory teams.

Students will be prepared for the complexities of TAA with Afghan Special Security Forces (ASSF) and for working within the Afghan rule of law (RoL) and legal framework.

Objective: At the end of the course, students will comprehend the current RSM directives, procedures, and complex issues. They will apply their understanding to realistic Afghan scenario-based activities.

Description: This training is developed with information obtained from staff members working within the RSM NSOCC-A TAA battlespace. Most importantly, the training is updated continually to explore the necessary actions taken by those dealing with the ever-changing TAA issues in RESOLUTE SUPPORT. It is recommended that this training be taken in preparation for initial deployment to RESOLUTE SUPPORT and as a refresher for subsequent deployments.

This training covers a number of critical planning and operational issues pertaining to RESOLUTE SUPPORT and NSOCC-A TAA operations. Aside from an emphasis on the complexities of partnering with ASSF at all levels, the training explores the challenges involved with transitioning from International Security Assistance Force combat engagement-type operations to TAA operations designed to allow the Afghans to take full control of planning and execution of their own security force-related operations within the established RoL.

Students will read and become familiar with the NATO RSM and NSOCC-A documents, directives, and procedures. Video teleconferences from various RSM SOF elements will provide ground truth on the mission, which is vital for any pre-deployment. Student discussions and practical exercises will help reinforce key information presented.
**Target Audience:** This training programme is for SOF officers and NCOs from NATO and RSM member nations who are scheduled to deploy or re-deploy to all RSM support units to serve as staff members at the NSOCC-A tactical-, operational-, and strategic-level TAA elements.

**Requirements:** Students should have a 3332 in English language skill and should be comfortable speaking English in front of groups. Although there is no mandatory requirement, students are encouraged to attend the SOCC Staff Course prior to the RSM SOF Pre-deployment Training. Students should be comfortable using Microsoft Office and associated products, particularly PowerPoint.

A NATO SECRET clearance is required for this course, and students must provide a copy of their security clearance upon arrival at NSOS.
SOCC Joint Operations Centre Course

Course ID: NSOF-03   MASL #: D272031   e-TOC #: SOF-SO-31910
Duration: 10 academic days (2 weeks)

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

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

Description: The SOCC JOC 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-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). Students learn how the SOCC monitors, assesses, directs, integrates, synchronizes, and harmonizes in support of the employment of special operations land, maritime, and air task groups within the battlespace. Throughout the course, there is an introduction to the CIS tools required to support both the J35 and J33 functions. The course is conducted in large-group plenary lessons, in small-group practical exercises, and as a large-group practicum in concert with the Special Operations Air Command (SOAC) Air Operations Centre (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.

Requirements: Students should have a 3333 in English language skill and should be comfortable speaking English in front of groups. The course has a computer-heavy curriculum, so students should be comfortable with Microsoft Windows 7 and Microsoft Office 2010.

A NATO SECRET clearance is required for this course, and students must provide a copy of their security clearance upon arrival at NSOS.
SOCC ISR Operations Course

Course ID: NSOF-41  e-TOC #: SOF-SO-32056
Duration: 8 academic days (2 weeks)

Aim: Improve the understanding of ISR capabilities required to support NATO SOF missions by ensuring NATO SOCC personnel appreciate the necessary levels of liaison, coordination, and integration required with higher HQ, other component commands, and subordinate unit staff to ensure the efficient and effective planning, execution, and analysis of air, land, and maritime capabilities to produce the desired effects in a synchronized battlespace.

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

Description: The ISR Operations Course runs parallel and is synchronized with the Intelligence Collections Course to prepare students to manage ISR capabilities and intelligence collection in support of SOF. Students will apply their knowledge and procedures learned during activities related to relevant scenarios. The scenarios enable students to integrate and synchronize the planning and operations of ISR, assets, processing, exploitation, and dissemination of intelligence for SOF operations. The 8-day course consists of lectures, hands-on lessons, and exercises.

The ISR 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. Emphasis is placed on coordination that is required between both intelligence collections and ISR operations functions.

Target Audience: Students should be currently or about to be employed as SOF intelligence analysts or operations personnel at the SOCC or SOTG/SOATG level and have NATO deployed or exercise experience related to ISR operations. Specifically, the target audience should consist of mid-level J2 and J3 personnel to ensure SOCC- and SOTG-/SOATG-level staff understand how to interact with and manage component-level ISR processes while also forming an understanding of what to expect from fellow NATO and partner nation officers, senior NCOs, and enlisted members.

Requirements: Students should have a 3332 in English language skill and should be comfortable speaking English in front of groups. In addition, students should be comfortable using Microsoft Windows 7 and Microsoft Office 2010.

A NATO SECRET clearance is required for this course, and students must provide a copy of their security clearance upon arrival at the NSOS.
NATO SOF Advisor and Liaison Workshop

Course ID: NSOF-91  e-TOC #: To Be Notified
Duration: 2-3 days (as required)

Aim: Improve the understanding of intelligence, surveillance, and...improvement.

The NATO SOF Advisor and Liaison Workshop is a venue for 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 workshop is designed for officers, NCOs, and civilians selected to serve as NATO SOF LOs, SOFADs, and members of NATO SOF liaison elements. Students should possess subject matter expertise in both national and NATO SOF policy and doctrine for their functional area and have a proven ability to work and collaborate in a multinational environment.

Requirements: Though there is no mandatory requirement, it is recommended that students should have previous experience as a member of a national SOCC or equivalent HQ or have successfully completed the SOCC Staff Course.
NATO SOF Evaluation Course

Course ID: NSOF-11  e-TOC #: SOF-SO-32057
Duration: 5 academic days (1 week)

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

Objective: On completion of the course, graduates will be able to:

- Apply the skills necessary to observe, evaluate, and implement the fundamentals of the SOFEVAL programme.
- Analyse an exercise and provide feedback on their observations in accordance with the SOFEVAL programme.

