NORTH ATLANTIC TREATY ORGANIZATION

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BI-STRATEGIC COMMAND DIRECTIVE 075-002

EDUCATION AND TRAINING (E&T) DIRECTIVE

REFERENCES: A.   MC 0458/3 (Final), NATO Education, Training, Exercise and Evaluation (ETEE) Policy, dated 03 September 2014.
B.   SH/J7TTX/PV/13-300987, 5000 TI-320/TT-8663/Ser:NU0043, Bi-SCD 075-002, Education and Training (E&T) Directive, dated 03 October 2013.
C.   5000/TPX0310/Ser: NU0119, Education and Individual Training Direction and Guidance No 1, dated 08 March 2012.
D.   5000/TCS 0150/TT-10234/Ser: NU, Education and Training Programme Management - Courses Accreditation - Direction and Guidance No 2, dated XX January 2014 (DRAFT).

1.   **Status.** This directive is produced in response to Reference A and supersedes Bi-Strategic Command Directive 075-002, dated 03 October 2013 (Reference B). This directive also replaces related direction and guidance provided within References C and D.

2.   **Purpose.** This directive details the responsibilities, planning and procedures supporting the definition, delivery and related management of NATO E&T.

3.   **Applicability.** This directive is applicable to all appointed Requirements Authorities (RAs), appointed Department Heads (DHs), Officers Scheduling the Exercise (OSEs), Officers Conducting the Exercise (OCEs). This directive is also applicable to all Education and Training Facilities (ETFs) operated by, and all E&T activities conducted by, NATO, Allied and partner nations for the preparation of the NATO Command Structure (NCS), the NATO Force Structure (NFS) and individuals assigned to current and future NATO-led operations, including the enhanced NATO Response Force (eNRF), to meet the NATO Level of Ambition (LoA).

4.   **Publication Updates.** Updates will be approved by COS SHAPE and COS HQ SACT.

5.   **Proponent.** The lead proponent for this directive is HQ SACT, DCOS Joint Force Trainer.

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List VIII   NATO Accredited Centres of Excellence
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September 2016

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Recommendations for Changes to the Bi-SCD 075-002 Education and Training Directive (E&TD)

The comment format below is used to record and report any recommendations/changes to this E&TD. Users are requested to submit recommendations/comments to the appropriate POC: ACO users to SHAPE J7 and all other users to HQ SACT/JFT.

(Enter HQs/Office/Name/Contact details)

Comments Provided by: **Date:**

Serial	Chapter/ Annex	Para	Comment	Rationale
001				
002				
003				
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Record of Changes and Updates

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CHAPTER 1 - INTRODUCTION

1-1. **Background.** NATO Education and Training (E&T)[1] activities are core functions for preparing the NATO Command Structure (NCS) and NATO Force Structure (NFS) for current and future missions in accordance with the Alliance's level of ambition (LoA)[2]. NATO conducts E&T to ensure headquarters and forces are ready, effective and interoperable. NATO E&T also strengthens relations with Partner nations and non-NATO entities (NNEs)[3] and this fortifies cooperative security. NATO E&T activities can provide a visible deterrence and can be an effective assurance measure. NATO E&T ultimately contributes to the demonstration of the strength and resolve of the Alliance.

1-2. **Connected Forces.** At the Chicago Summit, and reaffirmed at the Wales Summit, NATO Heads of State and Government committed to "*ensure that Allies retain and improve the ability to effectively work together and with Partners as appropriate.*" The Warsaw Summit reiterated the importance of interoperability and the contribution training and exercises makes to achieving this. The Warsaw Summit further highlighted the positive effects of an ambitious exercise programme. Expanded E&T and increased exercises are part of the elements of the Connected Forces Initiative (CFI) and these elements were enabled through a revision to NATO Education, Training, Exercise and Evaluation (ETEE) Policy, MC 458/3. With the policy in place, it is essential to ensure the supporting Bi-SC Directives now align and provide the required direction and guidance to ensure desired effects well into the future.

1-3. **Responsibilities.** The division of responsibilities between the Supreme Allied Commander Europe (SACEUR) and the Supreme Allied Commander Transformation (SACT) concerning NATO ETEE was realigned on 01 December 2012. The result provided the opportunity to create a more holistic approach to managing NATO E&T. The intent is to deliver an E&T system that is more connected and thus more efficient, effective and affordable for NATO and nations alike. E&T solutions have to satisfy all of the NATO requirements of today, as well as those of tomorrow. Conducting coherent, rigorous, connected and realistic E&T shall enable the Alliance to confront the multitude of threats and challenges, across the spectrum of conflict, through 2020 and beyond.

AIM

1-4. The aim of this directive is to provide strategic direction and guidance to the Strategic Commands, subordinate Commanders and their staff pertaining to NATO

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[1] 'Education and Training (E&T)' the word 'Training' refers to' Individual Training, Collective Training and Exercises'.

[2] As per MC 0458/3 (para 23), nations are responsible for the education and training of their personnel and forces allocated to NATO. The use of common funding for E&T is addressed further in Chapter 10.

[3] As defined in MC 0458/3 (footnote 3), NNE includes International Organizations (IO), Governmental Organizations (GO) of non-NATO nations, Non-Governmental Organizations (NGO), Non-NATO Multinational forces, Host Nations (when the Host Nation is not a NATO nation), Contractors on operations, exercises and transformational activities as well as Non-NATO countries that do not meet the definition for "NATO partner" (footnote 5).

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E&T for application throughout NATO. NATO E&T shall contribute directly to the development and sustainment of the individuals, headquarters and forces assigned to meet the Alliance's LoA.

SCOPE AND APPLICABILITY

1-5.   The NCS, and the headquarters and forces of the NFS must be interoperable[1] and be trained to the full range of capabilities for operating in a rapidly evolving and uncertain security environment. This directive is applicable to:

   a.   Appointed Requirements Authorities (RAs).

   b.   Appointed Department Heads (DHs).

   c.   Officers Scheduling the Exercise (OSEs).

   d.   Officers Conducting the Exercise (OCEs).

   e.   NCS and NFS entities providing NATO E&T.

   f.   Education and Training Facilities (ETFs) operated by, and all E&T activities conducted by, NATO, Allied and Partner[2&3] Nations for the preparation of the NCS, the NFS and individuals assigned to current and future NATO-led operations, including the enhanced NATO Response Force (eNRF), to meet the NATO LoA.

1-6.   This directive does not apply to Political-Military Exercises, such as NATO Crisis Management Exercises (CMX) or Joint NATO/EU Crisis Management Exercises (CME).   Neither does it affect E&T events deemed necessary by NATO Tasking Authorities other than the Military Committee (MC).

1-7.   Education and training on NCS and NFS HQ specific and unique internal procedures do not fall within the scope of this directive. Training and practising a command remains a responsibility of the NATO formation commander.

1-8.   NATO E&T can also be utilised for, although it is not designed for, the following tasks:

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[1] 'Military interoperability is the ability of military forces to train, exercise and operate effectively together in the execution of assigned missions and tasks. Factors that influence interoperability are common language, terminology, doctrines, concepts and procedures as well as interoperable equipment and systems' (IMSM-0285-2012, Paragraph 6).
[2] Within this document, "partners" refers to Partnership for Peace (PfP), Mediterranean Dialogue (MD), and Istanbul Cooperation Initiative (ICI) countries as well as those partners across the globe with a partnership programme with NATO, unless otherwise stated.
[3] Information sharing with partners and NNEs during E&T activities and events must be in line with C-M(2002)60, The Management of NATO Non-Classified Information, dated 23 July 2012, and C-M(2002)49, NATO Security Policy, dated 17 June 2002 (and all security directives in the AC/35-D/2000 series), and the AC/35-D/1040, Supporting Document on Information and Intelligence Sharing with Non-NATO Entities, dated 21 August 2014.

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a.   **National Education and Training.** NATO can assist member nations through the provision of complementary education and training, particularly in joint, combined areas that are outside of their ability to deliver. Specific requests for this assistance shall be made through Headquarters Supreme Allied Commander Transformation (HQ SACT) to the MC.

b.   **Enhancing Partnerships.** NATO E&T expertise and resources can be used to enhance Partners' knowledge of NATO and to foster partner interoperability. NATO E&T activities[4] generally allow for the integration of Partners and NNE, as approved by NATO HQ.

c.   **Defence and related security Capacity Building (DCB).** NATO E&T can directly support DCB. NATO can also provide expertise to support the establishment of courses and planning exercises. Support requirements are decided by NATO HQ, and executed within available resources.

PRINCIPLES

1-9.   This E&T directive incorporates all ETEE principles stated in MC 0458/3 (NATO ETEE Policy).

1-10. In addition to these ETEE principles, the principle of 'Building Blocks' will be observed, because of its importance to the planning and execution of collective training and exercises. The 'Building Blocks' principle states that E&T must be progressive and utilise a building block approach whereby each activity must build upon the ones necessarily preceding it.

TERMS AND DEFINITIONS

1-11. **Discipline.**   A NATO E&T discipline (henceforth 'discipline') is a NATO approved body of knowledge and skills, which supports existing or evolving capabilities. The annual Bi-Strategic Command (Bi-SC) List of Disciplines approved by the MC shall cover the whole span of NATO E&T and concurrently allow for a manageable Governance Structure.

1-12. **NATO Education and Training Spectrum.** Proficiency at the collective level requires forces, often joint, to engage quickly and to integrate their capabilities across domains, echelons, geographic boundaries, and other organisational affiliations. Since the individual's preparation is a prerequisite for collective effectiveness in the execution of tasks, individual training and collective training must be viewed as a closely interconnected continuum.

1-13. The NATO Education and Training Spectrum has two aspects: Individual and Collective. It is further described in four discrete areas, i. e. Education, Individual Training, Collective Training and Exercises, which are defined as follows:

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[4] The NATO HQ approval is necessary for E&T activities, not for events.

a.   **Education.** The systematic instruction of individuals that will enhance their knowledge and skills, and develop competencies. It is the developmental activity enabling individuals to make a reasonable response to an unpredictable situation (mind-set).

b.   **Individual Training.** The development of skills and knowledge necessary to perform specific duties and tasks. Individual Training is a learned response to a predictable situation (skills).

c.   **Collective Training.** Procedural drills and practical application of doctrine, plans, and procedures to acquire and maintain collective tactical, operational and strategic capabilities to predictable situations. Although collective training starts at the team level to step up towards HQs and forces, within NATO it is focused on the collective performance of a HQ and/or a formation. The Commander has the possibility to stop the training activity, correct the performance and repeat the execution.

d.   **Exercises**[5]**.** A military manoeuvre or simulated wartime operation involving planning, preparation, and execution. These collective activities where HQs and/or formations are prepared to fulfil their missions, are driven by external stimuli of a scenario and typically assessed on their readiness.
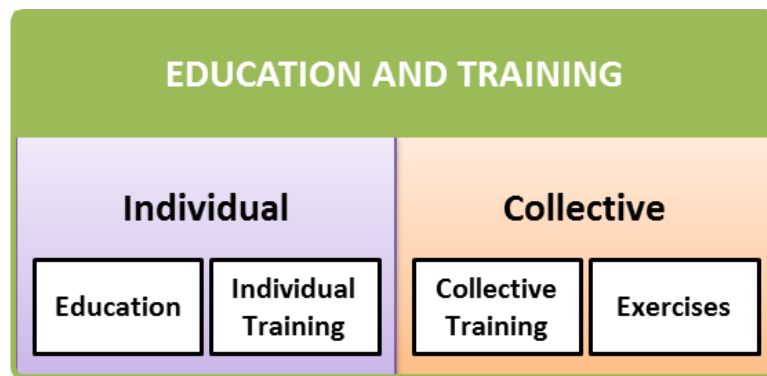
Figure 1: The NATO Education and Training Spectrum

1-14. Education and Individual Training (E&IT) contributes to the proficiency of people (Military and Civilians) so that they meet the requirements, ideally stated as duties and qualifications in the Job Descriptions (JDs), before the individual stands at the doorstep of NATO. These individuals may be employed as:

a.   staff in NCS.

