NATO SPECIAL OPERATIONS SCHOOL
2020-2021
COURSE CATALOGUE

WE BUILD AND COORDINATE
NATO SOF

WWW.NSHQ.NATO.INT/NSOS
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.
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Welcome to the 2020–2021 Academic Year

On behalf of the NATO Special Operations Headquarters (NSHQ), welcome to the 2020-2021 NATO Special Operations School (NSOS) academic year.

Through the authority and direction of the Bi-Strategic Commands (Allied Command Operations (ACO)/Allied Command Transformation (ACT)) and the NSHQ, NSOS delivers focused courses and training events from the tactical to the strategic levels. Having achieved the status of an accredited NATO Education and Training Facility (NETF), NSOS continues on its journey towards becoming the premier special operations education and training establishment within NATO. In January 2019, NSOS received its inaugural “NATO Approved” course accreditation and since then a number of other NSOS courses have followed suit by meeting NATO education and individual training requirements and accreditation by the ACT. Furthermore, by implementing a comprehensive quality assurance programme, which includes regular curriculum reviews, instructor evaluation, and customer feedback, NSOS is committed to ensuring that the education and training events we deliver remain relevant and appropriately focused.

My intent going forward is that NSOS be responsive and anticipatory to the needs of the countries and to the Alliance, and that it will pursue and establish a learning culture that leverages innovation in achieving these objectives. Our course curriculum continues to reinforce NATO’s commitment to comprehensive, whole-of-society approaches to crisis and conflict management and readiness for near-peer competitors as well as terrorists, using our focused Direct Special Operations Force (SOF) (DSOF) and Force Multiplier SOF (FMSOF). To this end, we will continue to pursue and develop partnerships with a variety of education and learning institutions that assist us in this effort.
As we wrestle with hybrid threats, violent extremist organizations, terrorism, and other emerging security challenges, we cannot lose our focus on our top priority: ongoing operations. We, therefore, will continue to provide a tailored regimen of Special Operations Component Command (SOCC) preparation courses, primarily in the operations and intelligence areas, designed to enhance NSOCC-A and Operation SEA GUARDIAN planning and execution, as well as fulfill training needs for the NATO Response Force (NRF) SOCC mission. We have developed eight Advanced Distributed Learning (ADL) courses that will serve students at a distance when required. I have also directed three new offerings that you might find interesting in the topics of Comprehensive Defence, Building SOF, and Joint Fires Observer training.

A key differentiator between NATO SOF and their threat counterparts will be the ability to apply critical, creative, and ethical thinking in a rapid manner to solve problems as they arise in competition, crisis, and conflict. We are pleased to announce that this year we will conduct the first iterations of a custom-built NATO SOF professional education continuum for the NATO Alliance and Partner Nations to ensure the effective education of our precious NATO SOF human capital.

Finally, I want to highlight to 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 visit the NSOS campus as it continues to evolve to effectively Build and Coordinate NATO SOF. I ask you 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.

See you on the campus.

Sincerely,

Eric Wendt
Lieutenant General, United States Army
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), Exercises, Special Operations Medical Branch, 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 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.
The SHAPE campus offers an innovative training environment for SOF medical students. The SOF medical training centre, called the 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.

The DCOS E&O 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.

NSOS conducts courses with organic assets and hosts courses from partner military education/training institutions as well. Significant areas of influence include SOCC training and education courses, intelligence and exploitation courses, 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 of 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. NSOS campus facilities (SHAPE site))
Chièvres AB has been associated with Belgian military history since 1917. It was in 1917 that Germany first landed an aircraft outside the village of Chièvres in the fields they determined to be a prime location for a military air base.

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

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

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

During the building of the German 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 September 1944. 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 ACME. It is also referred to as the SHAPE campus and includes 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, Ath, and Jurbise. The closest train stations to SHAPE are in the towns of Soignies, Mons, and Jurbise. Transportation is a national responsibility. Students attending courses at NSOS will need a rental car to reach the campus as there are no public transportation options.

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
SOF Professional Development
General Information

The NSOS Professional Development Branch provides five resident courses: the Countering Hybrid Threat (CHT) Course (8 days), NATO SOF Instructor Training (NSIT) (5 days), Comprehensive Defence (CD) Course (5 days), Building SOF Course (5 and 3 days), and Systemic Training and Education Programme courses (STEPs 1-4) (10 days). STEP 1 and 2 are delivered via mobile education team (MET).

The CHT course is designed to educate attendees on the nature and components of hybrid threats and defeat/deterrence options as well as to create an understanding of the Comprehensive Approach (CA) aspects available for pre-conflict activities.

The NSIT course focuses on developing NSHQ and Alliance SOF personnel who can prepare and present a varied and challenging curriculum.

The CD Course is designed and targeted for SOF commanders and staff, Home Guard, or reserve force leaders, police, emergency services, national and local government officials responsible for civil preparedness as well as anyone in the whole of society working toward national resilience and comprehensive defence.

The Building SOF Course has two levels—managerial and executive—and focuses on providing knowledge and skills to NATO and partner nations on the processes and complexities associated with building, developing, implementing, and sustaining a national SOF capability.

STEP courses (STEPs 1-4) are two-phase, blended education and training solutions that provide an interoperability focus for NATO officers and NCOs.
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:** To educate attendees on the nature and components of hybrid threats and defeat/deterrence options; to foster a community of defence professionals and civilian policymakers prepared to address hybrid-threat challenges and their environment; to ensure leaders are equipped to support CA strategy development for a hybrid environment; and to 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:** The CHT Course is designed to study the origins, nature, and components of hybrid threats; to explore strategy development options to oppose hybrid threats; and to create an understanding of the CA aspects available for pre-conflict activities. Much of the first week of the course is spent in a plenary session with lectures from CHT experts, and the second week of the course is dedicated to working on CHT problems within syndicates. The course is conducted in a civilian venue, in civilian clothes, amplifying the fact that CHT is a CA/whole-of-government problem.

**Target Audience:** The course is designed for officers, non-commissioned officers (NCOs), and select civilian personnel. Attendees should be SOF personnel with operational experience above the tactical level (OR-7 to OR-9 and OF-2 to OF-5); civilians with government experience (e.g. diplomatic, ministerial, information, intelligence, emergency services, or other specialized whole-of-government expertise); or 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 3232 rating in English language skills and should be comfortable speaking English in front of groups. They will be expected to complete course-specific advanced distributed learning modules (ADLs) and carefully selected readings before the course to spark learning and discussion early on. Full details of all prerequisite work will be provided in the course enrolment instructions after registration.

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

Course ID: NSOF-53  e-TOC #: TBD
Duration: Pre-course online learning followed by a period of 5 academic days of residential learning

Aim: To support the NSHQ campus and assist contributing subject matter experts (SMEs) in presenting instructionally and technically rigorous educational content in varied environments, in which to teach and learn. This is accomplished by placing an emphasis on designing, developing, delivering, and evaluating presentations focused on specific objectives.

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

Description: The NSIT course is a bespoke blended learning solution, designed to provide students with the knowledge and skills necessary to promote and maintain engagement and motivation when delivering a lesson in a multinational, cross-cultural environment. The course is delivered in two distinct parts: an online portion followed by residential learning. Students will learn how to plan, develop, and deliver lessons focused on specific, student-focused learning objectives. Students will be coached on effective questioning techniques that draw the audience into the learning process as well as methods to assess a student’s acquisition of knowledge. Students will also learn how to elicit and encourage cooperation and participation from all members of a group as a facilitator. Assessment of learning is both formative and summative, with students actively demonstrating their understanding of the material by formatively constructing all components of a lesson and presenting the lesson to the cohort.

Target Audience: This course is designed for staff assigned to the NSHQ in an instructional role, to include course directors, branch heads, OPRs, and select staff officers.