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 live environment 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 designed for officers, NCOs, and civilians selected by their respective nations to serve as SOF evaluators. Students should possess subject matter expertise in both national and NATO SOF policy and doctrine for their functional area and have a proven ability to work and collaborate in a live or simulated live environment.

Requirements: Students should have a 3332 in English language skill and should be comfortable speaking English in front of groups. Although there is no mandatory requirement, it is recommended that students should have previous experience as a member of a national SOCC or equivalent HQ or have successfully completed the SOCC Staff Course. Students should be comfortable using Microsoft Office and associated products. Students must also have a proven ability to work and collaborate in a live or simulated live environment.

A NATO SECRET clearance is required for this course, and students must provide a copy of their security clearance upon arrival at NSOS.
Digital Force Protection Course

Course ID: To Be Notified  e-TOC #: To Be Notified
Duration: 5 academic days (1 week)

Aim: Provide NATO SOF personnel with a heightened awareness of the vulnerabilities, threats, and impacts that the digital (information) environment has on their physical and cognitive environments. This course provides them with practical tools and knowledge to mitigate the impact that digital threats can have on their personal lives and their organizations.

Objective: On completion of the course, graduates will be able to:

- Recognize their personal digital signature and the digital signature of their respective organization.
- Apply concepts and best practices to practise digital threat awareness within their organization.
- Demonstrate a selection of practical skills to counter the negative effects of a digital signature, in relation to their personal lives and organizational security requirements.

Description: The DFP Course offers NATO SOF students an opportunity to critically examine the meaning of the digital environment in order to identify personal and organizational digital ‘footprints’, vulnerabilities, and threats. Once identified, the course provides skills and techniques to counter neutral or malign intent and outside influence to personnel and the organizations in which students serve. Five days in length, the course is conducted in a series of lectures, discussions, syndicates, and practical exercises to encourage an academic environment where experiences, lessons identified, and best practices can be fully realized.

Target Audience: This course is suitable for any NATO SOF members engaged in personal and organizational digital activities as part of their duty role. NATO SOF staff who are responsible for the proliferation of digital threat awareness within their nations may also attend.

Requirements: Students should have a 3332 in English language skill and should be comfortable speaking English in front of groups. Although there is no mandatory requirement, it is recommended that students should have a baseline awareness of modern technologies, e.g. social media platforms and standard information technology (IT) tools and software packages such as Microsoft Office products.

A NATO SECRET clearance is required for this course, and students must provide a copy of their security clearance upon arrival at NSOS.
Air Development Programme
General Information

The NSHQ ADP is the primary point of direction and coordination for all NATO special operations air-related activities in order to accelerate and synchronize Alliance efforts to enhance capability, capacity, and interoperability of NATO SOF air. The NSHQ provides four tactical- and operational-level resident courses, twice annually. Additionally, the Scenario and Exercise Branch provides two SOF Air Mission Challenges annually, which deliver unique SOATG-/SOATU-level training events in a simulated SOF mission environment based on Virtual Battlespace 3. All courses and events are 2 weeks long with the exception of the 4-day SOATG Course.

ADP courses and events described below are designed for NATO and partnering countries’ SOF air-related personnel (airmen, staff personnel, 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. It is recommended to attend courses and events in a logical order depending on student’s position and experience (please refer to course and target audience descriptions).
NATO Special Operations Air Planning Course

Course ID: ADP-01  MASL #: D272043  e-TOC #: SOF-SO-32062
Duration: 8 academic days (2 weeks)

Aim: 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 SOATG/SOATU planning and briefing guidelines for special operations air mission planning and provide an opportunity for planning staff to brief at an executive 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 and will display a SOF mindset by engaging with critical thinking opportunities throughout the course.

Description: The course will equip the students with the ability to engage in all phases of the special operations air mission planning process. SOATG and SOATU tactical planners will plan, coordinate, and integrate objectives, resources, and environmental factors to support special operations, both land and maritime. Additionally, students will be introduced to the NATO CIS/IT tools used to support the SOF mission planning process. The educational methodologies employed on the course are lectures, guided discussions, analysis of operational vignettes, engagement with guest speakers, and practical exercises.

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

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

A NATO SECRET clearance is required for this course, and students must provide a copy of their security clearance upon arrival at NSOS.
NATO SOF Air Mission Commanders Course

Course ID: ADP-02 e-TOC #: SOF-SO-31915
Duration: 9 academic days (2 weeks)

Aim: 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 NATO SOF AMC Course prepares students to lead special air warfare operations within the joint environment. Students will apply the knowledge and procedures learned during the course as they react to various operational scenarios. Students will use critical thinking, risk management analysis, problem-solving, decision-making, and leadership 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 soon to be assigned to a NATO SOF aviation tasked unit. Students will be experienced aviators in their aircrew positions, preferably instructor qualified, and considered suitably experienced to undertake AMC duties under national selection criteria.

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

At a minimum, pilots will be aircraft commander/captain qualified. All other aircrew positions will be instructor qualified or nominated for instructor duties. Prior to enrolment, students should have already attended the NATO Special Operations Air Planning Course (ADP-01) or an equivalent.

An additional recommendation is to have attended the SOCC Joint Operations Centre Course (NSOF-03) or the SOAC Air Operations Centre Course (ADP-03). In addition, students should be comfortable using Microsoft Windows-based software including Microsoft Office.