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[5] An exercise is 'a military manoeuvre or simulated wartime operation involving planning, preparation, and execution. It is carried out for the purpose of training and evaluation. It may be a combined, joint, or single service exercise, depending on participating organizations' (AAP-06 2014).

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b.   individuals in Peacetime Establishment (PE) / Crisis Establishment (CE) positions so that they can be trained as members of a NCS HQ.

c.   augmentees so that they can be trained as members of a NCS HQ, a NFS HQ or a NFS Force.

d.   national personnel so that they can be trained as members of a NFS unit or HQ that in the end meet the AFS.

1-15. NATO E&T Requirements.   NATO E&T Requirements[6] are the education, training and exercising required to ensure, or to otherwise validate, that NCS HQs, NFS HQs and other structures and assets made available to NATO can effectively command or control NATO-led operations and missions[7]. This includes the NATO-specific Education and Individual Training (E&IT) required by military personnel provided to those HQs and NATO bodies. A NATO-specific requirement is the expression of the performance gap between an individual working in the NCS/NFS environment and an individual educated and trained to work in a similar national environment. For indicators by which to determine whether or not an asserted requirement constitutes a NATO E&T requirement, see Annex C.

1-16. Allies' versus NATO E&T Responsibility.   In principle, Allies are responsible for the education and training of their personnel and forces allocated to NATO. Personnel assigned to PE/CE posts should meet the NATO requirements as detailed in JDs. NATO is responsible for defining the NATO-specific E&IT requirements for military personnel provided to NATO bodies and for supporting Allies and Partners in achieving them. NATO is also responsible for collective training and exercising command and control, interoperability and force integration for coherent force packages in the joint, multinational environment. Detailed provisions can be found in Chapter 3.

1-17. NATO E&T versus NATO Defence Planning Process (NDPP).   Within capability development, the (E&)T element within DOTMLPFI[8] covers all E&T requirements. These requirements are forwarded for implementation via the NDPP to the nations. It is the Nations' responsibility to define (multi)national solutions to satisfy these requirements. As far as these requirements include NATO E&T requirements that need new solutions, HQ SACT will manage these solutions through Global Programming.

1-18. Other definitions specific for this directive are indicated with capital first letters and explained in Annex A.

KEYS FOR SUCCESS

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[6] MC 0458/3 para 23 and 29.a. refer.
[7]   Inherent in planning processes supporting NATO E&T Requirements are the quantitative aspects leading to the identification of the E&T production requirement.
[8] Doctrine, Organization, Training, Material, Leadership, Personnel, Facilities, and Interoperability.

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1-19. In the context of E&T, resources (personnel, time, funds or facilities) are invariably scarce. Thus, when considering how best to prepare personnel and forces from Allies or Partners for service in the NCS or NFS, all education and training either provided nationally or by NATO should fit together in a coherent and efficient manner.

1-20. Generating effective military personnel and forces is essential to the security of every nation. Quality education and training is a critical enabler to achieving this outcome. Allies and Partners should not limit themselves to the development of purely national education and training, but try to use already available national E&T activities 'open to NATO nations'[9] to satisfy their requirements. Additionally, Allies and Partners are strongly encouraged to open their E&T solutions to NATO in order to work in a pragmatic approach with others in search of more affordable E&T and efficient use of resources.

E&T POLICY FOUNDATION

1-21. The MC establishes the policy framework that governs NATO Education, Training, Exercise and Evaluation. The SCs subsequently interpret the policy and produce the required unified direction and guidance by publishing directives for the application of the policy. Figure 2 illustrates the hierarchy of NATO's main E&T Policy and Directives.
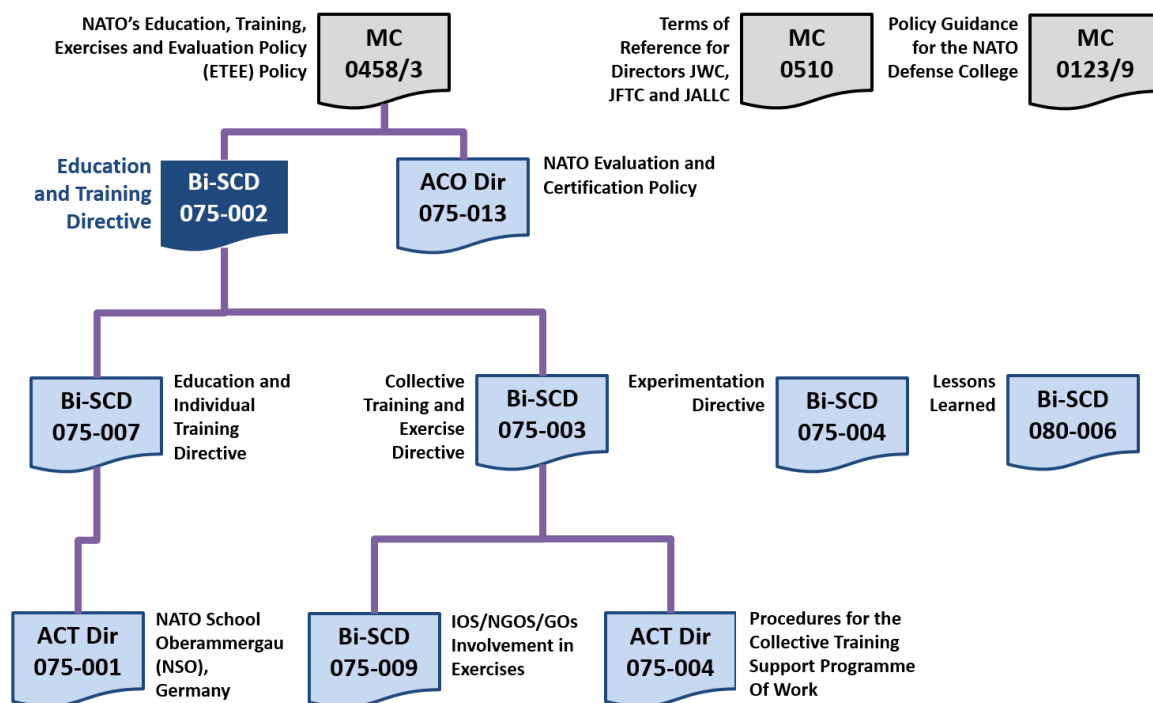

Figure 2: The Hierarchy of NATO's Main ETEE Policy and Directives

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[9] 'Open to NATO nations' means that individuals or groups of Allies may attend the E&T activity. Such an activity should be advertised in the Education and Training Opportunities Catalogue (ETOC) or Military Training and Exercises Programme (MTEP) respectively. It must be conducted in the English language.

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1-22. MC 0458/3, NATO Education, Training, Exercise and Evaluation (ETEE) Policy. MC 0458/3 is NATO's capstone policy document for E&T and provides strategic level policy for all NATO E&T related activities and events.

 a.   **Bi-SCD 075-002, Education and Training Directive.** This directive is the overarching document for E&T, describing the programmes, procedures and policies that the two SCs use to support the implementation of NATO's ETEE Policy. It provides the essential strategic direction and guidance required by subordinate Commanders and their staff pertaining to NATO E&T. The Bi-SCDs 075-007 and 075-003 provide detailed and specific direction and guidance for the collective and the individual side of the NATO Education and Training Spectrum.

  (1)   **Bi-SCD 075-007, Education and Individual Training Directive.** This document provides direction pertaining to the NATO Education and Individual Training (E&IT) programme. It is a comprehensive guideline concerning the procedures and expected output products supporting the management and execution of NATO E&IT. This directive outlines the Systems Approach to Training (SAT) and defines Quality Assurance (QA) for E&IT.

   a.   **ACT Dir 075-001, NATO School Oberammergau (NSO), Germany.** This directive regulates the relation between HQ SACT and NSO as an important provider of NATO Education and Individual Training.

  (2)   **Bi-SCD 075-003, Collective Training and Exercise Directive**. This document provides direction pertaining to the NATO military collective training, exercise programming and planning processes. It is intended as a comprehensive guideline on how to program, plan, execute and assess all NATO Collective Training and Exercises (CT&E).

   a.   **BI-SCD 075-009, International Organizations/Non-Governmental Organizations/Governmental Organizations Involvement in Exercises.** This directive details the principles and procedure to be followed within Allied Command Operations (ACO) and Allied Command Transformation (ACT) to involve IO/NGO/GOs in the exercise cycle.

   b.   **ACT Directive 075-004, Procedures for the Collective Training Support Programme of Work.** The purpose of this directive is to define clearly the terms and processes associated with the construction, staffing, and approval of the Collective Training Support Programme of Work (CTS POW). The CTS POW directly supports collective training events and activities within the Military Training and Exercise Programme (MTEP).

  (3)   **ACO Directive 075-013, NATO Evaluation and Certification Policy.** This ACO directive provides direction and guidance for the

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evaluation of operational readiness and capabilities of HQs and units, as well as identification of strengths and shortfalls.

1-23. **MC 0510, Terms of Reference for Commanders JWC, JFTC and JALLC.** As directed by SACT, the Joint Warfare Centre (JWC) conducts training for joint and combined staffs and acts as ODE as required. The Joint Force Training Centre (JFTC) assists the SCs in promoting doctrine by training of NATO forces and assists ACO in evaluation. The Joint Analysis and Lessons Learned Centre (JALLC) performs joint analysis, collects lessons learned and feeds them back among other into NATO E&T. This MC policy describes the Terms of Reference (TOR) for the Commanders of the JWC, the JFTC and the JALLC.

1-24. **MC 0123/09, Policy Guidance for the NATO Defense College**. The mission of the NDC is to contribute to the effectiveness and cohesion of the Alliance by developing its role as a major centre for higher education. This MC provides the necessary political guidance for the NDC in the execution of its mission.

1-25. **Bi-SCD 075-004, Experimentation Directive.** E&T activities, in particular exercises, could be used as a venue for experimentation. The aim of the directive is to provide guidance on the implementation of experimentation, how it is defined, directed, and coordinated, within NATO.

1-26. **Bi-SCD 080-006, Lessons Learned.** Some lessons identified must be integrated into NATO E&T in order that they become Lessons Learned. To support this integration, this directive tells how every command in the Bi-SC organization must establish and sustain a Lessons Learned (LL) capacity and execute the LL process for the benefit of NATO and its own organization.

CHAPTER 2 - RESPONSIBILITIES

2-1.   Allies are responsible for the education and training of their personnel and forces allocated to NATO. Allies will ensure that personnel assigned to NATO PE and CE Posts satisfy the rank and essential qualifications as detailed in JDs. Allies should ensure that required NATO operational standards are applied during the training and evaluation of forces and personnel offered to NATO. NATO can assist through the provision of complementary E&T, particularly in joint, combined areas that are outside of the ability of nations to deliver. Specific requests for this assistance shall be made through HQ SACT to the MC. In order to improve interoperability and efficiency Allies are encouraged to synchronise their ETEE planning events with the NATO E&T Production Planning Process (PPP)[10]. Allies are also encouraged to open their ETFs for other Allies, Partners and NNEs.