Requirements: Students should have a 3232 in English language skill and should be comfortable speaking English in front of groups. As this is a blended learning solution, the online portion requires:

- A personal computer (Windows (XP, Windows Server 2008, or more recent) or Mac (Mac OS X 10.8 - Mountain Lion or newer version))
- Internet connectivity by modem, ADSL, or cable (1Kb/s or more)
- Speaker and microphones compatible with virtual/online collaboration tools
- Access to the NATO Joint Advanced Distributed Learning (JADL) website

A NATO SECRET clearance is required for this course, and students must provide a copy of their security clearance to NSOS staff prior to embarking on the online module.
Professional Officer & NCO Education - Systematic Training and Educational Programme (STEP) (Levels 1-4)

Course ID: TBD  
e-TOC #: TBD

Duration: Distance learning (DL) modules plus residential learning (RL) of 10 days per course.

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

Objectives:
• To enhance the education of command teams, in NATO Allied and partnered nations’ relevant special operations task unit (SOTU), special operations task group (SOTG), SOCC, JSOC/SOCOM-level organizations.
• To create a standard level of education that would allow graduates to operate in NATO SOF operations effectively.

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

STEP1: DL of 4 weeks; RL conducted with METs in various nations. For the academic year 2020-2021: 1 iteration in Finland (DL: 26 Jul - 20 Aug 2021 and RL: 30 Aug - 10 Sep 2021).

STEP2: DL of 8 weeks; RL conducted with METs in various nations. For the academic year 2020-2021, the course will be under development with no iterations delivered.

STEP3: DL of 20 weeks; RL conducted at NSOS. For the academic year 2020-2021, 1 iteration (DL: 12 Jul - 26 Nov 2021 and RL: 6 - 17 Dec 2021).

STEP4: DL of 6 weeks; RL conducted at NSOS. For the academic year 2020-2021, 1 iteration (DL: 12 Jul - 20 Aug 2021 and RL: 30 Aug - 10 Sep 2021).

All courses will have 10 basic content threads throughout the continuum.

• Global SOF Studies: Evaluating the implications of current and emerging threats to SOF.
• Leading and communicating effectively in the NATO SOF environment.
- Developing effective NATO SOF command team relationships (officer/NCO teams).
- Problem-solving and innovation in complex and ambiguous environments.
- Strategic thinking in the 21st century (design thinking, ethical, creative, systems, critical thinking, and thinking in time).
- Special operations in contemporary and future warfare (comprehensive approach, hybrid warfare, multi-domain operations, collective defence, SOCC interoperability).
- NATO, NSHQ, and national policy implications at the tactical, operational, and strategic levels.
- Understanding the value of international and inter-agency partnerships for NATO SOF (diversity and culture).
- Investigating the implications of technology in NATO SOF: science, technology, and innovation on the battlefield (cyber, AI, and autonomous).
- Learning from the past to prepare for the future: Investigating historical perspectives and how they inform future thinking (past, present, and future).

Each STEP will teach them at a different depth of knowledge and level of learning, according to Bloom’s Taxonomy, in the cognitive and affective domains from basic level (follow) to intermediate level (assist), to advance level (apply), to expert level (enable/advice), and finally master level (initiate/shape/influence).

**Target Audience:** This course is designed for:

STEP 1: OR 4/6 OF 1/3
STEP 2: OR5/7 OF 3/4
STEP 3: OR7/8 OF 4/5
STEP 4: OR9 OF 6/10

There are overlaps of rank allowed due to different rank structures and career profiles within the NATO Alliance and partner nations.

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

A NATO SECRET clearance is required for this course, and students must provide a copy of their security clearance upon arrival at the course location.
Comprehensive Defence Course

Course ID: TBD  e-TOC #: SOF-SO-25625
Duration: 4.5 academic days

Aim: To offer best practices and practical implementation of methods, strategies, and procedures for whole-of-society comprehensive defence efforts, to include enhancing resilience, deterring external threats, defending a nation, and, if necessary, resisting an invading power. The course provides professionals the tools to assess and develop comprehensive defence requirements; design methods to educate actors at differing levels to prepare and apply preparedness, resilience, and response measures; and offers considerations for application in differing security environments. The course supports and aids collaborative planning among all actors in a comprehensive defence environment, cohering military, non-military, and civilian/societal entities.

Objectives:
Demonstrate knowledge of the general principles of comprehensive defence, and explain how actionable checklists can aid comprehensive defence in peacetime/competition, crisis, and conflict.

Demonstrate ability to successfully define national resilience and its relationship to comprehensive defence, and explain the importance of the whole-of-society efforts and actions to comprehensive defence and resilience.

Identify the role and explain the utility of the defence sector and national SOF with regard to comprehensive defence.

Acknowledge the key critical functions of critical infrastructures and their role regarding preparedness and resilience.

Use actionable checklists that could be performed by key personnel employed at these locations in all phases of peacetime/competition, crisis, and conflict.

Provide specific actions that can be taken to deter, defend, respond, and recover from threats to the nations’ stability and self-determination.

Demonstrate knowledge of the importance of cross-sector (governmental) cooperation in resilience by applying best practices and lessons learned.
Description: A 4.5 day whole-of-society comprehensive defence course designed for civilian and military professionals tasked with preparing their nation to apply multi-level aspects of preparedness, resilience, and defence responses.

Target Audience: Individuals responsible for civil preparedness, or those in the whole of society working towards national resilience and comprehensive defence. This includes, but is not limited to, persons from the following organizations: national and local government, law enforcement agencies, emergency services, military services (in particular SOF), public and private critical infrastructure entities, home guard, and reserve forces.

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

A NATO SECRET clearance is required for this course, and students must provide a copy of their security clearance upon arrival at the course location.
Managerial-level NATO Building SOF Course

Course ID: TBD  e-TOC #: TBD
Duration: 10 academic days (2 weeks)

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

Objectives: Relate the SOF organizational concept; apply the SOF capability process.

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

The programme design is a 10-day course that applies a constructivist (group) learning theory and a blended learning strategy that includes lectures, syndicates, peer-to-peer engagements, vignettes, examples, and practical application for educational delivery.

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

Target Audience: This course is designed for SOF, military, and civilian managerial-level leaders from NATO and partner nations, within the ranks of OF4 - OF5 and OR8 - OR9, or civilian equivalent. An understanding of SOF capabilities and military force development is desirable but not required.

Requirements: Students should be comfortable speaking English in front of groups. A language certification is not required.

A NATO SECRET clearance is required for this course, and students must provide a copy of their security clearance upon arrival at the course location.
Executive-level NATO Building SOF Course

Course ID: TBD  e-TOC #: TBD
Duration: 3 academic days

Aim: To deliver education, training, and cross-communication skills to NATO and partner nations on the processes and complexities associated with building, developing, implementing, and sustaining a national SOF capability.

Objectives:
- Gain fundamental introductory knowledge of the SOF organizational concept.
- Gain fundamental introductory knowledge of the process for scoping the SOF requirement.
- Gain fundamental introductory knowledge of the SOF capability development process.
- Gain fundamental introductory knowledge of the process for SOF force development and sustainment.

Description: This course is conducted via discussion-based seminar, led by knowledgeable NATO SOF leaders for strategic- and managerial-level leaders within NATO and partner nations, on the comprehensive approach and procedures required to develop a SOF capability within participants’ respective nations.

The programme design is a 3-day seminar that applies a constructivist (group) learning theory and a blended learning strategy that includes lectures, examples, case studies, and practical application for educational delivery.

Seminar content is strictly based on historical and operational evidence of past successes from NATO SOF leaders. Lessons, discussions, and practical sessions will be developed and delivered by a team of international SMEs with a broad experience in NATO SOF development.

Target Audience: This course is designed for strategic- and executive-level military and civilian leaders, OF-6 and above.

Requirements: Students should be comfortable speaking English in front of groups. A language certification is not required.

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

The NSOS Operations Studies Branch provides seven resident courses and a workshop: SOCC Staff Course; SOCC Planning Course; SOCC Joint Operations Centre (JOC) Course; RESOLUTE SUPPORT Mission (RSM) SOF Pre-deployment Training (PDT); NATO SOF Evaluation (SOFEVAL) Course; NATO SOF Personnel Recovery (PR) Course; Joint Fires Observer (JFO) Course; and the NATO SOF Advisor and Liaison Workshop. The courses and workshop range in length from 1 to 2 weeks.