A NATO SECRET clearance is required for this course, and students must provide a copy of their security clearance upon arrival at NSOS.
SOAC Air Operations Centre Course

Course ID: ADP-03  MASL #: D272034  e-TOC #: SOF-SO-32063
Duration: 10 academic days (2 weeks)

Aim: Prepare students to perform as members of a NATO SOCC J35 and as a member of a NATO SOCC/SOAC J33.

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

Description: The SOAC AOC Course instructs students on how to plan, execute, and battletrack special operations at the SOCC/SOAC 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 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 effect within a common battlespace. Emphasis is placed on AOC processes, procedures, and products that contribute to a commander’s decision-making process, battle rhythm, and SA. Students learn how the SOCC/SOAC monitors, assesses, directs, integrates, synchronizes, and harmonizes in support of
directs, integrates, synchronizes, and harmonizes in support of the employment of special operations land, maritime, and air task groups within the battlespace. Throughout the course, there is an introduction to the CIS tools required to support both the J35 and J33 functions. The course is conducted in large-group plenary lessons, in small-group practical exercises, and as a large-group practicum in concert with the SOCC JOC Course (NSOF-03).

**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 nation as a staff member within a deployed SOCC J35/J33 or SOAC J33.

**Requirements:** Students should have a 3333 in English language skill and should be comfortable speaking English in front of groups. The course has a computer-heavy curriculum, so students should be comfortable with Microsoft Windows 7 and Microsoft Office 2010.

A NATO SECRET clearance is required for this course, and students must provide a copy of their security clearance upon arrival at NSOS.
Special Operations Air Task Group Course

Course ID: ADP-04  e-TOC #: SOF-SO-32064  
Duration: 4 academic days (1 week)

Aim: 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 SOATG Course builds the skills required for NATO SOATG staff in terms of integration and interoperability within a NATO C2 structure.

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

Description: The SOATG Course is designed to prepare SOF airmen and designated support staff to operate as part of a functioning SOATG within a NATO environment. It provides the student with an overview of the function and utility of an SOATG and will provide students with 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 the SOF mindset throughout the course.

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

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

A NATO SECRET clearance is required for this course, and students must provide a copy of their security clearance upon arrival at NSOS.
NATO SOF Air Mission Challenge

*Training Event in a Simulated Environment*

**Course ID:** ADP-05  
**Duration:** 8 academic days (2 weeks)

**Aim:** Stimulates nations in the process of developing their own SOF air/aviation assets and crews, as well as allows them to share experiences, mindsets, and tactics, techniques, and procedures (TTP) to improve their quality and interoperability. It is also a unique and low-cost training event to build up mainly SOATU-level experience in a multinational environment. The Challenge is organized to optionally provide more specific training for SOATG staff, increasing the opportunities for framework nations to enhance their experience in a multinational, mentored environment with further emphasis on air land integration with the active participation of land and maritime SOALI operators.

**Objective:** SOATU and SOALI operators, along with SOATG staff, will plan, coordinate, brief, rehearse, execute, and debrief an air-heavy special operation using NATO CIS/IT tools and NATO SOF air manuals, guidelines, and checklists. Operators will execute the missions in a simulated environment by allowing them to assess their air mission planning skills and TTP. Special operations task unit (SOTU) operators and staff will plan, lead, and execute integrated missions with RW, FW, and ISR assets. Actual intelligence and real-life databases will be used and blended with a virtual environment.

**Description:** The Challenge provides two weeks of mission planning, briefing, and execution in a classroom and tactical air mission simulation environment with the use of a virtual multinational SOCC/ SOATG scenario and simulated generic SOATU RW, FW, and ISR asset. The event also provides the opportunity to train SOATG staff in the SOATG mission planning process and tactical C2. There are trainee positions for A2, A33, A35, ground force commander, and air land integration personnel (SOALI, such as joint terminal attack controller, combat controller, rescue jumper, etc.).

The NATO SOF Air Mission Challenge will provide a 48-hour planning cycle using NATO CIS/IT tools and checklists. The first days are dedicated for respective attendees to prepare and train for their roles (e.g. staff, planner, pilots). Crew composition is focused on SOATU cockpit crews. Preferably full crews to form an SOATU but with possibilities to mix crews. The use of own or generic assets in the simulation depends on participant demands.

This training event uses NSHQ-ADPs Allied Tactical Air Mission Simulator, a VBS3-based system that consists of 22 workstations.
capable of replicating RW/FW cockpits, vehicles, individual and squad weapon systems, ground forces, ISR, and fires. The focus is less on flying skills and capabilities and more on critical thinking, problem-solving, communication, interoperability, TTP, and 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. Experienced external SOF air mentors from across the Alliance will be invited to guide and support the participants. Air mission and ground force commander positions will be selected or can be offered by nations.

**Target Audience:** This training is designed for semi-experienced and experienced SOATU and SOALI operators/planners and SOATG staff. Some academics and pre-mission training will be given, but it is expected that participants will have some experience in the NATO SOF air domain (e.g. courses, exercises). AMCs, SOTU staff, and ground force commanders can be offered or will be requested/selected by the instructors beforehand.

**Requirements:** Crews, staff, and operators should have some experience in SOF air mission planning and execution (e.g. courses, exercises), possibly conducted by the NSHQ (Special Operations Air Planning Course, Air Mission Commanders Course, and Special Operations Air Task Group Course).

**Additional Information:** The event will occur two times per year and may be requested for specific work-up training, exercises, or certification. The NSHQ will send invitation letters for each event so that nations can request/offering 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.