2-2.   Partners and NNEs, to include operational Partners and eNRF contributors, are responsible for the training and education of their personnel and forces that are allocated to NATO-led operations, eNRF and exercises. Partners and NNEs will ensure that personnel assigned to NATO Partnership for Peace Staff Element (PSE) billets, CE Posts, or as part of a Voluntary National Contribution (VNC) comply with NATO training standards and requirements as described in JDs. In order to improve interoperability and efficiency Partners and NNEs, including operational Partners and eNRF contributors, are encouraged as well to synchronize their ETEE planning events with the NATO PPP.

2-3.   There should be ample opportunities to educate and train individuals before occupying a function within the NCS or NFS, and to train and exercise formations before their engagement in NATO.

2-4.   While nations are responsible for the education and training of their personnel and forces allocated to NATO, NATO can support them through the coordination of E&T delivery.

2-5.   NATO is responsible for establishing standards. NATO will support Allies and Partners in achieving those standards and the transformation of national ETEE systems as required. NATO's support will be generated through the utilization of education and training facilities, which meet NATO standards, to enhance the coherence of training across NATO at both the individual and collective levels.

   a. **Responsibilities of SHAPE and ACT**. SHAPE and HQ SACT manage NATO ETEE and the associated processes, supported by subordinate commands. The Supported and Supporting Commanders are:

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[10] Also referred to as the Training Integration Process (TIP).

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	Requirements	Execution	Evaluation
Supported	SACEUR	SACT	SACEUR
Supporting	SACT	SACEUR	SACT

Figure 3: Strategic Commanders Relationship for ETEE

b. **Responsibilities of SHAPE**.

(1)   Develop and maintain ACO Forces Standards.

(2)   Identify the operational E&T requirements for current and future operations.

(3)   Provide strategic direction and priorities for the evaluation of forces and HQs.

(4)   Produce annual guidance for the execution of NATO ETEE by means of SACEUR's Annual Guidance on ETEE (SAGE), based on political-military guidance as well as prioritized training requirements and force capability development needs.

(5)   Coordinate the planning and execution of evaluations with Allies and subordinate HQs.

(6)   Evaluate and certify the NCS and NFS HQs.

(7)   Perform an annual assessment of NATO ETEE.

c. **Responsibilities of HQ SACT**

(1)   Manage and lead the execution of education and individual training as well as collective training and exercises[11], including the execution of strategic exercises with the exception of the Nuclear and Special Operations domain.

(2)   Manage NATO's Global Programming. Through a governance framework and a supporting review process, HQ SACT will ensure NATO's E&T requirements are clearly defined and ultimately satisfied through the delivery of quality E&IT opportunities and CT&E activities.

(3)   Maintain, review and publish the annual Bi-SC comprehensive list of disciplines[12].

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[11]   These responsibilities include, but are not limited to: NATO courses provided at E&T facilities, exercise scenario development, management of host nation selection and host nation support, and Force Generation for all strategic joint training activities and exercises.
[12]   The list will be approved annually by the MC.

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    (4)   Coordinate with Centres of Excellence (COEs) to support effective and efficient solutions to NATO training requirements[13].

    (5)   Offer support and guidance to recognized Partnership Training and Education Centres (PTECs) to ensure that courses in support of NATO are in compliance with NATO standards.

    (6)   Get support of national ETFs through appropriate national authorities.

    (7)   Consult with SHAPE to resolve issues in the event that training resources prevent the full execution of SAGE.

    (8)   Accredit education and individual training institutions.

    (9)   Certify courses.

    (10)   Develop and maintain Quality Standards for NATO education and training.

    (11)   Develop and maintain Standardization Agreements (STANAGs) and Tactics, Techniques and Procedures (TTPs) for NATO E&T.

    (12)   Manage the NATO Training Group (NTG).

d. **Responsibilities of Commanders/Commandants**

    (1)   Commanders at all levels are responsible for the preparation of their allocated forces to accomplish assigned missions following the priorities established in SAGE.

    (2)   Commandants of NATO Education and Training Facilities (NETFs), NATO-accredited COEs and NATO-recognized PTECs are responsible for ensuring that NATO activities at their E&T facilities are in compliance with their mandates and their MC/NAC-approved concepts and policies, and are within their respective area of excellence.

e. **Responsibilities of Other NATO Bodies**. All other NATO bodies must sustain and maintain NATO ETEE activities and events within their respective responsibilities and directives.

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[13] The institutional Quality Assurance accreditation of ETFs is distinct from NATO COE accreditation and periodic assessment.

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CHAPTER 3 - GLOBAL PROGRAMMING

AIM AND OBJECTIVE OF GLOBAL PROGRAMMING

3-1. The purpose of NATO E&T is to enable the Alliance to collectively cope with the multitude of threats and challenges across the spectrum of conflict. The aim of Global Programming as the approach to NATO E&T is to develop effective, efficient and affordable E&T solutions. Global Programming converts the politico-military guidance on current and future operations and the operational levels into NATO E&T requirements to provide the right solutions in sufficient quantity to satisfy those requirements.

3-2. Global Programming has the following objectives:

      a.   Provide a structured approach to NATO E&T.

      b.   Ensure a strictly requirements-based NATO E&T.

      c.   Cover the complete NATO E&T landscape.

      d.   Assign clear responsibilities and accountabilities.

      e.   Allow for transparency and assured traceability.

      f.   Strive for effectiveness and efficiency.

      g.   Mind the preparation of individuals as pre-condition for collective performance.

      h.   Maintain a long-term perspective while assuring short-term flexibility.

      i.   Pursue an all-embracing approach to the provision of solutions to NATO.

      j.   Enable continuous improvement and adaptation.

      k.   Foster pooling and sharing amongst Allies and Partners.

COMPONENTS OF GLOBAL PROGRAMMING

3-3. Global Programming consists of three components:

      a.   **Governance Structure**. HQ SACT is responsible for the overall management of NATO E&T and this is achieved through a NAC approved governance structure and the maintenance of NATO E&T disciplines. Within this governance structure a Requirements Authority (RA) and a Department Head (DH) are appointed for each discipline. The RA and the DH support the centralized coordination and decentralized execution of NATO E&T activities and events.

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b. **Development Methodology**. Through the different steps of the Development Methodology, an approved discipline is shaped. This shaping comprises scoping, identification of NATO E&T requirements at different levels for E&IT as well as for CT&E, and eventually leads to the development of a discipline-specific E&T programme, which is reviewed regularly.

c. **Production Planning Process**. The Production Planning Process (PPP) is a timed sequence of meetings, which result in annual updates to the Individual Training and Education Programme (ITEP) and the Military Training and Exercise Programme (MTEP). This process engages multiple actors, to include representation from Nations, Partners and NNEs as well as the NCS, NFS, RAs, DHs and E&T Solution Providers. This involvement provides transparency on NATO's annual production requirements and provides enough notice of the programmed activities so that complementary planning and coordination can ensue[14].
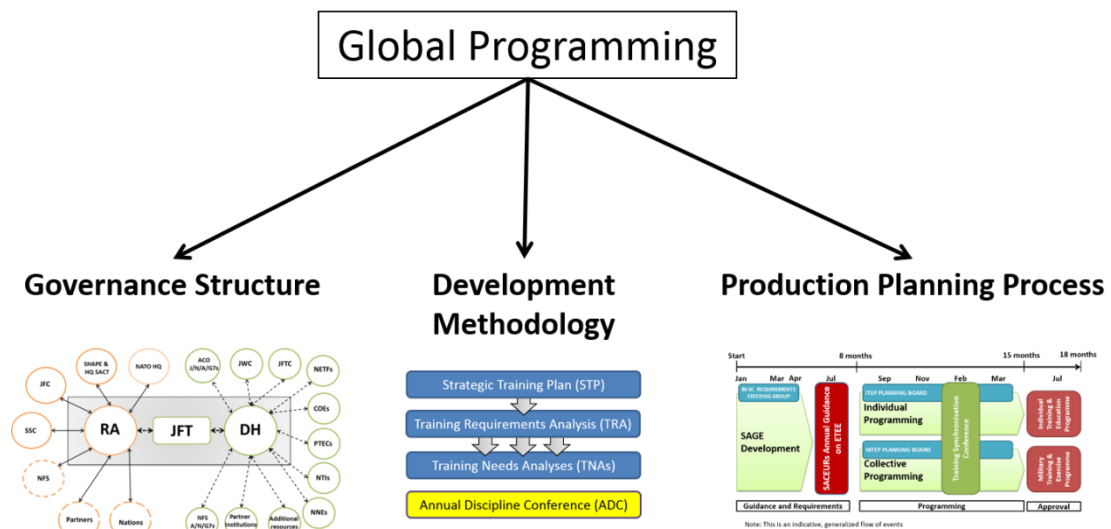
Figure 4: The Three Components of Global Programming[15]

The three components are distinct but interrelated: actors in the Governance Structure execute their specific roles during the development of a discipline as well as during the PPP.

DISCIPLINES

3-4. Disciplines are a means by which NATO E&T can be effectively managed. A discipline is a section of the overall NATO E&T landscape. A discipline captures the E&T requirements across the full NATO Education and Training Spectrum in support

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[14] With the Production Planning Process NATO strives, for planning purposes, to inform Allies, partners and NNEs at least three years in advance on E&T activities and events.
[15] Detailed explanation of the smaller diagrams can be found in the following paragraphs.

of the existing or evolving capabilities that are necessary to conduct operations. Disciplines are intended to unify and synchronise the efforts of the requirements generators and the E&T Solution Providers in the fulfilment of these requirements. All the disciplines combined, as listed in the Bi-SC List of Disciplines, are intended to cover the whole span of NATO E&T Requirements. Disciplines consequently allow for a manageable Governance Structure. Changes in NATO E&T Requirements may, by extension, affect the discipline list and/or the requirements managed within the individual disciplines.

3-5. The annual review of the Bi-SC List of Disciplines allows for the flexibility to adjust the list for changes of requirements or organisational structures. Such changes can lead to the absorption of a discipline by other discipline(s), the merging of disciplines, the splitting of a discipline, or to the creation of a new discipline. Should the latter case be considered, HQ SACT DCOS JFT and SHAPE ACOS J7 will evaluate whether auxiliary focused use of resources and expertise in order to find E&T solutions will benefit of the creation of the new discipline against the following criteria:

   a.   **Distinct Body of Knowledge and Skills**. A discipline should be distinct, although potentially linked with other disciplines, and quasi-isolated. It should support an area of specialization aligned with NATO interest and contribute to the capability of conducting all operations.

   b.   **Critical Mass**. Although a discipline should cover an area of specialisation aligned with NATO interest, the number of staff involved should be fairly large. Specialized domains should be integrated into, and related to, a broader domain.

   c.   **Levels of Command**. A discipline should affect most of the different levels of command and not be unique to an entity or a certain level of command.

   d.   **NATO Education and Training Spectrum**. A discipline should have an impact across the entire NATO Education and Training Spectrum of education, individual training, collective training and exercises.

   e.   **Practicality**. Practical considerations should be given to the selection of a discipline.

3-6. Categorizing disciplines contributes to achieving a manageable and traceable discipline structure, provides for better transparency and rationale, serves to identify linkages, and enables a better assessment whether a new discipline is needed or an existing one should be amended. The categories are:

   a.   **Domain**. This category contains disciplines that are characterized by the (military) environment wherein applied. These disciplines accommodate primarily the interests of the single services, but also joint aspects.

   b.   **Function**. This category contains disciplines which cover joint operational aspects and thus are closely related to J-functions. These

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disciplines accommodate the specific E&T requirements that cannot be met by the 'Domain' disciplines. Furthermore, this category makes sure that the disciplines are not solely developed from a tactical or single service perspective.

c. **Capability Development**. This category contains disciplines supporting the development of a new capability for which most of the DOTMLPFI elements do not exist. The E&T gap is large, because E&T activities do not or hardly exist. These disciplines are created on a temporary basis. In the long run, such a discipline shall be either integrated or absorbed by other disciplines.

d. **Mission Execution Enhancement**. This category contains disciplines that aim at enabling forces to execute a specific new task or mission. However, the full development of a capability (i. e. of all DOTMLPFI elements) is not generally required, only the development of E&T (the "T" element) and in some cases that of doctrine ("D") is needed.