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

Personnel who are deploying to Afghanistan are advised to attend RSM SOF PDT in order to prepare for the train, assist, and advise (TAA) staff duty roles within NATO SOCC-Afghanistan (NSOCC-A). Those staff personnel who require the skills to serve as a SOFEVAL element at NATO or the national level are encouraged to attend the NATO SOFEVAL Course.

The NATO SOF PR Course prepares students for the planning and execution of NATO SOF PR in support of national NATO missions.
SOCC Staff Course

Course ID: NSOF-01   MASL #: D272033   e-TOC #: SOF-SO-31899
Duration: 5 academic days (1 week)

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

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

Description: The 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 centred on the following themes: NATO SOF, NATO SOF Integration, NATO SOF Liaison, NATO SOF Planning Considerations, and NATO SOF Operations. In addition, the course covers the organization, responsibilities, and processes of a SOCC, allowing students to gain exposure to the employment of SOTGs and special operations air task groups (SOATGs) in a joint operational environment.

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

Requirements: Students should have a 3232 rating in English language skills and should be comfortable speaking English in front of groups. Before the course begins, students must successfully complete two ADL courses: ADL 101—Introduction to NATO Special Operations and ADL 102—Fundamentals of NATO SOCC Operations.

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-31908
Duration: 9 academic days (2 weeks)

Aim: To educate students on conducting theatre SOF operational-level/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 processes and references.

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

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

Requirements: Students should have a 3333 rating in English language skills 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.
SOCC Joint Operations Centre Course

Course ID: NSOF-03   MASL #: D272031   e-TOC #: SOF-SO-31910
Duration: 9 academic days (2 weeks)

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

Objective: Upon completion of the course, students will comprehend NATO component-level processes and will be able to apply that knowledge to 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 command and control (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). Throughout the course, there is an introduction to the communication and information systems (CIS) tools required to support both the J35 and J33 functions. The course is conducted in large-group plenary lessons, in small-group practical exercises, and as a large-group practicum in concert with the Special Operations Air Command (SOAC) Air Operations Centre (AOC) Course (AOCC) (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 rating in English language skills 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.
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: To prepare students for TAA staff duty roles within NSOCC-A and supporting advisory and liaison elements. Students will be equipped 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 NSOCC-A RSM directives, procedures, and complex issues. They will apply their knowledge to realistic Afghan scenario-based activities.

Description: The RSM SOF PDT is developed using information about a number of critical planning and operational issues that has been obtained from staff members working within the RSM NSOCC-A TAA battlespace. Most importantly, the training is updated regularly to explore the necessary actions taken by those dealing with the ever-changing TAA issues in RESOLUTE SUPPORT. This training is mandatory for all non-U.S. personnel working at NSOCC-A HQ CE billets and highly recommended for all the components of NSOCC-A (special operations advisory group (SOAG), special operations advisory team (SOAT), special operations forces liaison element (SOFLE), and liaison officers (LOs)) to prepare them for initial deployment to RESOLUTE SUPPORT or as a refresher for subsequent deployments.

Students will read and become familiar with the NATO RSM and NSOCC-A documents, directives, and procedures. Video teleconferences from various NSOCC-A elements (HQ, SOAGs, SOATs, SOFLEs) will provide current, realistic 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 officers and NCOs from NATO RSM-contributing nations who are scheduled to deploy or re-deploy to the RS Mission to serve as staff members at the NSOCC-A tactical-, operational-, and strategic-level TAA elements.
**Requirements:** Students should have a 3332 rating in English language skills and should be comfortable speaking English in front of groups. They must complete the following ADLs before attending the PDT: ADL 101 - Introduction to NATO Special Operations, ADL 102 - Fundamentals of NATO SOCC Operations, ADL 173 - Afghanistan Geography, ADL 176 - Governance and Politics of Afghanistan, and ADL 104 - RESOLUTE SUPPORT Basic V4.0. Students are also encouraged to attend the SOCC Staff Course prior to the RSM SOF PDT. Students should be comfortable using Microsoft Office and associated products.

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 Evaluation Course

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

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

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

Description: The NATO SOFEVAL Course is designed to prepare future NATO SOF evaluators to observe and evaluate a SOCC HQ or SOTG as a member of a SOFEVAL team. Students will demonstrate their knowledge of procedures learned in classroom sessions during 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 intended 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.

Requirements: Students should have a 3332 rating in English language skills and should be comfortable presenting and briefing to an audience in English. Students must also have a proven ability to work and collaborate in a live or simulated live environment. Although there is no mandatory requirement, it is recommended that students 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.

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 Personnel Recovery Course

**Course ID:** TBD  
**e-TOC #:** SOF-SO-35554  
**Duration:** 5 academic days (1 week)

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

**Objectives:** Students will describe the NATO joint PR system. Students will apply planning considerations for NAR and UAR operations.

**Description:** The NATO SOF PR Course is designed to prepare students to be part of a SOCC-level team responsible for planning and executing NATO SOF PR. The course provides students with the fundamental knowledge and skills to plan for and execute NATO SOF PR operations, conduct gap analysis, and develop NAR/UAR capabilities. Over the 5-day period, students engage with lecture, syndicate discussion, and practical exercise formats to develop the capability to plan and execute a suitable SOF PR mission to recover an isolated person.

**Target Audience:** The target audience includes military officers, NCOs, and civilian agencies. Military students should be part of a SOCC-level planning cell, including J codes and non-SOF enablers who will support a PR mission. Civilian agency students should be embedded in agencies that may be used to assist in the development of PR capabilities at national or NATO levels.

**Requirements:** Students should have a 3333 rating in English language skills and should be comfortable speaking English in front of groups. In addition, students should be comfortable using Microsoft Office software.

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

Course ID: TBD e-TOC #: TBD
Duration: 15 academic days (1 week DL + 2 weeks residential)

Aim: To provide select personnel with training on the procedures required to provide timely and accurate targeting information to a qualified joint terminal attack controller (JTAC) for Type 2 and 3 close air support (CAS) terminal attack controls and to perform autonomous terminal guidance operations. Training will be provided on engaging targets with AC-130, naval surface fires, and indirect surface fires.

Objectives: Students will be trained on joint-approved tactics, techniques, and procedures (TTP) such as CAS, close combat attack (CCA), artillery, and naval surface fire support. Students will also receive instruction in the operation of communications equipment and laser designating equipment (G/VLLD/LLDR).

Description: Trained service members will be known in the joint community as a JFO. The JFO adds warfighting capability but does not circumvent or nullify the need for a JTAC/forward air controller (airborne) (FAC(A)) during CAS operations. In order to maximize the effectiveness of the joint fires available to the ground force commander, the JTAC and JFO should be employed as a team, with the JFO acting as an extension of the JTAC during the execution of CAS. During CAS operations, a JTAC/FAC(A) will retain terminal attack control. JFOs, in conjunction with the JTAC, FAC(A), and fire support officer, assist manoeuvre commanders with timely planning, synchronization, and responsive execution of joint fires.

Target Audience: This course is designed for officers, warrant officers, and NCOs with varied backgrounds and who preferably have fire support experience. Prior to commencing JFO training, trainees should complete a pre-screening process to assist in identifying appropriate candidates to attend a formal JFO certification program of instruction. Candidates with at least six months operational fire support exposure, or fires-related experience, have an increased rate of successful course completion. JFO trainees must be able to demonstrate a level of competency at map reading, surface-to-surface calls for fire, and radio communications before beginning training.

Requirements: All JFO course selectees will complete the JKO-based JFO familiarization training (20 hours, online) prior to the course start date, and bring a printed course completion certificate to JFO course registration on day one. Additionally attendees must complete a one week distance learning block of instruction administered by NSOS JFO- Instructors. JFOs need adequate knowledge of and proficiency in the English language. Language proficiency must meet standards as defined in NATO STANAG 6001, with Proficiency Levels across listening, speaking, reading, and writing (LSRW of 3 3 2+ 2).

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 Advisor and Liaison Workshop

Course ID: NSOF-91   e-TOC #: SOF-SO-35592
Duration: 5 academic days (1 week)

Description: The NATO SOF Advisor and Liaison Workshop is a venue for SOF advisors (SOFADs), 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.

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.