A NATO SECRET clearance is required for this course, and students must provide a copy of their security clearance upon arrival at NSOS.
NSOS Intelligence Courses

The NSOS Technical Studies Branch provides three resident intelligence courses. Each of the courses are 2 weeks long and are offered at the NSOS campus on Chièvres Air Base, Belgium. While there are no official prerequisites for intelligence courses, NSOS recommends students attend courses in a logical order whenever possible. We advise anyone with limited or no experience navigating Battlefield Information Collection and Exploitation System (BICES) to attend the Basic Intelligence Systems Core Training (BISCT) course first. The NATO SOF Intelligence Course (NSIC) is our foundational intelligence course, which provides basic education and training on intelligence support to NATO SOF operations, and should be taken prior to attending the Human Network Analysis Course (HNAC) or SOCC ISR Operations (IO) and Intelligence Collection (IC) course.

Students who wish to further enhance their skills in network analysis are encouraged to attend the HNAC course following the NSIC.

Staff personnel whom require training in the synchronization and employment of ISR platforms and intelligence collection in support of SOF are encouraged to attend the IOIC course.

NSOS is also an active participant in hosting specialized courses delivered by other education and training elements. These courses are not necessarily advertised in the course catalogue, but are posted on the NSOS website when dates and topics are finalized. Students should actively check the NSOS website for future updates on specialized, hosted courses. Previously hosted courses have included Intelligence Fusion and Advanced Network Analysis and Targeting.
NATO SOF Intelligence Course

Course ID: NSOF-31          e-TOC #: SOF-SO-3824
Duration: 10 academic days (2 weeks)

Note: This course was previously named NATO SOF Basic Intelligence Course.

Aim: Improve understanding of intelligence processes, tools, and software, and identify specific requirements in order to provide timely, relevant intelligence support to SOF.

Objective: Students will explain how to provide intelligence support to NATO SOF.

Description: This course is designed to introduce NATO SOF personnel to the fundamentals of all-source intelligence analysis, critical thinking, research techniques, socio-cultural dynamics, and the various information technology-based analysis programmes and tools to support NATO SOF missions. The course maintains an emphasis on asymmetric warfare and enhances intelligence knowledge and skills of NATO SOF personnel. The NSIC is recommended prior to other NSOS intelligence courses.

Target Audience: This course is designed for officers and NCOs who will provide support within the intelligence career field at the SOCC-SOTG level or require increased familiarization of intelligence processes and applications.

Requirements: Students should have a 3332 in English language skill and should 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. Additionally, it is recommended that students have a working knowledge of NATO BICES prior to attending the course.

A NATO SECRET clearance is required for this course, and students must provide a copy of their security clearance upon arrival at NSOS.
NATO SOF Human Network Analysis Course

Course ID: NSOF-34  MASL #: D272039  e-TOC #: SOF-SO-32059
Duration: 10 academic days (2 weeks)

Note: This course was previously named Threat Network Analysis Course.

Aim: Provide an introduction to the analysis, targeting, and engagement of human networks. The course is also intended to provide a place to share lessons learned and develop analytical techniques.

Objective: Students will understand how a NATO SOF intelligence analyst can apply analytical techniques to understand human networks.

Description: The HNAC is designed to educate NATO SOF intelligence analysts in the analytical techniques used in human network analysis and support to targeting from a unique SOF perspective. Concepts and techniques covered include network identification; examining network structure; the social/cultural, political, and economic factors impacting networks; what allows a network to form (motivation and purpose); identifying functional areas of networks based on activity; applying social network analysis concepts; visualizing networks structurally, geospatially, and temporarily; employing various intelligence tools (Analyst’s Notebook, ORA, ArcGIS, and others); describing how, where, when, and why a network operates; and concepts of how to effectively target and engage networks. This course also allows for discussions about experience, lessons learned, best practices, and general knowledge of human networks that are beneficial to the NATO SOF intelligence community.

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

Requirements: Students should have a 3333 in English language skill and should be comfortable speaking English in front of groups.

A NATO SECRET clearance is required for this course, and students must provide a copy of their security clearance upon arrival at NSOS.
NATO SOF Intelligence Collections Course

Course ID: NSOF-39  e-TOC #: SOF-SO-32060
Duration: 8 academic days (2 weeks)

Aim: Improve the understanding of ISR capabilities required to support NATO SOF missions by ensuring NATO SOCC personnel appreciate the necessary levels of liaison, coordination, and integration required with higher HQ, other component commands, and subordinate unit staff. This ensures the efficient and effective application of ISR capabilities during the planning, execution, and assessment of NATO SOF operations.

Objective: Students will demonstrate integration with operations personnel in identifying and translating all-source intelligence requirements for SOF missions into a coherent and executable collection plan. Students will also demonstrate how operations and intelligence personnel can synchronize ISR capabilities and collection planning to support the component processes of NATO SOF missions.

Description: This course is taught together with the NATO SOCC ISR Operations Course (NSOF-41) and is designed to promote the synchronization between J2 and J3 personnel. The ISR Operations and Intelligence Collections courses are two course tracks that run in parallel and are synchronized to prepare students to manage ISR capabilities and intelligence collection in support of NATO SOF. The courses consist of a series of lectures, hands-on lessons, and exercises that cover an 8-day period. During this course, J2 and J3 students will work together as part of a SOCC staff. Students will work in syndicates and apply what they have learned in the course to develop intelligence collection plans and ISR coordination matrixes, match collection priorities to ISR assets, and assess overall ISR operational effectiveness related to a complex, multi-day scenario in a simulated SOCC environment. The scenarios enable students to integrate and synchronize the planning and operations of ISR, assets, processing, exploitation, and dissemination of intelligence for SOF operations.