3-7. The Domain and the Function categories are considered the core categories, ensuring that both domain and joint operational aspects are covered.

3-8. There may be some isolated NATO E&T requirements that cannot be allocated to a discipline of the Bi-Strategic Command Comprehensive List of Disciplines. According to NATO ETEE Policy, HQ SACT is responsible to manage all NATO E&T requirements. Consequently, all requirements not covered by a discipline stay the responsibility of HQ SACT. When such a requirement is identified, HQ SACT JFT will, in close cooperation with SHAPE J7, deal with it on a case-by-case basis and coordinate an appropriate solution. HQ SACT will maintain and review a list of these isolated requirements and their solutions.

RECOGNIZING NATO E&T REQUIREMENTS

3-9. E&T is just one potential solution for eliminating the multitude of causes of a performance gap, a difference between an actual and desired performance. Figure 5 illustrates a model to support the analysis of a performance gap (see also Annex C), based on capability development and integration considerations.
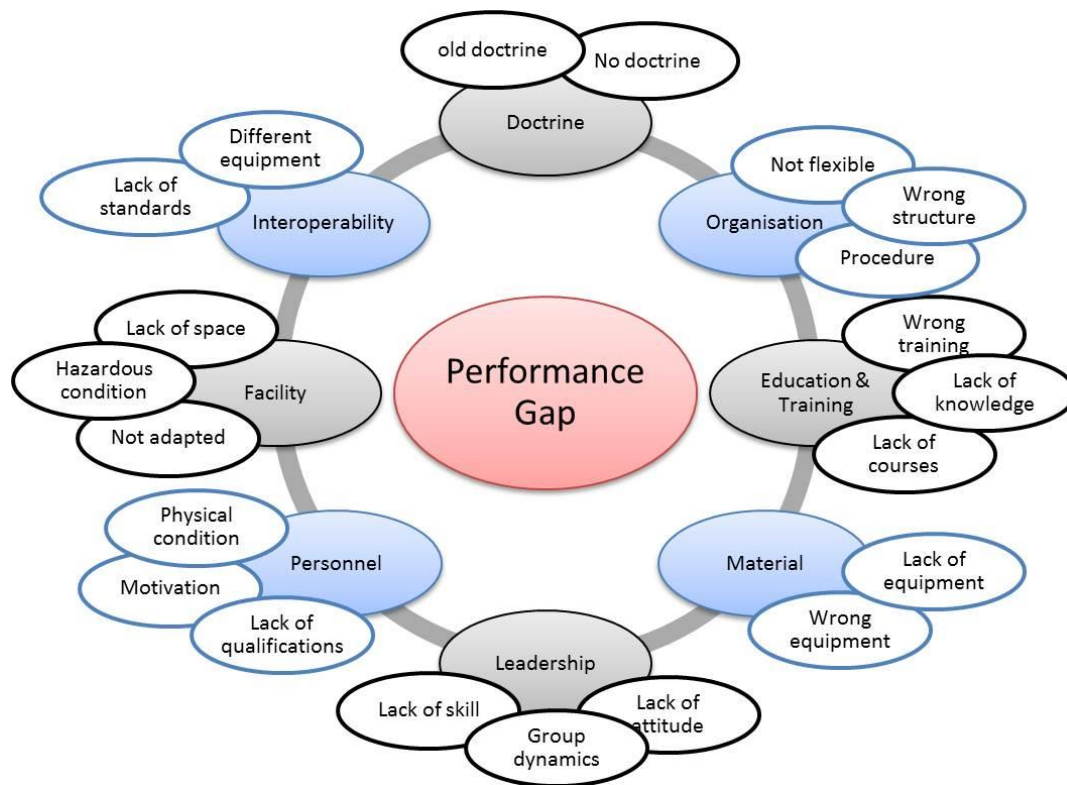
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Figure 5: An Illustration of Possible Causes of a Performance Gap

3-10. If DCOS JFT[16] decides that E&T is not the solution, the performance gap must be solved through another approach. If, on the other hand, it is determined that the performance gap is likely due to an E&T shortfall, this gap will lead to the identification of a new E&T requirement and be addressed through Global Programming (see also Annex D).

3-11. It is possible for almost anyone in NATO to identify and propose NATO E&T requirements. All proposals will be staffed by HQ SACT JFT. An initial assessment will be conducted to determine whether proposed requirements align to an existing discipline, for which a competent authority may already be appointed. In the event that a proposed requirement appears to fall under the responsibility of more than one RA, precedence will be given to the specialized discipline. For example, while both Maritime and C-IED are recognized disciplines, 'Maritime C-IED' will be placed under C-IED and not Maritime. Once identified, the competent RA will determine the disposition of proposed requirements. In the event that a proposed requirement cannot be reconciled to an existing RA, DCOS JFT and appropriate competent NCS authorities will meet to (1) substantiate and (2) assign the proposed requirement to a recognized discipline or determine whether a new discipline is necessary.

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[16] When an individual or group within NATO detects a performance gap possibly related to E&T, DCOS JFT is the preferred entry point. Together with the RA, considered the operational expert in the Discipline representing the end user, DCOS JFT will study the request and decide on the way ahead.

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3-12. Often JFT receives E&T solutions offered for course certification (see para 4-7). In such cases, again the competent RA must be sought in order to validate the asserted NATO E&T requirement for that solution. The procedure to do so will follow the provisions above.

3-13. There are two types of E&T requirements:

    a.   **Performance Requirements**. A Performance Requirement defines what an individual or a group should be capable to do. Through the Development Methodology, performance requirements within an approved discipline are satisfied by the definition and delivery of regularly reviewed E&T solutions.

    b.   **Production Requirements**. A Production Requirement concerns quantity of personnel to be educated, trained or exercised to meet specific performance requirements before a certain moment. Production requirements are essential to determine the priority of effort as well as the timeframe and location for conducting E&T. The plan to satisfy the production requirements is determined through the Production Planning Process and associated events.

Although performance and production requirements are of a distinct nature and satisfied through different processes, they both affect the design and the provision of an E&T solution.

3-14. If a performance gap can be translated into an E&T gap, the competent RA has to identify it as a NATO E&T requirement and integrate it within the discipline. If the allocation of the requirement to a responsible RA is unclear, SHAPE ACOS J7 and HQ SACT JFT will find an agreement to which discipline it belongs. The competent RA will inform the DH of the new E&T requirement and its urgency. The DH will check the requirement against the available E&T opportunities and coordinate an appropriate solution that should be approved by DCOS JFT. If a performance gap constitutes a production requirement and cannot be solved bilaterally, the involved parties can ask HQ SACT JFT to mediate a solution through the PPP.

GOVERNANCE STRUCTURE

3-15. For each discipline, there is one RA and one DH supporting HQ SACT in the centralized coordination and decentralised execution of E&T activities and events. There were two cases prior to the approval of MC 0458/3 in which this structure of one RA and one DH per discipline was not followed. In these cases, complex disciplines were broken down into 'sub-disciplines' coordinated by (sub-)DHs. These special constructs, although outlined in approved Strategic Training Plans (STPs), shall not be pursued in the future, for they create additional coordination necessities for the RA or call for the appointment of a DH coordinator.

3-16. HQ SACT DCOS JFT will, in principle, deal with only one DH per discipline. However, in order to ease the work on some larger disciplines, specifically in order to

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conduct required multiple Training Requirements Analyses (TRAs), the discipline might be divided up in packages for which the DH will have supporting entities.

3-17. The RA will normally be at the ACOS/DCOS level, or the civilian equivalent, within the NATO structure. RAs are appointed by SACEUR from within ACO. Exceptions to this will be proposed by SACEUR for MC approval. The identification and maintenance of NATO E&T requirements of a discipline require active support by the NCS HQs, the NFS HQs and the NATO High Readiness Forces (NATO HRF) HQs to the RA. This can be done by direct liaison with the RA, appropriate representation during the Annual Discipline Conference (ADC), or any other effective approach.

3-18. The DH coordinates the appropriate and engaged E&T Solution Providers. The DH is an organization that volunteers to take up that role and that has sufficient E&T expertise in the discipline. The DH coordinates E&T solutions but is not necessarily involved with the delivery of E&T. It is essential that the DH has the capacity to effectively coordinate with the E&T Solution Providers. When selecting DHs, HQ SACT will propose candidates following the principles of MC 0458/3, through the STP. In the event that the DH has not been identified in the STP, the assignment will be proposed to the MC separately[17]. As the DH works directly with HQ SACT, DCOS JFT will sign the official appointment letter for the approved DH following negotiations regarding the role and responsibilities.

3-19. Figure 6 illustrates the Governance Structure of a discipline with the close working relation between the RA, JFT, and the DH. JFT is responsible for the interdisciplinary coordination with and facilitation between the different RAs and DHs. Ultimately HQ SACT retains the authority to validate both NATO E&T Requirements and corresponding E&T Solutions[18].

3-20. The left side of Figure 6 shows the entities that generate requirements with the RA who collects and identifies NATO E&T Requirements. The RA, normally an authority within ACO, has a C2 relationship with the ACO entities which are symbolized by full double-arrowed lines. The relationships with the other entities are drawn with dashed lines. Not all NATO HQ and NFS requirements are recognized as NATO E&T requirements. NATO Nations' and Partners' requirements normally do not lead to the identification of NATO E&T requirements. These differences are symbolised by the different line styles of circles.

3-21. The right side of Figure 6 shows the E&T Solution Providers with the DH. The DH coordinates solutions amongst these providers to satisfy the NATO E&T requirements (represented by the dashed lines).

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[17] HQ SACT selections of DHs outside of the NCS require MC approval or, for a partner or NNE, MC endorsement and NAC approval. DH nominees for a specific Discipline shall be submitted via the senior NATO committee responsible for reporting to the MC for that discipline or functional.
[18] MC 0458/3, NATO ETEE Policy, dated 03 September 2014.
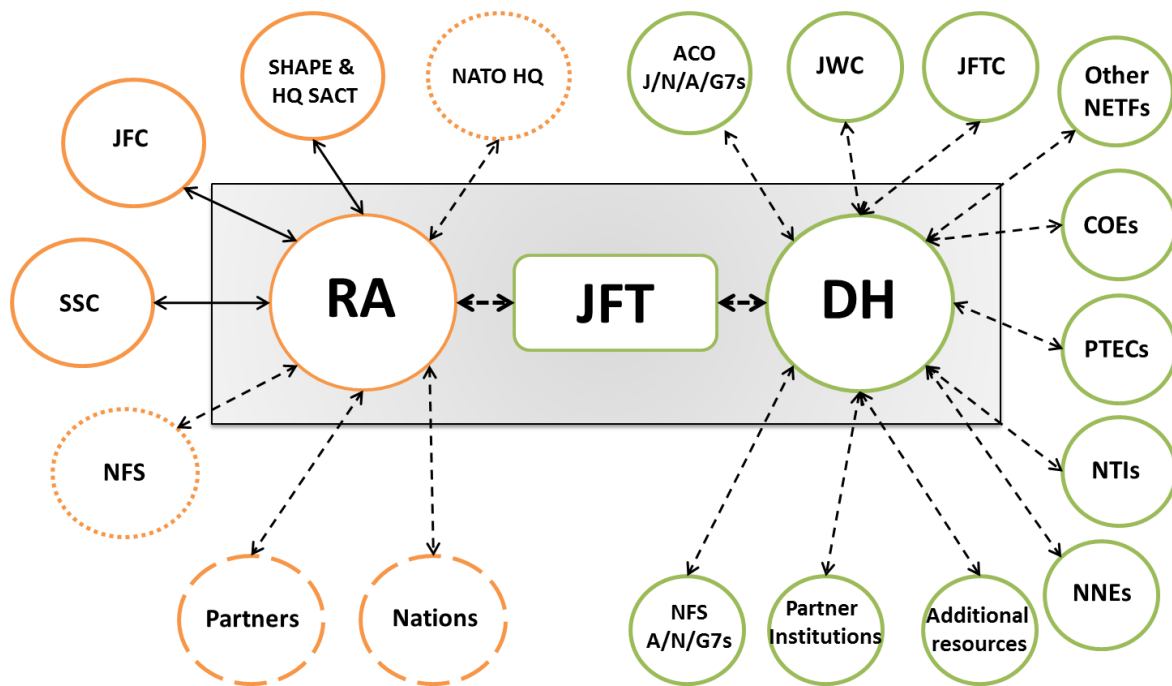
Figure 6: The Governance Structure of a Discipline

3-22. A matrix summarizing the coordination of Global Programming events is provided in Annex E.