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 provides four tactical- and operational-level resident courses: NATO Special Operations Air Planning Course (SOAPC), NATO SOF Air Mission Commanders Course (SOAMCC), Special Operations Air Task Group Course (SOATGC), and the SOAC AOCC, which is executed together with the SOCC JOC Course. Additionally, ADP provides two SOF Air Mission Challenges (SOAMCs) annually, which deliver unique SOATU-/SOATG-level training in a simulated SOF mission environment. All courses and events are 2-weeks long with the exception of the 4-day long SOATGC.

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.

The NSHQ ADP recommends attending courses and events in a logical order depending on the student’s position and experience. Generally, the SOAPC on SOATU level is taken first, as an introduction to the SOF air mission planning process and ADP itself. The SOAPC is also suggested before enrolling in the SOAMCC, but not required. After those courses, students are ready to attend the SOATGC to be introduced to the staff environment. SOAC AOCC is the last course to complete the knowledge background of a NATO SOF airman from a component command perspective. Those planning on participating in the SOAMC should have attended at least one of the ADP courses before registering. Those who apply for the SOAMC+ (task group personnel) should have attended the SOATGC to receive the best feedback from this battle staff training.
NATO Special Operations Air Planning Course

Course ID: ADP-01  MASL #: D272043  e-TOC #: SOF-SO-32062
Duration: 8 academic days (2 weeks)/can be requested as a MET

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

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

Description: The SOAPC will equip students with the ability to engage in all phases of the special operations air mission planning processes. SOATU and SOATG tactical planners will plan, coordinate, and integrate objectives, resources, and environmental factors to support special operations. Additionally, students will be introduced to the NATO CIS/information technology (IT) tools used to support the SOF mission planning process. The educational methodologies employed in 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 SOATU/SOATG 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 rating in English language skills 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: To build skills necessary for NATO SOF air mission commanders (AMCs) to operate effectively in a NATO environment; to introduce NATO SOF AMC standards for air mission planning, AMC briefing, and mission preparation and execution; to use the SOF mindset in problem-solving, critical thinking, decision-making, and leadership; and to develop NATO SOF air leaders capable of operating in a NATO environment and implementing AMC programmes within their nations.

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

Description: The SOAMCC prepares students to lead special air warfare operations within the joint environment. Students will apply the knowledge and procedures learned throughout the course as they react to various operational scenarios by leading special air operations in the VBS3 simulator. Students will use critical thinking, risk management analysis, problem-solving, decision-making, and leadership skills to plan and conduct special air operations.

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

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

At a minimum, pilots will be aircraft commander/captain qualified. All other aircrew positions will be instructor qualified or nominated for instructor duties. It is recommended that students have air decision-making process (ADMP) knowledge or have attended the SOAPC before.

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-31912
Duration: 9 academic days (2 weeks)

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

Objective: Upon completion of the course, students will comprehend NATO component-level processes and will be able to apply that knowledge to the SOCC/SOAC procedures employed in a SOCC J35 and/or 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 effects 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. In 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 nations as staff members within a deployed SOCC J35/J33, SOAC J33, or national SOF HQs.

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

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

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

Course ID: ADP-04  e-TOC #: SOF-SO-32064
Duration: 4 academic days (1 week)/can be requested as a MET

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

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

Description: The SOATGC is designed to prepare SOF airmen and designated support staff to operate as part of a functioning SOATG within a NATO environment. It provides the students with an overview of the function and utility of an SOATG as well as the knowledge and tools to plan, employ, and integrate special air warfare focused on current and future operations within a NATO SOF C2 structure. Additionally, students will be introduced to the SOF mindset and will apply it throughout the course.

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

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

A NATO SECRET clearance is 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: 9 academic days (2 weeks)

**Aim:** The NATO SOAMC aims to develop, improve, and validate NATO SOF air standards in order to enhance integration and interoperability of SOF airmen within NATO. The training event provides a forum to share SOF mindset and TTP through a joint and combined approach to plan and execute missions. All is conducted within a NATO SOF standard force construct, using the associated standard planning procedures and processes and NATO standard CIS. As such, the SOAMC offers essential training to airmen between the educational programmes (SOAPC and SOAMCC) and participation in exercises (reference education, training, exercises, and evaluation process as set forward by the ACT).

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

**Description:** The NATO SOAMC is a 9-day, instructor-/facilitator-led resident training event, in the Allied Tactical Air Mission Simulator (ATAMS) and adjacent planning rooms and battle lab. The training consists of 146 contact hours. One and a half days are dedicated to academic refreshers (focused on the ADMP), simulator familiarization, and scenario lead-in. As from the second day, the training audience is integrated in the scenario order of battle with each individual being part of an SOATU, SOTU, or special operations air/land integration task unit. Based upon mission orders injected by the SOATG (represented by exercise control (EXCON)), the planning cycle in accordance with the ADMP is started. Under the lead of appointed AMCs, the training audience completes all the different steps of the ADMP at the SOATU level and gets mentored throughout the complete cycle. The planning includes coordination with the supported ground force commander and staffing with the higher echelon SOATG (conducted by EXCON). The final planning product is briefed during the air mission briefing and rehearsed during a rehearsal of concept drill before being executed in the ATAMS. During the execution in the ATAMS, the training audience gets confronted with the quality of their planning as they will get...
challenged by either self-induced events or EXCON-injected events. Finally, the mission execution gets fully debriefed with focus on the relationship between execution difficulties and planning flaws. Multiple missions will be executed by the different SOATU throughout the training period.

In case of an SOAMC+, an additional training audience will cover the higher echelon SOATG core personnel. Both the SOATU and SOATG levels receive mentoring, and an EXCON provides coordination between both levels, making sure the training objectives of both audiences are being met.

This training event uses ATAMS, 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 appropriate mindset. Examples of available assets are SOATU RW medium (CH-47 type) and light (Griffin type), SOATU FW (C-130 type), ISR (R1 Shadow type), and direct support RW (AH-64 type) along with numerous ground vehicles, equipment, and armaments. 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 may be offered by nations.

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

**Requirements:**

- Participants should have attended the SOAPC followed by the SOAMCC for them to be fully knowledgeable on the ADMP.
- A 3332 rating in English language skills is requested, although accommodations will be made for students that don’t meet that requirement.
- Trainees need to provide a valid NATO SECRET security clearance upon arrival at NSOS.

**Additional Information:** The event occurs two times per year. Upon request, one iteration can be opened for an SOATG BST, which requires extensive coordination with the requesting framework-nation (9 month process). The NSHQ will send invitation letters for each event so that nations can request/offer 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.
Intelligence and Exploitation General Information

NSOS Intelligence Courses

The NSOS Technical Studies Branch provides four resident intelligence courses: NATO SOF Intelligence Course (NSIC), NATO SOF Human Network Analysis Course (HNAC), NATO SOCC Intelligence, Surveillance, and Reconnaissance (ISR) Operations and Intelligence (INTEL) Collections (IOIC) Course, and the Digital Force Protection (DFP) Course. NSIC, HNAC, and IOIC are 2 weeks long; the DFP Course is 5 days.

While there are no prerequisites for intelligence courses, NSOS recommends students attend courses in a logical order whenever possible. NSIC is the foundational intelligence course, which provides basic education and training on intelligence support to NATO SOF operations, and is recommended to be taken first. Students who wish to further enhance their skills in network analysis are encouraged to attend the HNAC course following the NSIC. The IOIC Course is focused on SOCC-level ISR/INTEL collection planning, rather than intelligence analysis. The DFP Course provides personnel with the tools and awareness necessary to mitigate the impacts of digital threats on their organizations.

In addition to the four resident intelligence courses, NSOS also hosts two intelligence courses: the Basic Intelligence Systems Core Training (BISCT) and the Network Engagement and Targeting Course (NETC). More information on these two courses can be found in the Partnered Institutions and Hosted Training section of this catalogue.
NATO SOF Intelligence Course

Course ID: NSOF-31 e-TOC #: SOF-SO-31916
Duration: 10 academic days (2 weeks)

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

Aim: To provide NATO SOF with the essential tools and skillsets to build Alliance nations’ intelligence capabilities, prepare NATO SOF personnel to provide support to tactical-level operations from SOTU to SOCC-level, and enable nations to fulfil NATO SOF intelligence requirements.