The Intelligence Collections track focuses on the integration and synchronization of all-source intelligence planning and collection. The course presents various intelligence aspects of 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. Students will be expected to brief the details of their intelligence collection plans, ISR coordination/management, and assessments to the class, specifically to the instructors who will act as the SOCC J2 and J3.
**Target Audience:** This course is designed for SOF intelligence staff about to be employed at the SOCC or SOTG/SOATG level and those with experience in the field and/or NATO SOF exercises. Ideally, SOCC-level J2 personnel to ensure SOCC- and SOTG-/SOATG-level staff understand how to interact with and manage component-level ISR processes while also forming an understanding of what to expect from fellow NATO and partner nation officers, senior NCOs, and enlisted members.

**Requirements:** Students should have a 3322 in English language skills and should be comfortable presenting and briefing in English to a group audience. In addition, students should be comfortable using Microsoft Windows-based software, including Microsoft Office.

A NATO SECRET clearance is required for this course, and students must provide a copy of their security clearance upon arrival at NSOS.
NSOS Exploitation Courses

The NSOS’ technical exploitation operations (TEO) enterprise is an evolution of courses that starts with the basics of collection to advanced forensic investigation.

There are no official prerequisites in the TEO programme, allowing partner nations to develop their capabilities as they see fit. However, for nations who intend to develop true subject matter experts in the field of TEO, NSOS recommends the following sequence of courses.

The TEO Course provides the basics of detecting/collecting items of interest, biometrics, homemade explosives, and media forensics. The TEO course teaches students to understand and apply mission priorities to their collection plan during realistic training exercises. Students are also exposed to standard hardware and software systems used throughout the NSOS exploitation courses.

Technical Exploitation Operation Programme Coordinator (TEOPC) Course educates NCOs and junior officers on how to develop their national TEO training programmes.

Digital Media Exploitation (DMX) teaches the principles and techniques of media exploitation for intelligence and prosecution application.

Cellular Exploitation Course (CEC) builds on the DMX with a focus on the wide variety of mobile devices.

Drone Exploitation (DRX) Course applies the skills learned in the DMX and CEC and adds the particular aspect of safe capture, capabilities testing, and adversary tactics, techniques, and procedures (TTP) identification and defeat.

Graduates from NSOS exploitation courses depart with the Forensic Media Exploitation Toolkit (FMETK) NSHQ Exploitation Enterprise Software Package, which is frequently updated to meet the ever-changing challenges of technology. These tools allow our 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    MASL #: D272037    e-TOC #: SOF-SO-31919
Duration: 10 academic days (2 weeks)

Aim: Educate students on the principles, techniques, and equipment required to quickly and accurately collect time-sensitive, mission-relevant information and items of interest while working in a forward-deployed environment.

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

Description: SOF operators maintain the ability to conduct tactical-level special operations missions that provide both operational- and strategic-level effects to the JFC’s campaign efforts. The TEO Course examines a variety of aspects regarding various forms of collection techniques used to provide information to be analysed 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 operations 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 in English language skill and should be comfortable speaking English in front of groups.

A NATO SECRET clearance is required for this course, and students must provide a copy of their security clearance upon arrival at NSOS.
NATO SOF Technical Exploitation Operations Programme Coordinator Course

Course ID: NSOF-32M  e-TOC #: SOF-SO-32058
Duration: 10 academic days (2 weeks)

Note: This course was previously named NATO SOF Technical Exploitation Operations Manager Course.

Aim: Provide NATO SOF nations with a framework for developing and managing a basic exploitation programme. The course also aims to provide NATO SOF personnel with the knowledge and practical skills to support TEO programmes within their units as well as prepare NATO SOF operators to employ best practices to technically exploit an objective.

Objective: Demonstrate the skills required to be a basic TEO programme manager. Understand how to effectively employ technical exploitation at the tactical level. Explain the importance of integrating exploitation results at all levels (SOTU, SOTG, and SOCC).

Description: The TEOPC Course provides the framework for the creation and implementation of an exploitation programme within NATO SOF units. NATO SOF need to maintain the ability to conduct tactical-level special operations missions that provide both operational- and strategic-level effects to the JFC’s campaign efforts. The TEOPC Course covers the capabilities and employment principles of the basic exploitation techniques used to provide information to be analysed into valuable intelligence for current, follow-on, and future operations for NATO SOF missions. Additionally, the course is designed to enable NATO SOF units to create and sustain exploitation programmes that develop technically sound, effective, and proficient NATO SOF operators who can execute, coordinate, and use exploitation operations at the SOTG/SOTU level.

Target Audience: NATO SOF personnel that will be involved in establishing or maintaining a TEO programme within their national SOF unit.

Requirements: Students should have a 3322 in English language skill and should be comfortable speaking English in front of groups.

A NATO SECRET clearance is required for this course, and students must provide a copy of their security clearance upon arrival at NSOS.
NATO SOF Cellular Exploitation Course

Course ID: NSOF-35   MASL #: D272040   e-TOC #: SOF-SO-31920
Duration: 10 academic days (2 weeks)

Aim: Educate students on the principles, techniques, and equipment to accurately recover and analyse time-sensitive, mission-relevant information from digital devices while working in a forward-deployed environment.

Objective: Students will be able to use mobile device exploitation techniques to maximize retrieved data in support of special operations missions.

Description: As the movement toward a mobile society increases, so does the quantity of available data on mobile devices. The NATO SOF CEC concentrates on the retrieval and examination of data from mobile devices and the fusion of this data into intelligible reports. Students learn telecommunications fundamentals, mobile device data structure, how to identify and correct corrupted data, file carving, and the manual digitization of data residing on mobile phones that cannot be extracted.

Once data is available for analysis, students will be presented with a series of scenarios where they will triage extracted information and structure the data for further analysis. From increasing extraction ability by troubleshooting damaged devices to combining multiple extraction reports to visualize a communications network, graduates will leave with the knowledge to immediately enhance cellular exploitation capabilities at any level of an operation.