RESPONSIBILITIES WITHIN THE GOVERNANCE STRUCTURE

3-23. The **HQ SACT Deputy Chief of Staff Joint Force Trainer (DCOS JFT)** on behalf of SACT directs and coordinates all activities and events in NATO's interest to educate and train individuals and to manage collective training and exercises through Global Programming. DCOS JFT is functionally responsible for Global Programming including establishing the Governance Framework and maintaining the discipline structure. For every discipline, DCOS JFT will:

    a.   Produce a STP in Bi-SC format within which the respective RA is identified and the DH supporting the discipline development process is usually proposed.

    b.   Lead and conduct the TRA, supported by the RA and DH, and approve the subsequent TRA Report.

    c.   Support the DH in leading the conduct of Training Needs Analyses (TNAs), in particular, the application of NATO's SAT for E&IT solutions.

    d.   Validate the outcomes resulting from the definition of new E&T solutions generated through TNAs and remain the final authority for questions pertaining to TNAs.

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e.　　Support the ADC, led by the DH, and approve the Discipline Alignment Plan (DAP) that results from the ADC.

f.　　Coordinate with the DH and consult with SHAPE to support with designated Subject Matter Experts (SMEs) from the NCS and NFS as required and subject to availability.

g.　　Stimulate participation by the Community of Interest and provide transparency through open communication and sharing of information.

h.　　Assign a Discipline Point Of Contact (POC) within HQ SACT JFT to support the sustainment and day-to-day oversight of a specific discipline.

3-24. The JFT **Discipline POC**[19] is responsible for:

a.　　Representing JFT at the ADC.

b.　　Staffing the DAP, as submitted by the DH, while assuring that it is in line with ETEE Policy and NATO E&T Requirements.

c.　　Advising the chain of command in HQ SACT on all discipline-related issues and act as the JFT POC for the discipline within HQ SACT's PE and working groups structure.

d.　　Following up DCOS JFT Direction and Guidance (D&G) as contained in the DAP or issued otherwise to improve E&T solutions for the discipline.

e.　　Advising the RA and DH on the application of Global Programming.

f.　　Communicating with RA, DH and E&T Solution Providers to assist and to resolve issues.

g.　　Ensuring that individual training and collective training are considered as closely interconnected continuum within the discipline.

h.　　Coordinating with other Discipline POCs in order to ensure the full spectrum of NATO E&T is addressed and requirements are allocated appropriately within the Discipline Structure.

i.　　Ensuring that best practices are collected and shared.

j.　　Advising on updating the STP and the revision of the TRA.

k.　　Coordinating course certification.

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[19] The Discipline POC is a staff officer within JETE who serves as the NATO E&T SME within a certain discipline and has preferably some expertise in the considered discipline.

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l.   Ensuring DH-related tasks are embedded in an applicable NATO Programme of Work (POW).

m.   If required, supporting the conduct of the TRA.

n.   If required, supporting the conduct of TNAs.

3-25. The **Requirements Authority** (RA) is responsible for identifying and managing the NATO E&T requirements associated with a specific discipline.   The RA is considered an operational authority in the discipline and represents the interests of the end users. The RA responsibilities are:

a.   Leading the identification of the individual and collective NATO E&T requirements for the discipline, by compiling, defining and prioritizing these requirements within the range of the available political-military guidance.

b.   Providing input concerning changes to NATO concepts, doctrine, policy and procedures and informing the DH accordingly.

c.   Supporting the alignment of the individual NATO E&T requirements with the collective part of the NATO Education and Training Spectrum.

d.   De-conflicting E&T requirements with other RAs where overlap or requirements influence each other.

e.   Supporting the Global Programming Development Methodology and the production of the STP and TRA.

f.   Supporting the ADC.

g.   Annually reviewing NATO E&T requirements, based on Lessons Identified, operational experience and the analysis of emerging threats.

3-26. Subsequent to the appointment, the RA is to capture the RA designation and new responsibilities within staff job descriptions.

3-27. The **Department Head** (DH), under DCOS JFT guidance, is responsible for matching the requirements with E&T solutions and for the coordination of those solutions. The DH will strive to ensure that solutions identified are delivered in the most effective, efficient and affordable manner through NATO Allies, Partners and NNEs. The responsibilities of the DH are[20]:

a.   Collaborating and coordinating the definition and delivery of E&T solutions with designated ETFs including NETFs, NATO accredited COEs,

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[20]   The actual responsibilities of a DH are the result of a negotiation and may deviate from this list. Consult the DH Appointment letter to know the agreed on responsibilities.

PTECs, and national and partner institutions, as appropriate in accordance with the NATO ETEE principles.

b.   Leading the TNAs required to fill E&T gaps identified in the TRA report and the subsequent DAPs for the discipline and amendments thereto.

c.   Compiling an E&T programme which shall meet all E&T requirements of the discipline.

d.   Assisting, at the request of HQ SACT DCOS JFT, with the assessment of proposed E&T solutions, and specifically their alignment with requirements defined through the TRA and the subsequent DAPs.

e.   Recommending improvements to the RA (and if necessary to DCOS JFT).

f.   Leading and conducting the ADC, under DCOS JFT guidance, with participation from the Community of Interest (RA supported by representatives from NCS and NFS HQs, SMEs, ETFs).

g.   Developing and submitting once a year a DAP which shall reflect the main developments and achievements and outline the way ahead to DCOS JFT concerning the NATO E&T. The DAP shall highlight contributions to E&T by Partners and NNE.

h.   Participating in programming boards, conferences (e.g., Training Synchronization Conference) and working groups when appropriate in order to execute DH functions and align production requirements with programmed E&T solutions.

i.   Within means and capabilities, the DH provides an analysis of related Lessons Identified if so requested by DCOS JFT or RA.

j.   Within means and capabilities, the DH supports individual and collective NATO-led training with SMEs and/or other discipline-specific advice at exercises and pre-deployment training activities.

k.   Where the need exists and when the DH has the capacity, the DH supports the NATO OCEs in the planning and conduct of collective training and exercises.

DEVELOPMENT METHODOLOGY

3-28. The Development Methodology is used to identify, define and manage NATO's performance E&T requirements and the solutions satisfying those requirements. NATO E&T requirements are identified and refined during subsequent steps in the Development Methodology and this leads to the definition and delivery of individual and collective E&T solutions. Embedded within the Development Methodology is the means for sustaining E&T requirements and the associated solutions over time.

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3-29. There are 4 distinct steps in the Development Methodology:

a. **Strategic Training Plan (STP)**. Based on an approved discipline, the STP is a holistic integrator that defines a discipline and differentiates it from others within the discipline structure. The STP is considered holistic as it converts politico-military guidance for current and future operations into NATO specific tasks that are executed across different levels of command[21] and in turn implying NATO E&T requirements. The STP provides a strategic view across the NATO Education and Training Spectrum and provides the basis for a unity of effort among stakeholders seeking to synchronise E&T requirements and solutions.

b. **Training Requirements Analysis (TRA)**. The TRA is based on the STP and involves a formalized review process that further refines the tasks and identifies the corresponding individual and collective NATO E&T requirements. The TRA eventually matches existing E&T opportunities, potentially open to NATO, as solutions for satisfying requirements. The resulting TRA Report also indicates potential duplications amongst and gaps within the existing E&T Programme for the discipline[22].

c. **Training Needs Analyses (TNAs)**. TNA concerns the provision of individual and collective E&T solutions. A TNA engages stakeholders within a community of interest in the development of an E&T solution in order to eliminate one gap, or several gaps, in the E&T programme identified through the TRA. For E&IT, a TNA initiates the NATO SAT processes and this ultimately results in the provision of quality E&IT solutions. For CT&E, a TNA contributes to and respectively starts the Exercise Process to address solutions for Collective Training and Exercises at the interdisciplinary level. Where appropriate the NATO SAT may be applied to the formulation of foundation training in support of an Exercise Process.

d. **Annual Discipline Conference (ADC)**. The ADC is a recurring event that involves a review of the NATO E&T requirements related to a discipline and verifies the adequacy of the discipline-specific E&T programme to satisfy the requirements. The intent is to ensure E&T remains aligned with evolving needs and to determine the way ahead in closing gaps while further developing the discipline.

3-30. Although Figure 7 places the four steps of the Development Methodology in a sequence, this is not a necessity. The initiation of one or more TNAs should normally follow the TRA, although a TNA to satisfy an urgent requirement could be launched earlier assuming that the TRA will validate the perceived E&T gap. The TRA report is the preferred basis to conduct the first ADC but this annual conference can take place

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[21] These levels are the politico-military, strategic, operational, and tactical levels.
[22] The TRA Report is the foundation for building and subsequently managing a discipline specific E&T Programme.

any moment in the development methodology. Furthermore, the ADC does not necessarily need to be conducted annually; rather, its frequency should be defined by the maturity and completeness of the discipline E&T programme.

Strategic Training Plan (STP)

Training Requirements Analysis (TRA)

Training Needs Analyses (TNAs)

Annual Discipline Conference (ADC)
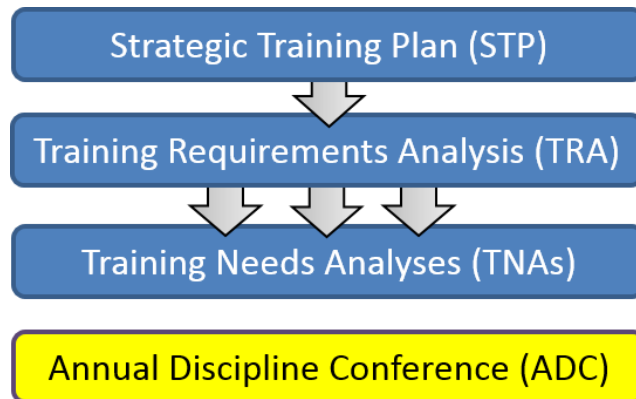
Figure 7: The Elements of the Development Methodology

STRATEGIC TRAINING PLAN (STP)

3-31. The purpose of the STP is to scope and identify tasks that could lead to E&T requirements for an approved discipline in a flexible and adaptive way using a holistic approach. The holistic approach requires a review of the tasks for all NATO levels of command, from political-military through to the tactical levels in line with the politico-military guidance. It also unifies and synchronizes current E&T related to this very discipline. This step is led by JFT and is supported by the RA, the (envisaged) DH[23] and SMEs.