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

Description: The NSIC is designed to introduce NATO SOF analysts to the fundamentals of all-source intelligence analysis, critical thinking, research techniques, socio-cultural dynamics, and intelligence analysis software tools to support NATO SOF missions. Students are exposed to link analysis and geospatial analysis software and learn how to apply those tools to support NATO SOF mission planning. The course maintains an emphasis on asymmetric warfare and enhances the intelligence knowledge and skills of NATO SOF personnel. NSIC students will improve their understanding of intelligence processes, analytical tools, and software as well as identify specific requirements to provide timely and relevant intelligence support to SOF.

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

Requirements: Students should have a 3232 rating in English language skills and 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.

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 formerly known as the NATO SOF Threat Network Analysis Course.

Aim: To provide an introduction to conducting human network analysis and support to targeting activities in a NATO SOCC All-source Analysis Centre (ASC) or SOTG.

Objectives: Prepare NATO SOF intelligence analysts operating in a SOCC ASC or SOTG to fuse multi-source intelligence in order to conduct human network analysis and support to targeting activities that support SOF missions. The course is also intended to provide a place to share lessons learned and develop analytical techniques.

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 fusion of multi-source reporting; 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 (SNA) 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; identifying key nodes; pattern of life analysis; and concepts of how to support targeting, influencing, engaging, and neutralizing networks. This course also allows for discussions about experience, lessons learned, best practices, and general knowledge of human networks 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/or partner nations.

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

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

Course ID: NSOF-39 & 41  e-TOC #: SOF-SO-32060
Duration: 8 academic days (2 weeks)

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

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

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

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

The ISR operations track focuses on the synchronization and integration of planning and execution of ISR operations, capabilities, and assets to support SOF by presenting various aspects of requesting, coordinating, integrating, monitoring, and assessing ISR in support of
all phases of special operations missions. Emphasis is placed on the coordination that is required between both intelligence collections and ISR operations functions. Students will be expected to brief the details of their intelligence collection plans, ISR coordination/management, and assessments to the class and instructors, who will act as the SOCC J2 and J3.

The intelligence collection track focuses on the integration and synchronization of all-source intelligence planning and collection. The course presents various intelligence aspects of collection, processing, exploitation, and dissemination. Emphasis is placed on collection processes and products that contribute to a commander’s decision-making process, battle rhythm, and SA. Students will be expected to brief the details of their intelligence collection plans, ISR coordination/management, and assessments to the class and instructors who will act as the SOCC J2 and J3.

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

**Requirements:** Students should have a 3322 rating in English language skills and should be comfortable speaking English in front of groups. In addition, students should be comfortable using Microsoft Office software.

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

Course ID: TBD  e-TOC #: TBD  Duration: 5 academic days (1 week)

Aim: To 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 presents students with practical tools and knowledge to mitigate the impact that digital threats can have on their personal lives and their organizations.

Objective: Upon completion of the course, students 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, and 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. 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. The course is also suitable to NATO SOF staff who are responsible for the proliferation of digital threat awareness within their nations.

Requirements: Students should have a 3322 rating in English language skills and should be comfortable speaking English in front of groups. Although there is no mandatory requirement, it is recommended that students should have a baseline awareness of modern technologies, e.g. social media platforms, standard IT tools, and software packages such as Microsoft Office and associated products.

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 Studies Branch also provides four resident exploitation courses: Technical Exploitation Operations (TEO) Course, Digital Media Exploitation (DMX), Cellular Exploitation Course (CEC), and Drone Exploitation (DRX) Course. The NSOS TEO enterprise is an evolution of courses that starts with the basics of collection and progresses to advanced forensic investigation.

There are no prerequisites in the TEO programme, which allows partner nations to develop their capabilities as they see fit. However, for nations who intend to develop true SMEs in the field of 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. DMX follows and teaches the principles and techniques of media exploitation for intelligence and prosecution application. The CEC builds on the DMX with a focus on the wide variety of mobile devices. Finally, the DRX Course applies the skills learned in the DMX and CEC and adds the specific aspect of safe capture, capabilities testing, and adversary TTP identification and defeat.

Graduates from NSOS exploitation courses will receive the NATO Special Operations Headquarters Media Exploitation Toolkit (NSHQ-METK), which is frequently updated to meet the ever-changing challenges of technology. These tools allow graduates to return to their units and immediately apply their exploitation skills at no cost to their nation.
NATO SOF Technical Exploitation Operations Course

Course ID: NSOF-32  MASL #: D272037  e-TOC #: SOF-SO-31919
Duration: 10 academic days (2 weeks)

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

The course examines the principles and capabilities of exploitation that help the tactical-level operator understand the operational effects of technical exploitation. The purpose of the course is to develop technically sound, effective, and proficient NATO SOF operators who can execute, coordinate, and use exploitation 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 rating in English language skills and should be comfortable speaking English in front of groups. Students should be comfortable using Microsoft Windows-based software, including Microsoft Office.

A NATO SECRET clearance is 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: To 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: 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 that resides on mobile phones that cannot be extracted.

Once data is available for analysis, students will be presented with a series of scenarios in which they will triage extracted information and then 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 rating in English language skills and should be comfortable speaking English in front of groups. 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:** To teach intelligence professionals, operators, and SOF support personnel to collect, preserve, extract, and report (CPER) information from digital media and other storage containers.

**Objective:** Students will become proficient in the CPER methodology and use NSHQ-METK to facilitate data recovery from devices that have been damaged or manipulated to avoid discovery.

**Description:** The NATO SOF DMX Course focuses 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 basic computer forensics, 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 in which 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 will 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 need to understand how to retrieve information from digital media and translate the operational significance of their analysis.

**Requirements:** Students should have a 3322 rating in English language skills and should be comfortable speaking English in front of groups. 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 Drone Exploitation Course

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

Aim: To 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; and to provide time-sensitive, mission-relevant information from drone devices while working in a forward-deployed environment.

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

Description: The NATO SOF DRX Course is the result of one of the fastest growing industries in the world today, drones. With this growth comes the threat of drones being used by enemy combatants. Students will learn how to capture a drone, whether in flight or not, as well as the proper way to disarm the flight mechanisms of the drone and how to prevent injuries to personnel. The data that is available on the drone may be extensive and can provide the operator with information on the combatants’ launch point, travel, and purpose of the drone. Reviewing operating systems can alert forces to the use of new or hybrid operating systems that employ anti-forensics. Students will learn the location of important data files and how to extract them from the mobile command control system, drone, and/or potential android controller.

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

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

Requirements: Students should have a 3232 rating in English language skills and 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 is a state-of-the-art medical education and simulation facility designed to help nations improve their SOF medical systems.

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 and one workshop. NATO Special Operations Medical Planning and Support Course, NATO Special Operations Combat Medic Recertification Course, NATO SOF Combat Medical Simulation (CMS) and Tactical Combat Casualty Care (TCCC) Instructor Course, NATO Advanced Special Operations Medical Leaders Course, NATO Special Operations Surgical Team (SOST) Development Course, and NATO SOF Medicine Research Workshop. The courses cover a wide variety of topics from medical simulation training for SOSTs to medical planning and developing SOF medical systems, and they vary in length from 1 to 2 weeks.
NATO Special Operations Medical Planning and Support Course

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

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

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

Description: The 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 SOF mission profiles, the commander’s perspective, and medical aspects that must be appreciated through the medic, medical planner, and medical advisor perspectives. Students will be formed into teams so that synergy and a more thorough understanding of roles and functions will promote greater competency and efficiency while negotiating military assistance (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: To create a semi-annual venue that brings together the medical leadership of the NATO SOF Alliance, including the SOF Medicine Expert Panel (SOFMedP), 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: The NATO SOF Medicine Research Workshop serves as a platform for the NATO SOF medical community 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 SOFMedP. The SOFMedP 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 SOFMedP uses the research workshop, in part, to make their recommendations to the COMEDS.

Target Audience: This 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 Combat Medic Recertification Course

Course ID: MED-08  e-TOC #: SOF-SO-32065
Duration: 10 academic days (2 weeks)

Aim: To refresh NATO Special Operations Combat Medic Recertification Course (NSOCM) medical skills required by NSHQ Directive 75-001, SOF Medical Standards and Training Directive, to develop new medical skills relevant to advances in combat casualty care, and to discuss new and innovative combat medical skills, techniques, and equipment. The course fulfils the NSOCM recertification requirement as per NSHQ Directive 75-001.