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

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 in English language skill and should be comfortable speaking English in front of groups. This course has a computer-heavy curriculum. Students should be comfortable with basic computer operations and Microsoft Office before attending the course.

A NATO SECRET clearance is required for this course, and students must provide a copy of their security clearance upon arrival at NSOS.
NATO SOF Digital Media Exploitation Course

Course ID: NSOF-40  e-TOC #: SOF-S0-32061
Duration: 10 academic days (2 weeks)

Aim: Teach intelligence professionals, operators, and SOF support personnel to collect, preserve, extract, and report (CPAR) information from digital media and other storage containers.

Objective: Students will become proficient in the CPAR methodology and use a suite of freeware tools that facilitate data recovery from devices that have been damaged or manipulated to avoid discovery.

Description: Information is the new currency of the digital world and navigating this web requires software that allows users to manage the limitless data flow between an individual and the virtual world. The NATO SOF DMX Course concentrates on the retrieval and examination of data stored on computers and other digital storage devices and the fusion of this data into intelligible reports. Students will learn computer forensic basics, memory structure, how to identify and correct corrupted data, file carving, password breaking, and basic decryption techniques. 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 where they will triage extracted information and structure the data for further analysis. From decoding pictures hidden within text, retrieving deleted data from unallocated space, to building a virtual user profile during an investigation, a NATO SOF DMX graduate will leave with the software tools and knowledge that can immediately enhance their unit’s capabilities at any level of operation.

Target Audience: This course is designed for SOF NCOs and junior officers (operators, intelligence professionals, or other support personnel) who want to understand how to retrieve information from digital media and translate the operational significance of their analysis.

Requirements: Students should have a 3322 in English language skill and should be comfortable speaking English in front of groups. Students should also be familiar with computers and Microsoft Office.

A NATO SECRET clearance is required for this course, and students must provide a copy of their security clearance upon arrival at NSOS.
NATO SOF Drone Exploitation Course

**Course ID:** NSOF-DRX-036  
**Duration:** 5 academic days (1 week)

**Aim:** Educate students on the principles, techniques, and equipment to accurately recover drone devices whether in flight or on the ground. To gather flight logs and flight data files for analysis. 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:** Drone use is one of the fastest growing industries in the world today. With this growth comes the threat of drones being used by enemy combatants. Drones provide a unique opportunity for an adversary to attack or monitor from a distance. Drones today are no longer restricted to close operator operations, instead drones can be launched with payloads traveling several miles to the delivery point. This can be done through automated means or controlled means using visual observers. The data that is available on the drone can be extensive, providing 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 during the course will learn how to capture a drone that is in flight as well as how to capture a drone not in flight. The proper way to disarm the flight mechanisms of the drone and how to prevent injuries to forces personnel. The student will continue to understand learn the location of important data files and how to extract them. The student will learn how to extract data from the mobile command control system, drone and possible android controller.

Students will use up to date tools, technologies, and procedures from the FMETK to analyse the data captured, and students will be presented with a series of scenarios where they will triage drone devices. Students will learn how to extract the telemetry log files and how to parse the data for relevant information. The student will be shown methods for enhanced extraction ability through troubleshooting damaged devices, combining multiple drone flight extractions to visualize a navigational overview, graduates will leave with the 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 in English language skill and should 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 required for this course, and students must provide a copy of their security clearance upon arrival at NSOS.
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 SOF ACME, located in SHAPE, Belgium, is a state-of-the-art medical education and simulation facility designed to help nations improve their SOF medical system.

Built by the NSHQ, the ACME will help nations meet their SOF training needs while advancing the body of SOF medical support doctrine and knowledge by leveraging the NATO and partner SOF medicine collaborative network. Through collaboration, shared facilities, and focus, the ACME will serve as a Smart Defence solution that saves lives and improves SOF mission success.

The ACME provides five resident medical courses covering a wide variety of topics from medical simulation training for special operations surgical teams (SOSTs) to medical planning and developing SOF medical systems.
NATO Special Operations Medical Plans and Support Course

Course ID: MED-02  MASL #: D272029  e-TOC #: SOF-SO-31922
Duration: 9 academic days (2 weeks)

Aim: 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 9-day Special Operations Medical Planning and Support Course 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 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 (SR), and direct action (DA) 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 general officers of the NSHQ 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.
NATO SOF Medicine Research Workshop

Course ID: MED-03          e-TOC #: SOF-SO-31924
Duration: 3 academic days

Aim: Creates a semi-annual venue that brings together the medical leadership of the NATO SOF Alliance, including the SOF Medicine Expert Panel (SOFMEP), to discuss relevant and emerging medical initiatives, doctrine, policy, and challenges.

Objective: Participants will actively participate in the discussions and decisions related to a variety of important SOF medical subjects, which will differ for each workshop. These discussions and decisions will develop emerging and updated doctrine and policy for NATO SOF medicine.

Description: This workshop serves as a platform for the NATO SOF Medical Alliance to collaborate and synchronize efforts to improve nations’ SOF medical systems, to save SOF lives, and to improve mission success. The needs of nations determine the subject matter discussed at each workshop, and experts from government, academia, and industry are invited to actively participate in advising the audience on their areas of expertise.

Nested within the research workshop is the semi-annual meeting of the SOFMEP. The SOFMEP is charged by the Committee of the Chiefs of Military Medical Services in NATO (COMEDS) to initiate and to develop common principles, policies, concepts, and procedures to enhance standardization and interoperability in the medical health care field.

The SOFMEP uses the research workshop, in part, to make their recommendations to the COMEDS.