3-32. The subsequent identification, collection and validation of respective NATO E&T Requirements for inclusion in a discipline are primarily the responsibility of the RA and are parts of a continuous process that starts with the STP.

3-33. The STP includes:

    a.   A background explaining the necessity to develop and maintain the discipline.

    b.   A detailed scoping of the discipline.

    c.   The relationship with other disciplines.

    d.   Individual and collective performance objectives at the different levels of Command.

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[23] If a provisional 'most likely' DH is identified, this organization may be invited to participate in drafting the STP. This helps the discipline development but it should not be assumed that this organization will become the DH.

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e.   The nomination of the RA and the proposal for the nomination of the DH[24].

f.   The identification where new E&T may be necessary.

g.   A sequencing of goals and objectives to fully develop the discipline and the E&T programme.

3-34. The STP is submitted to the MC for MC endorsement and North Atlantic Council (NAC) approval. If there is a senior NATO committee responsible for reporting to the MC for that discipline or functional area, the STP must be send via that committee to ensure the proper functional advice is provided.

TRAINING REQUIREMENTS ANALYSIS (TRA)

3-35. The TRA examines the tasks in greater detail and refines these further into Audience, Functional Area, Task Performance Statement, and Proficiency Level. The combinations of these four elements for every task result in the individual and collective NATO E&T requirements[25]. These requirements are eventually matched to existing E&T opportunities (potentially) open to NATO as solutions for satisfying the identified NATO E&T Requirements. The result is a clear view on duplications of and gaps in E&T solutions. The TRA is led by JFT and supported by the RA along with the (envisaged) DH and SMEs.

3-36. A TRA consists of the following steps:

a.   **TRA pre-meeting**. The TRA pre-meeting[26] is initiated and led by JFT. The purpose of the pre-meeting is to clarify the aim of the TRA, to define the number of TRA-workshops, and to plan the workshop(s) (e. g. the key stakeholders, the attendance list). During the TRA pre-meeting, the participants determine the timing and the procedure to identify and collect NATO E&T opportunities. JFT sends out the calling letter for a TRA-workshop, which is drafted in coordination with the host of the workshop, preferably four weeks in advance of the event.

b.   **Opportunities Collection**. The purpose of the opportunities collection step is to identify relevant solutions (potentially) open to NATO that could satisfy NATO E&T Requirements within the discipline. This collection is primarily done using the information in the Education and Training Opportunities Catalogue (ETOC) and the MTEP. As deemed necessary during the TRA pre-meeting,

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[24] Normally, the STP will propose a DH. However, in the event that the DH has not been identified in the STP the assignment will be proposed to the MC via the senior NATO committee responsible for reporting to the MC for that discipline or functional area separately.

[25] It may be that the NATO E&T requirement can only be efficiently satisfied by a NATO E&T Solution combined with an 'On the Job Training' (OJT). This OJT is a responsibility of the organization the individual belongs to.

[26] Planning, preparation and execution of the TRA should follow the Bi-SC signature of the STP, although the final report may only be released after the STP has obtained NAC approval.

these opportunities may be supplemented by a JFT request to all NATO and Partners[27]. This request for supplementary courses from military and appropriate civilian institutions, as well as for collective training and exercise opportunities, can also ask for additional detailed information of the existing solutions.

c. **TRA workshop**: The TRA workshop is led by JFT and is attended by the RA, the DH as well as SMEs from within the NCS and individuals representing the NFS (including NATO HRF HQs). The TRA workshop may also include the main E&T Solution Providers identified during the opportunities collection step. However, during the TRA workshop it is essential to focus initially on NATO individual and collective requirements as opposed to solutions. During the workshop the following elements are defined:

    (1)   The identification of the NATO target audiences at the politico-military, strategic, operational, tactical and specialist level.

    (2)   The determination of the respective functional areas for every target audience.

    (3)   The identification of the performance requirements associated with every functional area in relation to the discipline[28&29].

    (4)   The stratification of all the performance requirements according to the Proficiency Level (see Annex F).

    (5)   The identification of the NATO E&T Requirements.

    (6)   The review of the solutions open to NATO on both the individual and the collective side of the NATO Education and Training Spectrum.

    (7)   The stratification of all valid solutions according to the aimed at Proficiency Level.

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[27] The opportunities collection letter will normally be distributed through the National Liaison Representatives (NLRs) and Partner National Liaison Representative (PNLRs) at HQ SACT who in turn forward it through their respective national channels and through the Bi-SC Military Partnerships Directorate (MPD) who in turn forwards it to all other partner nations. Nations, at their own discretion, can forward the letter to relevant institutions.

[28] The individual performance level should be the minimum level required to perform in a satisfactory manner at the start of the job considered, and not the ideal level that one reaches after years of experience in the job. The collective should be the minimum level necessary to execute the tasks under the considered conditions.

[29] The starting points for requirements on the collective side of the NATO Training Spectrum are the Bi-SCD 080-090 NATO Task List, the Task Lists of the different headquarters or entities, and ACO Forces Standards. For the individual side it is the JDs.

(8)   The comparison of the stratified solutions with the stratified NATO E&T Requirements to determine gaps, overlaps and potential solutions.

d.   **TRA Report**: The TRA Report is the output of the TRA workshop. The report, reviewed by the RA and the DH, is drafted, approved by DCOS JFT and distributed to every involved stakeholder. It provides all stakeholders with the results of the workshop. The report identifies the NATO E&T requirements for the discipline which becomes the basis for the E&T Programme. The report identifies potential E&T gaps and possible redundancies. The report provides further D&G from DCOS JFT to the DH concerning the resolution of the identified gaps. The TRA Report includes:

(1)   A clear identification of the NATO E&T Requirements, ideally grouped into logical packages, to be addressed through currently available or future E&T solutions.

(2)   An indication of the degree to which those requirements are currently satisfied:

(a)   RED: no appropriate solution open to NATO that satisfies the requirements was identified.

(b)   ORANGE: the identified solution does not completely satisfy the requirements, or more information is required to determine the degree of satisfaction.

(c)   GREEN: the identified solution satisfies the requirements.

(3)   Guidance on the priority to solve identified gaps.

(4)   A clear identification of the eventual prerequisites of the E&T solutions which satisfy the NATO E&T requirements.

(5)   E&T solution duplications and implications.

(6)   Other information and suggestions collected during the TRA workshop(s).

3-37. The abovementioned sequence of TRA pre-meeting, Opportunities Collection, TRA workshop, and TRA Report must not be strictly followed in all cases. If appropriate, a sequence of TRA pre-meeting, TRA workshop, Opportunities Collection, and TRA Report is also conceivable.

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TRAINING NEEDS ANALYSES (TNAS)

3-38. TNAs concern the provision of individual and collective solutions to E&T gaps. These gaps may be identified in the TRA Report or in the updated E&T programme.

3-39. The responsibility for conducting a TNA depends on the area of the E&T spectrum where the solution is developed.

   a.   **Education and Individual Training**: NATO E&IT solutions are defined through the NATO SAT led by the DH. A solution must be approved by DCOS JFT in order to become recognized and NATO certified. ETFs are responsible for the actual delivery of NATO E&IT solutions. Although a particular E&IT solution might be focused on satisfying discipline specific requirements, it has to be delivered to an audience in an affordable, effective and efficient manner. Taking this into account, the SAT shall consider the fulfilment of additional requirements of other disciplines as part of the solution.

   b.   **Collective Training and Exercises**: Collective solutions are planned through the Exercise Process led by the Commander in the case of Collective Training or by the OCE in Exercises. They can request support from the DH in the form of SMEs, or discipline-specific advice at collective and pre-deployment training activities. They can also initiate a Collective Training Support request to the DH for the design of discipline specific injections[30]. As is the case on the individual side, the DH also may suggest the commander or the OCE discipline-specific solutions for identified requirements. If the DH believes a functional exercise is needed to address discipline-specific E&T requirements, the DH shall approach the OSE.

3-40. The TNA output is an E&T solution that satisfies a set of NATO E&T Requirements within a discipline.

ANNUAL DISCIPLINE CONFERENCE (ADC)

3-41. The ADC supports the sustainment of the discipline. During this meeting, the participants assess the adequacy of the E&T Programme, the current individual and collective solutions used to satisfy up-to-date NATO E&T Requirements[31]. The intent is to ensure the E&T Programme for a discipline remains aligned with evolving requirements, available technology and resources.

3-42. As the ADC is about the coordination of solutions, the DH organizes and leads this annual conference. Although in some cases an ADC can be held with only the

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[30] Injection is the way of bringing an incident to the attention of the players for whom it was created (and from whom a reaction is expected). Injections are to be made by response cells or by the MEL/MIL Steering Group through the using doctrinal communications means and, where available, formats and media. The intent is to simulate the likely source of such information in a real situation/operation (e.g., intelligence report, newspaper article, operational report, etc.).

[31] An E&T Programme looks similar to the TRA Report as in most cases the DH uses the same colour scheme for the E&T solution status. An E&T Programme amends the TRA Report, and all previous programmes, by providing the up-to-date status of the requirements and solutions.

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DH, the RA (preferably supported by representative of the NCS and NFS HQs) and the JFT Discipline POC, the conference should be as inclusive as possible involving the appropriate E&T Solution Providers (e.g.; NETFs, COEs, PTECs, NTIs[32] and NNEs). The ADC shall be chaired by at least an OF-4 or equivalent.

3-43. At the ADC, the RA will inform the participants on changes to the requirements[33] and the DH will report on the steps (already) taken to resolve these changes.

3-44. The RAs will provide for each discipline an annual report on the NATO ETEE Requirements (NETRs) to the Bi-SC. This reporting is preferably done as part of the DAP.

3-45. The output of the ADC is the DAP which summarizes the main developments and achievements, and which outlines the way ahead. The draft DAP is submitted to DCOS JFT who, on behalf of SACT, staffs and approves the plan while providing additional direction as necessary. The DAP includes at least:

    a.   Current Status of the E&T discipline.

    b.   Review of the NATO E&T Requirements.

    c.   Education and Individual Training:

        (1)   Impact of changes for E&IT.

        (2)   Assessment of the proposed ways to close gaps.

        (3)   The assessment of efforts to reduce redundancies.

        (4)   Assessment to expand options or alternatively address gaps found during the TRA.

        (5)   Improvements and good practises.

        (6)   Deficiencies.

    d.   Collective Training:

        (1)   Impact of changes for Collective Training.

        (2)   Improvements and good practises.

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[32] NTI = (Multi-) National Training Institution.
[33] The ADC is not the foreseen occasion to review the NATO E&T requirements. This revision should at least be prepared by the RA before the start of the ADC so that all attendees know the latest status of the requirements at the beginning of the conference.

e. Exercises:

(1) Impact of changes for Exercises.

(2) Improvements and good practises.

f. Way Ahead:

(1) Coordinating and supporting efforts.

(2) Prioritization of efforts to complete the E&T Programme.

g. Annexes:

(1) Invited and actual ADC participants.

(2) Updated Discipline E&T Programme (E&IT as well as CT&E solutions matching the discipline's NATO E&T requirements).

(3) Summary of principal measures in order to close gaps.