Objectives: By the end of this course, the NSOCM will improve competencies and skills and will gain insight into newer combat medical technologies and principles. Students will refresh NSOCM knowledge, competencies, and skills 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: The NSOCM Recertification 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 (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: To 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.

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 CMS & TCCC Instructor Course 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 ACME. 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 https://www.psglearning.com/catalog/productdetails/9781284027235. The cost is $45.95 (USD). Students must have sufficient knowledge and skills in TCCC at the provider level. Teaching experience is desirable.
NATO Advanced Special Operations Medical Leaders Course

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

Aim: To develop the skills required to evaluate and improve a nation’s SOF medical support system at the tactical, operational, and strategic levels. Students will explore and evaluate the requirements of a SOF medical support system and understand the differences from the conventional medical support system.

Objectives: Students will understand how to evaluate their nation’s existing medical support system to determine if it presently delivers the capabilities their SOF organization requires. Additionally, students will comprehend what is required to improve their nation’s SOF medical support system.

Description: The NATO Advanced Special Operations Medical Leaders Course teaches the executive medical leadership skills required to build and maintain a SOF medical support system. Students learn how to maximize the components of a SOF medical support 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. The course, built on ACO Force Standards Volume X, Special Operations Forces, will prepare students for evaluating their SOF medical support system against NATO SOF interoperability requirements and map campaign plans for improvement and sustainment. Student takeaways are exposure to other NATO SOF medical support systems and national medical capabilities, an understanding of the NSHQ evaluation parameters used to enhance interoperability, 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. Course enrolment priority is given to candidates currently in direct support of SOF elements.
NATO Special Operations Surgical Team Development Course

Course ID: MED-11  MASL #: D272044  e-TOC #: SOF-SO-31925
Duration: 5 academic days (1 week)

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

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

Description: The NATO SOST Development Course teaches NATO medical personnel how to create and refine elite SOSTs. The SOF operational environment, characterized by extended medical evacuation timelines, and the high risk nature of SOF operations increase SOF personnel’s chances of requiring urgent surgical intervention in austere environments. National SOF elements are also more frequently participating in 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 whether assisting SOF personnel or MA missions. Students will use state-of-the-art medical simulation and simulators to practise team concepts and surgical skills.

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

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

The development of comprehensive Human Performance Programmes (HPP) has been identified as a critical requirement throughout NATO to increase performance and resiliency, reduce attrition and downtime, and subsequently increase the operator lifecycle and reduce negative long-term impacts on functioning health and wellbeing. The NSHQ HPP will provide strategic advice and convey best practices of human performance (HP) in order to extend the welfare of SOF operators throughout their career. This will be accomplished through education, strategic engagements, and the development of a NATO SOF HP network of SMEs with the aim of influencing the establishment of HPP in all NATO SOF nations.

The NSHQ HPP provides three tactical- and operational-level resident courses. NATO SOF Human Performance Trainers Course (NSHPTC), NATO SOF Human Performance Programme Development Course (NSHPDC), and NATO SOF Mental Performance and Resilience Course (NSMPRC). The courses range from 2.5 to 5 days in length.

The courses apply constructivist learning theory and a blended learning strategy that includes didactic lessons, small-group instruction, case studies, and practical application for educational delivery. A wide spectrum of attendees are targeted due their high relevance in the field of HP and include operators, coaches, mental performance specialists, nutritionists, social workers, mental health providers, and medical providers.
NATO SOF Human Performance Trainers Course

Course ID: HP-01   MASL #: TBD   e-TOC #: SOF-SO-35590
Duration: 5 academic days (1 week)

Aim: To provide participants with the requisite body of knowledge combined with practical application with the intent of assisting with the development and execution of a physical performance programme within their unit.

Objectives: Students will be able to adapt the knowledge and skills learned to assess individual and units’ physical training demands and to use their competencies to properly address these training demands. Students will also be able to develop individual and unit training plans and instruct the most common physical training concepts and exercises based on gained knowledge and insight of the latest physical training methods.

Description: The NSHPTC is specifically designed to give students fundamental knowledge of modern, evidence-based physical training and its application within a SOF unit. It will offer students the possibility to broaden their knowledge and practical skills in the most important aspects of physical training.

This course will allow graduates to mitigate the capability gap by assisting their HP personnel and helping SOF units to implement and execute proper, evidence-based physical training protocols, especially in absence of higher qualified HP personnel.

Course content is strictly evidence based. Lessons and practical sessions have been developed and will be delivered by a team of international SMEs with a broad experience in SOF and/or Olympic-/professional-level sports.

Target Audience: Students will be either SOF operators, HP coaches, physical therapists, physicians, or other support personnel directly responsible for physical training in a SOF unit.

Requirements: Students should be proficient in English (reading and writing) and should be comfortable speaking English in front of groups.
NATO SOF Human Performance Programme Development Course

Course ID: HP-02  MASL #: TBD  e-TOC #: SOF-SO-35591
Duration: 2.5 academic days

Aim: The course aim is to provide participants with the requisite body of knowledge to understand the role and functions of the most relevant components of HPPs. This will allow them to better function in their specific role while being part of an HP team or when creating, overseeing, assisting, or managing a SOF HPP.

Objectives: Students will gain a thorough understanding of the general philosophy and different aspects of HP and how they can be addressed in a comprehensive, interdisciplinary HPP. Students will be able to assess strengths and challenges within their own programme in relation to specific opportunities and demands within their organization. Students will be able to develop a plan to implement HP capabilities based on a needs analysis and prioritization of efforts while also developing mitigation strategies for critical shortfalls that cannot be integrated in their HPP.

Description: The NSHPTC is specifically designed to give students fundamental knowledge of HP. It will offer students the possibility to broaden their knowledge and understanding of the different specialties and how they can be incorporated to create a functioning HPP.

The development of comprehensive HPPs has been identified as a critical requirement throughout NATO to increase performance and resiliency, reduce attrition and downtime, and subsequently increase the operator lifecycle and reduce negative long-term impacts on functioning health and wellbeing.

During the last years, many nations have developed comprehensive HPPs, giving operators access to elite level trainers, coaches, or instructors. However, incorporation of other professions, such as mental performance specialists, nutritionists, social workers, mental health providers, or medical providers, varies widely throughout the Alliance, despite their high relevance in the field of HP. Full integration of all professions is often limited by structural, financial, and legal limitations as well as inter-professional reservations.
The NSHPPDC will allow graduates to assess their units’ HP efforts, identifying strengths and challenges and developing short- and long-term mitigation strategies to address current shortfalls. The course will give students the possibility to become part of an international network of SMEs with varying backgrounds. The course content has been developed and will be delivered by a team of international SMEs with a broad experience in SOF, Olympic-/professional-level sports, and designing/implementing SOF HPPs.

**Target Audience:** Students will be personnel tasked with working in, creating, overseeing, assisting, or managing a SOF HPP. This includes, but is not limited to operators, staff officers, medical personnel, coaches, instructors, or psychologists. We aim to have a mix of different professional backgrounds to facilitate mutual understanding of different approaches and roles.

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

[Student Centre (Chièvres site)](image)
NATO SOF Mental Performance and Resilience Course

Course ID: HP-03   MASL #: TBD   e-TOC #: SOF-SO-35607
Duration: 4 academic days

Aim: Graduates will depart from the course with an enhanced knowledge of current mental skills training techniques as well as a plan for immediate implementation within their nation’s SOF HPP.

Objectives: Students will have a thorough understanding of the general philosophy and different aspects of mental performance and how they can be addressed in a comprehensive, interdisciplinary HPP. By the end of this course, students will be able to assess strengths and challenges within their own programme in relation to specific opportunities and demands within their organization. Students will be able to develop a plan to implement mental performance capabilities based on a needs analysis and prioritization of efforts, while also developing mitigation strategies for critical mental performance shortfalls that cannot be integrated in their HPP.