Target Audience: The NATO SOF Medicine Research Workshop is designed for any NATO SOF medical personnel who are in positions of influence within their nations’ SOF medical systems, who have an in-depth understanding of the nations’ SOF medicine requirements, or who have an interest in helping to improve the SOF medical systems within their nations.

Requirements: Students should be proficient in English (reading and writing) and should be comfortable speaking English in front of groups.
NATO Special Operations Medic Recertification Course

Course ID: MED-003  e-TOC #: SOF-SO-32065
Duration: 10 academic days (2 weeks)

Aim: Introduces existing medical skills required by NSHQ Directive 75-001, SOF Medical Standards and Training Directive, the broadening of medical skills, current TTP, and new combat medical technologies and equipment. The course will allow for recertification of the NATO Special Operations Combat Medic (NSOCM).

Objective: By the end of this course, the NSOCMs will have increased competencies and skills and will have gained insight into newer combat medical technologies and principles. Students will have refreshed previously gained knowledge, competencies, and skills as an NSOCM and will be able to apply knowledge and skills to perform medical assessments and analysis and provide medical care in austere and combat environments.

Description: This course will apply constructivist learning theory and a blended learning strategy with hands-on skill stations and practical exercises for educational delivery. It requires students to recall, refresh, and maintain NSOCM-level knowledge and skills for trauma care (tactical combat casualty care (TCCC)) and prolonged field care as defined within the NSHQ scope of practice for NSOCMs.

Target Audience: Students are either NSOCMs who have graduated from an NSHQ-accredited NSOCM course or European USSOCM/18D qualification course at Ft. Bragg.

Requirements: Students should be proficient in English (reading and writing) and should be comfortable speaking English in front of groups. Students must have graduated from an NSHQ-accredited NSOCM course or European USSOCM/18D qualification course at Ft. Bragg. The required pre-course reading is the Advanced Tactical Paramedic Protocols Handbook, 7th edition, and the SOF medical leaders’ handbook. Students are expected to be familiar with the website prolongedfieldcare.org (position papers, podcasts, cases, downloads, etc.). Students must participate and pass the online Basic Life Support exam before course start.
NATO SOF Combat Medical Simulation and TCCC — Instructor Course

Course ID: **MED-05**  MASL #: **D272042**  e-TOC #: **SOF-SO-31927**

**Duration:** 10 academic days (2 weeks)

**Aim:** Enable a SOF instructor/trainer to create medical curriculum and plan and conduct medical training through the incorporation of combat medical simulations based on TCCC to support learning objectives. The curriculum includes theory of medical education and medical simulation, adult-learning principles, and an intimate understanding of the limitations and advantages of current medical simulators and human role models.

**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 CMSC & TCCC Instructor Course is a 10-day course that teaches SOF trainers how to create 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 in the NSHQ Allied Centre for Medical Education, a state-of-the-art combat medical simulation centre. Students will create increasingly complex simulation scenarios for fellow students, employing good medical simulation practices while becoming intimately familiar with combat medical simulators.

Course graduates will be able to coordinate home station use of the NSHQ simulators on a space-available basis through the NATO Capability Enhancement Programme.

**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 NAEMT online instructor preparation course at http://www.naemt.org/education/ InstructorCourse.aspx. The cost is $45.95. Students must have sufficient knowledge and skills in TCCC at the provider level. Teaching experience is desirable.
NATO Advanced Special Operations Medical Leaders Course

Course ID: MED-06  e-TOC #: SOF-SO-31926
Duration: 5 academic days (1 week)

Aim: Develop the skills required to evaluate and improve a nation's SOF medical system at the tactical, operational, and strategic levels. There is significant variability seen in NATO SOF medical support across the NATO Alliance. Many nations do not have a dedicated SOF medical system and instead rely on conventional resources, which frequently lack the expertise, precision, and agility required of the SOF environment. Students will explore and evaluate the requirements of a SOF medical system to see why there are differences from the conventional medical system.

Objective: Students will understand how to evaluate their nation's existing medical system to determine if it presently delivers the capability their SOF require. Students will comprehend what is required to improve their nation's medical system.

Description: This course teaches the executive medical leadership skills required to build and maintain a SOF medical system. Students learn how to maximize the components of a SOF medical system (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. Built on ACO Force Standards Volume X, the course will prepare students to evaluate their SOF medical system against NATO SOF interoperability requirements and map campaign plans for improvement and sustainment. Students are exposed to other NATO SOF medical systems and national medical capabilities, an understanding of the NSHQ evaluation parameters, thus being interoperable with NATO SOF standards, and the tools to maximize and improve a nation's SOF medical system.

Target Audience: Ideal students are junior or mid-level medical advisors, medical directors, medics, and medical planners preparing to take senior SOF leadership positions or senior medical advisors, medics, or medical planners from conventional medical systems with limited SOF experience but who interact with SOF medical elements.

Requirements: Students should be proficient in English (reading and writing) and should be comfortable speaking English in front of groups. While not a prerequisite, students are encouraged to take the Special Operations Medical Leaders Course before taking this course. Course enrolment priority is given to candidates currently in direct support of SOF elements.
NATO Special Operations Surgical Team Development Course

Course ID: **MED-07**  MASL #: **D272044**  e-TOC #: **SOF-SO-31925**

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

**Aim:** 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:** This 5-day 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 increases SOF personnel’s chances of requiring urgent surgical intervention in austere environments. Increasingly, national SOF elements are participating in military assistance (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. 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.
Introduction to SOF Medical Plans and Operations

Course ID: MED-08
Duration: 5 academic days (1 week)

Aim: Conducted by a mobile education training team or regional training team and provides an introduction to NATO medical doctrine, SOF medical support planning, and operations through key special operations medicine planning concepts for MA, SR, and DA missions. The curriculum includes SOF operational theory as it applies to SOF medical support through a series of practical planning exercises. Upon completion, students will have the ability to create a medical planning matrix for SOF operations at the operational and tactical levels.