PRODUCTION PLANNING PROCESS

3-46. While the Development Methodology serves to establish a single NATO E&T discipline ensuring its long-term relevance, the Production Planning Process (PPP) is an annually repeating sequence of conferences and programming boards that serves to create a consolidated update of the ITEP and a new version of the MTEP. The PPP takes into account strategic guidance and priorities, quantitative aspects, capacities, and limitations in order to facilitate the sufficient short- and medium-term delivery of ETEE solutions in a multidisciplinary way. For the PPP to be transparent, coherent, inclusive and responsive, SHAPE and HQ SACT seek stakeholders' commitment. Membership of the various boards are adjusted to the issues at hand and may include the International Staff (IS), the International Military Staff (IMS), NCS, NFS, RAs, DHs, and E&T Solution Providers together with Allies and Partners, where appropriate.

3-47. The process consists of the following three phases conducted over an 18-month period (see Figure 8):

a. **Guidance and Requirements**. SACEUR, supported by SHAPE and HQ SACT, formulates the ETEE requirements and provides guidance published in SACEUR's Annual Guidance on ETEE (SAGE).

b. **Programming**. This phase consists of a sequence of events to programme future NATO ETEE activities including schedules, required support and coordination, in order to meet the requirements expressed in the SAGE. This process and its outputs are overviewed by two planning boards and refined during conferences. The boards and conferences are:

(1) ITEP Planning Board (IPB).

(2)   MTEP Planning Board (MPB).

(3)   Evaluation Programming and Management Board (EPMB)[34].

(4)   Training Synchronisation Conference (TSC) with its subconferences.

c.   **Approval.** DCOS JFT approves the ITEP, SACT the MTEP, and the NAC the Open to Partners (OTP) and NNEs portion of the MTEP. After the approval of the MTEP, the Collective Training Support Programme of Work (CTS POW) will be developed and finalised. The CTS POW is a prioritised list of collective training support requirements to be executed by HQ SACT, Joint Warfare Centre (JWC) and Joint Force Training Centre (JFTC) that, on signature, becomes the contract of support to be provided to the training customers.
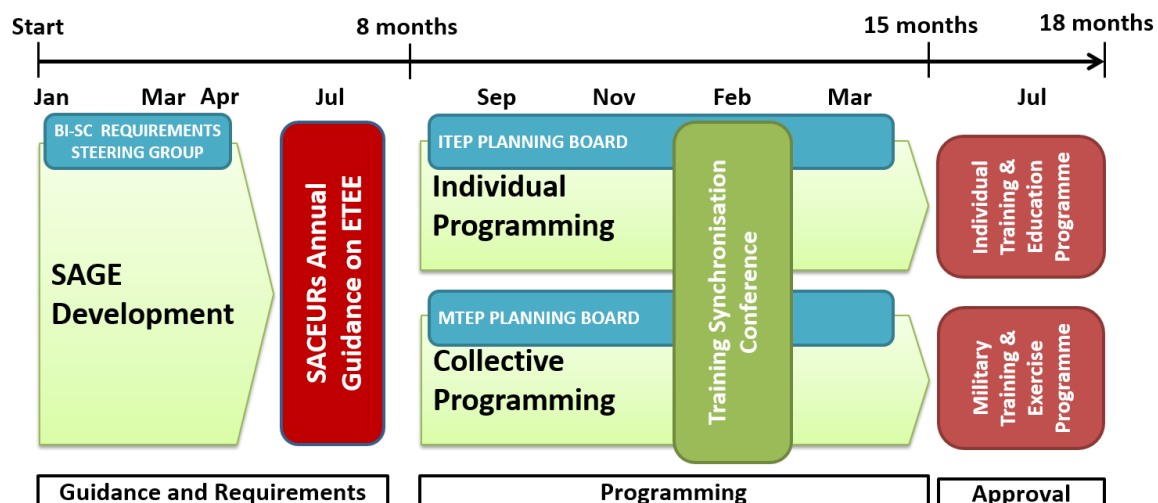
Note: This is an indicative, generalized flow of events

Figure 8: The Production Planning Process[35]

GUIDANCE AND REQUIREMENTS

3-48. The process to obtain SAGE is as follows:

a.   **Bi-SC Requirements Steering Group (BRSG).** The BRSG takes into consideration key elements such as political-military guidance[36], the Long Term Rotation Plan (LTRP) and continuing capability development efforts as

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[34] More details on the EPMB are to be found in ACO Dir 075-013, NATO Evaluation and Certification Policy.

[35] Evaluation Programming is not considered in this figure and will not be further discussed in this directive.

[36] The BRSG takes into consideration the MC D&G for the Implementation Process, NMA Strategic Priorities and Objectives, MC Guidance for the Military Implementation of NATO's Strategic Concept, and the goals established by Defence Packages for NATO Summits; applicable to both NCS and NFS.

elements for drafting the mid-term SAGE used to support the annual E&T planning cycle. The members of the BSRG will refine the production requirements based on discussions during various meetings where nations, especially NFS, and Partners were present. Additional inputs include the individual partner plans, maintained by the Bi-SC Military Partnerships Directorate (MPD), which identify partner nation specific E&T-related initiatives to be supported by NATO. The BRSG is under the lead of SHAPE ACOS J7.

b. **SACEUR's Annual Guidance on Education, Training, Exercise and Evaluation (SAGE).** The SAGE provides strategic level direction and guidance, and the priorities for the development, support and execution of solutions to satisfy NATO ETEE requirements. SAGE is comprehensive in setting out education, training and exercise requirements for JFC/SSC, as well as NFS HQs generating Joint Command and Control Capabilities. SAGE also provides the guidance necessary allow HQ SACT and SHAPE to properly schedule and resource E&T activities whilst allowing the JFC/SSC sufficient flexibility in exercise design. The SAGE is generally published around July and addresses the following elements including but not limited to:

    (1)   SACEUR's Vision.

    (2)   Purpose of SAGE.

    (3)   SACEUR's Strategic D&G.

    (4)   Strategic Focus Areas and disciplines.

    (5)   Priorities.

    (6)   ETEE Main Effort – yearly.

    (7)   Resources and Planning Considerations.

    (8)   Additional details and instructions supporting in Annexes:

        (a)   Evaluation Requirements and Priorities.

        (b)   Exercises Requirements and Priorities with Additional D&G on Major NATO Exercises.

        (c)   Collectives Training Requirements and Priorities.

        (d)   Education and Individual Training Requirements and Priorities.

3-49. In providing the foundation for the PPP, the SAGE gives strategic, holistic guidance using an inter-disciplinary approach based on operational requirements. It determines near-term priorities and focus areas and considers quantity as well as capacity aspects that direct the annual revision of the ITEP and the MTEP. In

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particular it provides guidance for exercise programming. The SAGE is not a summary of NATO E&T requirements as contained in TRA reports. These reports are discipline-focused and inform the discipline-related E&T Programme with a long-term perspective. They provide a basis for training objectives and exercise planning. However, TRAs may have an influence on the SAGE, while the SAGE in turn could have an effect on requirements within disciplines and thereby influence their E&T programmes.

EDUCATION AND INDIVIDUAL TRAINING PROGRAMMING

3-50. The purpose of the E&IT Production Planning Process (E&IT PPP) is to provide affordable E&IT to the right personnel at the right time and place in order to satisfy the NATO production requirements. The E&IT PPP consists of four steps in a closed loop as depicted in the figure below.

Figure 9: The Closed Loop E&IT Production Planning Process

3-51. The four E&IT PPP steps are described as follows:

   a.   **Demand**. Demand captures NATO's production requirements[37]. This step is led by the Human Resources (HR) Community[38] and results in the consolidated and budgeted demand for E&IT (number of personnel) for the next year and a forecasted demand for the following two years. This demand is guided by the SAGE and based on the actual E&IT needs of the NCS and

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[37]   Demand is premised on valid and reliable NATO PE/CE management data enabled through the Automated Personnel Management System (APMS).
[38]   The HR Community is the collection of the entities with the NCS and NFS that are responsible for the seat allocation in courses.

NFS[39], as well as the needs expressed by the nations as preparation of their personnel for the NCS and NFS[40]. If available, the demand can take into account the NAC approved E&IT needs for Partners as captured through the Partner Cooperation Menu (PCM). The output of this step is the consolidated demand expressed in yearly numbers of seats needed in courses published in ETOC and the desired period(s) for those iterations to take place.

b. **Program**. With the consolidated demand as input, the program step determines the schedule for the specific iterations of courses. This step supports ETF course planning and matches production demand with the number and timing of iterations that may be offered. HQ SACT JFT will, in cooperation with the HR community and the ETFs, derive a three-year, rolling programme of agreed course iterations that when executed will satisfy the consolidated demand with preferably NATO-certified courses. The SAGE will be the basis for prioritization in conflicting situations. The first year of the programme matches the number of needed seats in every course iteration and backs the demand with the available budget. The specific iterations identified in the first year are considered as 'programmed' and may, assuming the other conditions are satisfied, rely on the use of NATO resources including NCS/NFS Officer of Primary Responsibility (OPR) support and common funding for SME support. The remaining years serve as guidance for future-year planning. The output of this second step is the ITEP.

c. **Conduct**. During this step, ETFs prepare, execute and close out the previously programmed course iterations identified in the ITEP. ETFs organise detailed bidding events for seat allocations, as necessary. Individuals are nominated and register for courses. ETFs subsequently complete the registration and match the nominations to the scheduled serials, enroll individuals and administer the conduct of E&IT. Minor adjustments are made in-year including, as necessary, increasing demand to satisfy NATO-specific E&IT needs. The output of this step is the execution of the ITEP resulting in the production of suitably prepared individuals.

d. **Assess**. HQ SACT JFT, in coordination with the stakeholders, assesses the execution of the ITEP and focuses on the identification of ITEP variances in order to seek improvements to the future programming cycles of the E&IT PPP. The output of this last step is the ITEP report with the assessment and proposed adaptations of the current and future programmes, as well as input to SAGE.

3-52. An ITEP cycle is based on a calendar year (Jan – Dec) with both preceding and subsequent actions. Prior to the start of the year, the demand must be identified and an ITEP established to satisfy it. After that year, the assessment of the execution will

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[39] The projected obligations of nations to prepare personnel prior to assuming NCS/NFS positions can be used as a baseline.
[40] The essential and desirable qualifications in the Job Descriptions are the starting point to identify these needs. Other considerations, in particular resulting from the actual duties of an incumbent, add to it.

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be conducted. This means that two cycles are running simultaneously, albeit at different stages.

ITEP Planning Board (IPB)

3-53. The purpose of the IPB, led by HQ SACT JFT E&IT Branch, is to support the E&IT PPP by facilitating the production of the annual ITEP, prepared by HQ SACT JFT, and by providing a forum for the stakeholders to discuss related issues.[41] The focus of the IPB event is the support of HQ SACT JETE in the creation of the successive, comprehensive ITEPs through the commitment of the principal stakeholders.

3-54. The objectives of the IPB are as follows:

a.   Steer the ITEP to satisfy the requirements and priorities consistent with SAGE.

b.   Survey and assess the NCS and NFS with regard to the education and training of their individual personnel in order to recommend solutions where production shortfalls are foreseen.

c.   Facilitate coordination within the HR community to adapt JDs to the actual E&IT requirements for each post and to satisfy the production requirements.

d.   Coordinate amongst ETFs to match delivery with demand.

e.   Assess the execution of the ITEP and its effectiveness in meeting the production requirements in order to suggest improvements to the NATO E&IT PPP and the related outputs.

3-55. The IPB is an opportunity to support the E&IT PPP beyond its focus on the ITEP through the realisation of the following support objectives:

a.   Inform the BRSG on the status of E&IT supporting SAGE development.

b.   Support the preparation of the NATO Individual Training and Education Conference (NITEC).

c.   Provide transparency in NATO E&IT by informing stakeholders and facilitating communication amongst them.

d.   Support coherence of NATO E&IT policies and directives and inform their further evolution.

e.   Promote E&IT innovation.