Description: The NSMPRC is specifically designed to equip qualified individuals providing mental skills training with knowledge in self-awareness, self-regulation, motivated mindset, effective thinking, energy management, attention regulation, mindfulness, imagery, goal setting, memory, effective communication, applied training, and sleep.

The development of comprehensive HPPs has been identified as a critical requirement throughout NATO to increase performance and resiliency, reduce attrition and downtime, and subsequently increase the operator lifecycle and reduce negative long-term impacts on functioning health and wellbeing.

Target Audience: Students will be personnel tasked with working in, creating, overseeing, assisting or managing a SOF mental performance programme. This includes, but is not limited to operators, staff officers, medical personnel, coaches, instructors, or psychologists.

Requirements: Students should be proficient in English (reading and writing) 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.
**Advanced Distributed Learning**

NSOS is proud to be a forward leaning educational establishment, providing NATO SOF with a range of opportunities to engage with learning anytime, anyplace, anywhere.

Synonymous with an already world-class residential educational landscape, NSOS offers a suite of unique SCORM-compliant e-learning courses that are designed with flexibility, adaptability, and responsiveness in mind.

Using the NATO-endorsed ILIAS Learning Management System (LMS) through the NATO JADL Centre, the e-learning solutions provided by NSOS take industry standard best practices to provide a blended learning approach of synchronous and asynchronous e-Learning courses that can be used as stand-alone modules, traditional blended learning modules, or made for a particular NATO SOF client.

The online efforts below take place as per the academic year calendar.

Students will need the following to undertake any of the NSOS e-learning solutions:

- A PC, tablet, or other device that can connect to the Internet
- An Internet connection
- The ability to apply for and obtain a JADL student account
- A NATO SECRET security clearance

The online courses take place as per the academic year calendar.
ADL 101 Introduction to NATO Special Operations

MASL #: TBD  e-TOC #: TBD
Duration: Self-directed

Aim: ADL 101 is an asynchronous online learning solution that provides students with foundational knowledge of the framework of NATO SOCC operations and is designed to address four areas of importance: understanding the role of special operations in NATO, knowing the principal tasks of NATO SOF, recognizing the contributions of SOF enablers such as air and maritime forces, and summarizing the criteria for SOF employment in NATO.

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

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

Target Audience: Any staff member from NATO Command Structure, NATO force structure, and the NSHQ who require a depth of knowledge 100 level of formal training on NATO SOF doctrine. Also suitable for Allied and partner SOF nations, non-NATO nations, and personnel from single-service HQs who may be supporting or being supported by SOF in operations and exercises can access the solution through a registered ILIAS account.

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

A NATO SECRET clearance is required for this course, and students must provide a copy of their security clearance to NSOS staff prior to embarking on the online module.
ADL 102 Fundamentals of NATO SOCC Operations

MASL #: TBD  e-TOC #: TBD
Duration: Self-directed

Aim: ADL 102 is an asynchronous online learning solution that provides students with foundational knowledge of the framework of NATO SOCC operations and is designed to address four areas of importance: identifying the chain of command between operational planning and the execution of NATO special operations, understanding the importance of clear C2 relationships within NATO operations, recognizing how the levels of C2 are delineated in NATO SOF, and understanding how SOCC command and liaison elements enhance interoperability between NATO SOF and the JTF HQ.

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

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

Target Audience: Any staff member from NATO Command Structure, NATO force structure, and the NSHQ who require a depth of knowledge 100 level of formal training on NATO SOF doctrine. Also suitable for Allied and partner SOF nations, non-NATO nations, and personnel from single-service HQs who may be supporting or being supported by SOF in operations and exercises can access the solution through a registered ILIAS account.

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

A NATO SECRET clearance is required for this course, and students must provide a copy of their security clearance to NSOS staff prior to embarking on the online module.
Introduction to SOCC Staff

**MASL #:** TBD  **e-TOC #:** SOF-SO-25621  **Duration:** Self-directed

**Aim:** The aim of the Introduction to NATO SOCC Staff Course is to ensure graduates have a functional knowledge of NATO SOF doctrine in order to work effectively under supervision in a NATO SOCC or equivalent.

**Learning Outcomes:** At the end of this online course, students will be able to:
- Summarize the integration of NATO SOF and conventional forces support SOCC operations and JTF campaign planning.
- Explain how SOCC mission planning and execution supports JTF’s campaign planning.
- Describe how special air operations and maritime SOF operations support the SOCC and JTF campaign planning.

**Description:** The Introduction to SOCC Staff Course is an online offering providing students with an insight into the doctrine and terminology required to demonstrate an understanding of employment tasks encountered in a NATO SOCC, or equivalent component command HQ. The online course provides an introduction to the following themes: NATO SOF, NATO SOF Integration, NATO SOF Liaison, NATO SOF Planning Considerations, and NATO SOF Operations. In addition, the course covers the organization, responsibilities, and processes of the SOCC, allowing students to gain exposure to the employment of SOTGs and SOATGs in a joint operational environment. Set within an online learning environment, students engage with learning materials using a range of methods designed to maximise the online learning experience. This includes; accessing interactive modules in multi-platform formats, including mobile phone format, engaging with live discussion events with a range of SMEs from NSOS and the NSHQ, involvement with interactive peer-to-peer discussion boards, and engagement with group, problem-based learning practical exercises.

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

**Requirements:** Students should have a 3333 rating in English language skills and should be comfortable speaking English in front of groups. Before the course begins, students must successfully complete two ADL courses: ADL 101—Introduction to NATO Special Operations and ADL 102—Fundamentals of NATO SOCC Operations. Students must obtain a JADL account to access the prerequisite courses and the course student online classroom.

A NATO SECRET clearance is required for this course, and students must provide a copy of their security clearance to NSOS staff prior to embarking on the online module.
Introduction to SOCC Planning

**MASL #: TBD  e-TOC #: SOF-SO-25623**

**Duration:** 5 academic days

**Aim:** The aim of the Introduction to NATO SOCC Planning Course is to ensure participants have a functional knowledge of NATO SOF planning doctrine in order to work effectively as a member of a planning team in a NATO SOCC or equivalent. Specifically, students will encounter learning material focussed on conducting theatre SOF operational-/component-level planning and operational design as members of a NATO SOCC planning group.

**Learning Outcomes:** At the end of the online course, students will be able to:

- Describe the construct of the NATO Comprehensive Operational Planning Directive.
- Explain the centre of gravity (COG) concept in support of a NATO SOCC.
- Explain how to conduct the COG factors analysis process.

**Description:** The Introduction to SOCC Planning Course is designed to provide a foundational view of SOCC-level operations planning. Using contemporary planning theory, as well as relevant academic texts, the online course enables students to prepare themselves for further study with a view of performing as members of the plans branch of a SOCC HQ, or of a SOPLE deployed to an operational-level HQ. Students engage with relevant learning materials using a range of asynchronous and synchronous methods designed to maximize the online learning experience. This includes accessing interactive modules in multi-platform formats, including mobile phone format, engaging with live discussion events with a range of instructors and NSOS SMEs, involvement with interactive peer-to-peer discussion boards, and engagement with small-group and individual problem-based learning practical exercises.

**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 (maritime, air, land) to intelligence, logistics, and computer information systems branches. Additionally, it is recommended that the students are already members of a SOF HQ or are planning for such an assignment.

**Requirements:** Students should have a 3333 rating in English language skills and should be comfortable speaking English within an online group. It is recommended that applicants have already graduated from the SOCC Staff Course or an online variant.

A NATO SECRET clearance is required for this course, and students must provide a copy of their security clearance to NSOS staff prior to embarking on the online module.
Introduction to Countering Hybrid Threats

MASL #: TBD  e-TOC #: TBD  Duration: 5 academic days

Aim: The Introduction to CHT Course is an online solution designed to introduce students to the nature and components of hybrid threats, identify deterrence options that facilitate delivery of countering options, use e-learning to create a community of defence professionals prepared and equipped to deal with the hybrid challenges that are facing the Alliance today, and educate the Alliance on operationalizing the CA in the context of hybrid threats.

Learning Outcomes: At the end of this online course, students will be able to:
• Identify the various hybrid techniques.
• Describe the main ideas of the operationalized CA.
• Explain how strategy can be employed to counter hybrid threats.