Objective: Students will develop an understanding of the principles of SOF medical support and how to apply them toward mission success.

Description: This 5-day course is conducted by a mobile education training team or regional training team and is designed to introduce the basics of special operations medicine and planning for the core mission sets of SOF to NATO SOF medical support personnel. Students will gain an introductory understanding of SOF operational theory and SOF medical support. They will receive instruction and use planning concepts for the support of MA, SR, and DA missions in an international environment through both lecture and practical exercises based on the adult learning model. Upon course completion, students will be familiar with and able to apply basic SOF medical support theory to enable SOF mission success.

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 but who must interact with SOF medical elements.

Requirements: Students should be proficient in English (reading and writing) and should be comfortable speaking English in front of groups. Non-student interpreters are required for non-English speaking students at a ratio of one interpreter to four students.

Remarks: Events can be planned directly with NSHQ Medical Operations in accordance with the requesting nations. It is highly encouraged that the course is multinational to enhance the SOF medical network and improve interoperability within the Alliance.
Partner Institutions and Hosted Training

NSOS is an active participant in hosting specialized courses delivered by partner education and training elements, focused on delivering the same high quality education and training solutions as NSOS. While details of the courses will not be advertised in the NSOS course catalogue, some are actively advertised on the NSOS website when calendar synchronization and solution requirements have been finalized. Students should actively check the NSOS website for future updates in this area.

To better promote NATO SOF training and education, the NSOS hosts select courses from other multinational institutions. Courses offered during this academic year are provided in collaboration with U.S.-BICES. The hosted courses included in this catalogue represent a sample of training and educational opportunities currently scheduled for the academic year. The most current course offerings and schedules are available here: www.nshq.nato.int.

Basic Intelligence Systems Core Training

The Basic Intelligence Systems Core Training is taught by the U.S.-BICES training team and provides NATO SOF J2 and intelligence personnel with the skills to operate and data mine the tools and databases available via BICES. The primary audience is intelligence analysts, users, and newcomers expected to work with BICES and linked NATO systems.
The NSHQ is the primary point of direction and coordination for all NATO special operations-related activates. This optimizes the employment of SOF to include providing an operational command capability when directed by SACEUR. As a service to the Alliance and partner special operations community, the NSHQ provides the Federation of SOF Training Centres and Opportunities (FSTCO) website.

The FSTCO website is a forum for advertising national SOF training opportunities open to other members of the NATO SOF Alliance and a searchable database of commercial vendor offerings of specialized training. The website provides a framework that highlights a full range of training and educational initiatives that span tactical, operational, and strategic SOF training and educational opportunities.

To access the FSTCO, navigate to the NSHQ’s web page at www.nshq.nato.int. Clicking the FSTCO icon at the bottom of the screen (the icon shown above) directs the user to the NSOS portal login screen where a username and password are needed before accessing the site. To create a new NSOS account, click on the ‘Create a New Account’ button and input your information.

It is recommended that an official email domain (e.g. .mil or .int) is used for identity verification and activation. Once logged into the FSTCO website, simply search for available courses using the easy-to-follow search options.

The NSHQ provides this service voluntarily. They are not involved in, responsible for, nor do they certify any part of the registration, or training offered. The NSHQ does, however, require that all data presented on the web page meet a strict format established by the NSHQ.

Contact FSTCOadmin@nshq.nato.int with questions or to request additional information.
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 NSOS 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

For most courses, should student prioritization be required due to a lack of available seats, the priority of attendance 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 validity)
- Visas (student visas are a national responsibility)
- National or NATO ID card
- Hard copy of NATO travel orders
- Hard copy of NATO security clearance form

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 Security

Personal cameras, computers, and other electronic equipment are not allowed inside the classrooms. Unless authorized by the NSHQ security personnel, mobile phones with recording capability may not be brought onto the campus.
Class Attendance

Many of our guest speakers come from outside the organization and have travelled long distances to support courses. Respect for the starting times of lectures is appreciated to ensure due respect for the speaker and to avoid impacts on other course timings. Please note that only drinks with secure non-spill lids are authorized in classrooms due to electronics used on campus.

Transportation

It is the student’s responsibility to arrange their own transportation prior to and throughout the course. The NSOS can provide information on public transportation in the area.

Medical Services

Should students require a doctor or dentist during a course, the NSOS will assist with access to the appropriate health care. The SHAPE Healthcare Facility provides ambulatory 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 dictionary
- Note-taking supplies
- Rain jacket
- Cold-weather jacket during winter months
- Physical training apparel and shoes

Accommodations

It is the student’s responsibility to arrange their accommodation prior to the course. The NSOS 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 accommodations is available on the NSOS website: https://www.nshq.nato.int/index.cfm/nshq/about/accommodations/.
Dining

There are multiple dining options for students attending courses at the NSOS campus on Chièvres AB; Burger King, Anthony’s Pizza, and other providers 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 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 (lifecycles, treadmills, cross trainers, stair masters, and rowing machines) and free weights. Additionally, there are saunas and showers available for both men and women.

For more information, contact:

NSOS Student Management  
DSN (314) 361-6447 (Chièvres)  
Comm. +32 68 27 6447 (Chièvres)  
NATO unclass: org_mb_education@nshq.nato.int
Cover Photo: U.S. Department of Defense Photo by Sgt Austin Long. Marines with the Helicopter Support Team brace against sand being blown during an external lift training exercise during NATO-led exercise, Trident Juncture.