Description: The Introduction to CHT Course is designed to study the origins, nature, and components of hybrid threats; to explore strategy development options to oppose hybrid threats; and to create an understanding of the CA aspects available for pre-conflict activities. Much of the first week of the course is spent in a plenary session with lectures from CHT experts, and the second week of the course is dedicated to working on CHT problems within syndicates. Students engage with relevant learning materials using a range of asynchronous and synchronous methods designed to maximise the online learning experience. This includes accessing interactive modules in multi-platform formats, including mobile phone format, engaging with live discussion events with a range of instructors and SMEs from NSOS, involvement with interactive peer-to-peer discussion boards, and engagement with small-group and individual problem-based learning practical exercises.

Target Audience: This course is designed for planners in mid-level intelligence, security and contingency planning roles for Alliance nations who may be tasked to counter hybrid threats. It is recommended that military students have a broad tactical background along with experience above the tactical level or appropriate military education at staff college level or advanced military school. Civilian students should have academic and/or work-related experience beyond the entry level in any of the following sectors: diplomatic, NGO, governmental, information, intelligence, law enforcement, transportation infrastructure, health, cyber security, technology, economic, energy, interagency, emergency services or other specialised ‘whole of government’ expertise. An understanding
of both NATO and SOF missions along with the comprehensive and interagency methodologies is desirable but not essential.

Requirements: Students should have a 3332 rating in English language skills and should be comfortable speaking English in front of groups. Students are expected to complete course-specific ADLs and carefully selected readings before the course as pre learning. Full details of all prerequisite work will be provided in the course enrolment instructions after registration.

A NATO SECRET clearance is required for this course, and students must provide a copy of their security clearance to NSOS staff prior to embarking on the course.
Introduction to Digital Force Protection

MASL #: TBD  e-TOC #: TBD  Duration: 8 academic days

Aim: The aim of the Introduction to DFP Course is to 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 online course presents students with the foundational knowledge to mitigate the impact that digital threats can have on their personal lives and their organizations.

Learning Outcomes: At the end of this online course, students will be able to:
- Recognize the elements that comprise the digital environment.
- Identify threats in the digital environment.
- Review relevant DFP techniques and procedures.

Description: The Introduction to 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 a baseline demonstration of skills and techniques to counter neutral or malign intent and outside influence to personnel and the organizations in which students serve. Modular in format, students engage with learning materials using a range of methods designed to maximize the online learning experience. This includes accessing interactive modules in multi-platform formats, including mobile phone format, engaging with live discussion events with a range of SMEs from NSOS, involvement with interactive peer-to-peer discussion boards, and engagement with individual formative and summative assessment quizzes and forums.

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

Requirements: Students should have a 3322 rating in English language skills and should be comfortable speaking English in front of groups. Although there is no mandatory requirement, it is recommended that students should have a baseline awareness of modern technologies, e.g. social media platforms, standard IT tools, and software packages such as Microsoft Office and associated products.

A NATO SECRET clearance is required for this course, and students must provide a copy of their security clearance to NSOS staff prior to embarking on the online module.
Introduction to NATO Special Operations Intelligence

MASL #: TBD    e-TOC #: TBD
Duration: 15 academic days

Aim: The aim of the Introduction to NSIC is to introduce the requirements, collection considerations, analytic focus, and fundamental concepts of providing tailored intelligence support to tactical-level operations from SOTU to SOCC level.

Learning Outcomes: At the end of this online course, students will be able to:
• Explain NATO SOF intelligence roles and functions.
• Describe how the NATO Intelligence Cycle contributes to NATO SOF mission planning within the framework of joint targeting.
• Describe the types of intelligence support required (data, analysis techniques, analysis tools, products) to support NATO SOF mission planning.

Description: The Introduction to NSIC is an online solution designed to introduce NATO SOF operators, analysts, and support personnel to the fundamentals of all-source intelligence analysis, intelligence collection, critical thinking, socio-cultural dynamics, and the analytic techniques behind information technology-based analysis programmes used to support NATO SOF missions. The course maintains an emphasis on asymmetric warfare but introduces the intelligence requirements and challenges to peer-threat conflicts. Students engage with relevant learning materials using a range of asynchronous and synchronous methods designed to maximize flexibility during the delivery of high-quality e-learning curriculum. These methods include interactive learning modules accessible across multiple formats; live discussions led by SMEs in all-source analysis, exploitation, collection management, cybersecurity, human behaviour, and other intelligence disciplines; peer-to-peer discussion boards; quizzes; and individual PEs.

Target Audience: This course is designed for military officers and NCOs who will provide intelligence analysis support at the SOCC-SOTU level, or who require increased familiarization with intelligence processes and applications.

Requirements: Students should have a 3232 rating in English language skills and should be comfortable speaking English in front of groups. Mandatory pre-requisites include two ADL modules hosted on the NATO ACT JADL site: www.jadl.act.nato.int
1. ADL 101 - “Introduction to NATO Special Operations”
2. ADL 046 - “INT-JI-11727 - NATO Intelligence: An Overview”

A NATO SECRET clearance is required for this course, and students must provide a copy of their security clearance to NSOS staff prior to embarking on the online module.
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.

Course ID: BIS-123  MASL #: N/A  e-TOC #: N/A
Duration: 4 academic days

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

Description: The BISCT is managed and instructed by the BICES Group Executive training team and provides NATO SOF intelligence personnel with the basic skills required to operate the tools and discover intelligence data and reports contained in the databases available via BICES.

This training is an introduction to the tools and functionality of the NATO BICES system. Students will be exposed to various BICES applications and datamining techniques required to perform as an intelligence analyst.

Target Audience: The primary audience is intelligence analysts who are required to work with BICES and linked NATO systems.
Requirements: A NATO SECRET security clearance is required to attend this course.
Remarks: In addition to a 3322 rating in English language skills, students should be comfortable speaking English in front of groups to participate in this course. This course has a computer-heavy curriculum; therefore, students should be familiar with Microsoft Windows and using web browsers.
Network Engagement and Targeting Course

Course ID: NETC-34  MASL #: N/A  e-TOC #: N/A
Duration: 5 academic days (1 week)

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

Aim: Students will learn to use data (preferably their unit’s own operational environment data) and social network analysis (SNA) to support targeting and engagement recommendations.

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

Description: NETC focuses on the academic theory and application of SNA to identify key nodes in a network. The methods taught in this course have been leveraged by advanced top-tier targeting cells for almost 2 decades and have contributed to locating Saddam Hussein and Osama Bin Laden. The same methods are now being used to analyse and craft operations and strategic messaging campaigns.

Data: Students are encouraged to bring their own network data to analyse during the course. Alternatively, students may use network data provided during the course. Optional Network Data Training: Students may request to come to the course 1 week in advance for guidance and advice on gathering, organizing, and constructing networks relevant to their operations. Students who wish to attend the 1-week Network Data Construction Course are required to begin coordinating with the course director no later than 2 months prior to the course start date.

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

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

A NATO SECRET clearance is required for this course, and students must provide a copy of their security clearance upon arrival at NSOS.
Federation of SOF Training Centres and Opportunities

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 has provided 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 top 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.
NSOS 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

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

Documentation

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

- Passport (with a minimum of 6 months 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

The instructor faculty and many of our guest speakers come from outside the organization and have travelled long distances to support our courses. Adherence to the starting times of lectures is appreciated to respect the speaker and fellow students and to avoid impacts on other course timings. Please note that only drinks with secure non-spill lids are authorized in classrooms to prevent damaging any classroom-based equipment.

Transportation

It is the student’s responsibility to arrange their own transportation prior to and throughout the course. The NSOS can provide information on public transportation in the area. The NSOS campus is not accessible by public transportation. A rental car is highly recommended.

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 Bun-D are located in the food court of the Exchange (base main shopping store). While attending the course, students are provided with a pass that allows them to purchase sandwiches and other food items from the base commissary (closed Mondays). 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) 361-6446 (Chièvres)  
Comm. +32 68 27 6446 (Chièvres)  
NATO unclass: nsoscourseadmin@nshq.nato.int
Notes:

NSOS campus (Chièvres site)