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[41] Details are to be found in the Individual Training and Education Programming Board Terms of Reference (IPB TOR).

f.   On request, direct and guide the work of other boards, panels, groups and/or integrated project teams supporting the ITEP.   In particular, provide Change Configuration Board (CCB) direction for the e-ITEP software project development through the e-ITEP User Group.

3-56. **Prioritization Rules**. The SAGE will be the basis for prioritisation in conflicting situations. In case of unresolved production deficiencies, the following general prioritisation rules for matching individuals to seats in an iteration will be applied:

a.   Priority 1: requested for a NCS/NFS position in direct relation to current operations.

b.   Priority 2: requested for a position in direct relation to a NATO high readiness force (e.g., eNRF).

c.   Priority 3: requested in preparation for a defined NATO job position.

d.   Priority 4: requested for an already occupied NCS/NFS position.

e.   Priority 5: all others.

3-57. Decisions concerning the distribution of NATO E&IT demand within the ITEP will be guided by the rules concerning the utilization of assets, as detailed in MC 0458/3 (para 18).

3-58. **IPB meetings**. The IPB meets when close coordination amongst multiple stakeholders is necessary to resolve important issues or to formulate advice to DCOS JFT. These meetings support the normal staff work of JFT E&IT within the PPP. For planning purposes, there are two IPBs per year, but the actual number of meetings as well as the participants may be adapted to the evolving situation. Members of the IPB are:

a.   Chair: HQ SACT JFT JETE E&IT Branch Head.

b.   Secretary: HQ SACT JFT JETE E&IT Head Programming Section.

c.   Permanent members: Representatives from:
(1)   SHAPE J1.
(2)   SHAPE J7.
(3)   HQ SACT JFT JETE E&IT.
(4)   HQ SACT R&M HRM.

d.   Temporary members: Representatives from:
(1)   NCS/NFS HR (IPB I).
(2)   ETFs (IPB II).

e. Observers/SMEs: Representatives from :

(1) HQ SACT JFT JETE P&P/TREX.

(2) JWC, JFTC, Joint Analyses and Lessons Learned Centre (JALLC).

(3) RAs.

(4) DHs.

(5) Other HQ SACT and SHAPE divisions.

COLLECTIVE TRAINING AND EXERCISES PROGRAMMING

3-59. The CT&E PPP, supported by the MPB, leads to a new MTEP developed and managed by HQ SACT. The MTEP is a programme that matches NATO Collective Training and Exercises (CT&E) requirements and opportunities. It is a multiyear rolling production programme detailing information on collective training, exercises and related activities and events scheduled for the first two calendar years, and outlines information on training and exercise activities scheduled for the following three calendar years.

3-60. The MTEP is based on the priorities and intent of the strategic commanders, in particular SACEUR's annual guidance as outlined in the SAGE. The areas typically addressed are types of current and future operations, the eNRF, experimentation and NATO's military cooperation programmes.

3-61. HQ SACT coordinates across ACO and with ACT entities in order to build the MTEP. During the programming phase, HQ SACT will inform and coordinate with Allies on NATO's military exercise programme.

3-62. In an effort to maximize efficiency and increase interoperability, HQ SACT will coordinate and facilitate the linking of NATO exercises with national exercises of Allies and Partners where this is mutually beneficial, affordable and agreed by Allies. During the programming, Allies and Partners are invited to propose specific national exercises that could be considered to complement NATO's Exercises, should the aims and objectives be appropriate and allow for a more efficient use of HQs and forces.

3-63. Nations, which are offering their national exercises (preferably during the NTEC), are to provide detailed information, especially regarding the nature of any proposed linkage and the participation of Partners and NNEs. This will ensure that Allies have full visibility of details and are able to run the process for any required approval as described in MC 0458/3.

3-64. National exercises are recorded in MTEP Chapter IV in three parts:

a. Part A: National exercises to be supported by NATO or linked to NATO ETEE activities and capabilities, which retain their national authority.

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b.   Part B: National exercises to be supported by NATO or linked to NATO ETEE activities and capabilities under NATO authority.[42]

c.   Part C: For the visibility and promotion of the national exercises that are not linked to NATO.

3-65. MC endorsement and NAC approval are required to agree with the design aspects of major Joint Live Exercises (e.g., High Visibility Exercises), specifically those incorporating LIVEXs of divisional scale planned every three years.

3-66. MC endorsement and NAC approval for Partners and NNEs to participate in or observe a NATO exercise is required and summarized through submission of the "Open to Partners and NNE" portion of the MTEP. The involvement of Partners or NNEs in any NATO exercises that are not covered within the OTP and NNE section of the MTEP requires case-by-case requests for MC endorsement and NAC approval. Justified requests are to be submitted well in advance through HQ SACT. This only applies to partner participation in exercises included under Chapter 1 of the MTEP.

3-67. The Electronic MTEP (eMTEP) provides near real-time, transparent, and sustainable programmes for all collective training and exercises. The eMTEP information allows the start of the exercise planning process. Planners at all levels in NATO and Nations can consult the programme in support of the construction of their respective exercise programmes.

MTEP PLANNING BOARD (MPB)

3-68. The MPB[43], led by HQ SACT DCOS JFT TREX Branch, meets when close coordination amongst stakeholders is necessary to formulate advice to DCOS JFT or SHAPE J7. The board composes a collective training and exercise programme in line with the SAGE, with a focus on exercises.

3-69. The MPB meeting is an exercise programming event and serves as the forum for NCS and NFS exercise coordination and synchronization. The aim is to develop annually a MTEP, coordinated with all stakeholders.

3-70. The objectives of the MPB are:

a.   Develop, schedule, synchronise and publish the MTEP that supports the requirements and priorities for CT&E laid down in SAGE.

b.   Provide detailed information on collective training activities, exercises and related activities and events scheduled for the first two calendar years with outline information for the following three calendar years.

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[42] At the request of a nation, NATO could consider to take the responsibility or to include a national exercise in a NATO exercise when beneficial to the Alliance, in order to improve its scope and increase interoperability.
[43] Details can be found in ACT DIR 75-4 Military Training and Exercise Programme (MTEP).

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c.   Publish annually all collective training and exercises for a period of five years, including selected national exercises.

d.   Provide transparency by informing the stakeholders and facilitating communication amongst them.

e.   Promote national involvement in Global Programming to expand NATO CT&E opportunities.

f.   Assess the execution of the MTEP and its effectiveness in meeting the production requirements in order to suggest improvements to the NATO CT&E PPP and the related outputs.

3-71. The MPB is an opportunity to support the CT&E PPP beyond its focus on the MTEP through the realisation of the following support objectives:

a.   Inform the BRSG on the status of CT&E in supporting SAGE development.

b.   Support the preparation of the NATO Training and Exercises Conference (NTEC).

c.   Support coherence of NATO CT&E policies and directives and inform their further evolution.

3-72. MPBs are conducted during the MTEP development process as follows:

a.   The MPB I will coordinate the first draft of the MTEP for the next execution year and confirm requirements based upon guidance provided in SAGE and by SACT.

b.   The MPB II will meet to further clarify training requirements and de-conflict potential areas of contention. From MPB II, the board will deliver the draft MTEP, which will be provided to the nations and Partners for comments in advance of the NTEC.

c.   The MPB III provides the final opportunity to coordinate and resolve any remaining issues for the final MTEP. The final MTEP will be briefed during the TSC, after which it will be staffed for final approval by SACT.

3-73. Additional planning events may be conducted as necessary in order to address in-year adjustments.

3-74. MPB attendees are:

a.   Chairman: HQ SACT JFT TREX Branch Head.

b.   Secretary: HQ SACT JFT TREX Head Section Programming.

    c.   Members: Representatives from:

        (1)   HQ SACT JFT TREX MTEP Programmers.

        (2)   SHAPE ACOS J6 and J7.

        (3)   Bi-SC MPD.

        (4)   JFCBS, JFCNP (J7 representatives).

        (5)   HQ LANDCOM, HQ AIRCOM, HQ MARCOM and NSHQ (J7 representatives).

        (6)   JWC and JFTC.

        (7)   NCISG.

        (8)   STRIKEFORNATO.

        (9)   NFS HQs identified in the LTRP for the next two MTEP execution cycles.

    d.   Observers/SMEs: Representatives from:

        (1)   NATO IS OPS.

        (2)   NATO IMS O&P.

        (3)   Other HQ SACT and/or SHAPE divisions.

        (4)   NCIA – EX Support.

        (5)   HQ USEUCOM.

TRAINING SYNCHRONISATION CONFERENCE (TSC)

3-75. The TSC is a pivotal event in the PPP and, among other things, serves as the forum to present the ITEP and the MTEP to the nations in order to achieve Alliance-wide synchronisation of and commitment to both programmes. It is the final stage in the PPP for identifying solutions to meet NATO's E&T requirements.

3-76. Since the TSC brings together E&T representatives from the NCS, NATO and Partner nations, it is also the opportunity to brief and discuss the latest developments across the whole NATO Education and Training Spectrum and as a result, other meetings are often organized. By conducting those meetings in the same week and at the same location, costs are minimized while enhancing cooperation, coordination and communication between the various strands of NATO's E&T (e.g., policy, education, training activities, exercises, technology).

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3-77. The TSC combines the following conferences and meetings:

    a.   The common part:

        (1)   The implementation of NATO's ETEE Policy.

        (2)   Discussion of a selected policy related topic.

    b.   Combined NCS and NFS Training Community meeting that serves as a strategic analysis of the Alliance's training and exercise programme comparing future requirements with priorities and available training resources (NATO & National);

    c.   The NATO Individual Training and Education Conference (NITEC).

    d.   The NATO Training and Exercise Conference (NTEC).

    e.   The PTEC Commandants' Conference designed to identify areas of mutual cooperation to advance the principle goals and areas of practical military cooperation.

    f.   The DH Forum, an interdisciplinary meeting of DHs to discuss common issues, to coordinate interdisciplinary issues and to exchange good practices.

3-78. The TSC takes place annually in February/March and is led by HQ SACT DCOS JFT in cooperation with SHAPE ACOS J7.

NATO INDIVIDUAL TRAINING AND EDUCATION CONFERENCE (NITEC)

3-79. The aim of the NITEC is to ensure the final coordination with all stakeholders, especially between NATO and Allies, to synchronize NATO's ITEP and national E&IT programmes. As part of the TSC, the annual NITEC is the primary venue within the E&IT PPP where NATO, Allies and Partners are presented with the ITEP and ETOC to enhance coordination with their national programmes as well as to promote cooperation in E&IT. The outcome of the NITEC is a fully synchronized ITEP.

3-80. The NITEC is led by HQ SACT JFT JETE E&IT Branch and provides a forum for discussion and coordination of any aspect of NATO E&IT between NATO Commands and nations. Specific E&IT topics to be discussed:

    a.   Execution of SAGE.

    b.   ETOC status.

    c.   E&IT Institution contributions to NATO (NETFs, COEs, PTECs and NTIs).

    d.   Challenges in developing E&IT solutions for requirements (connecting RAs, DHs and ETFs).

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e.   Analysis of persistent NATO E&IT deficiencies and national support in resolving them.

f.   National use of NATO E&IT opportunities.

g.   Future E&IT developments (e. g. policy, technology).

h.   QA progress.

NATO TRAINING AND EXERCISE CONFERENCE (NTEC)

3-81. The aim of the NTEC is to ensure the final coordination with all stakeholders, especially between Allies and NATO, to synchronize NATO's MTEP and national exercise programmes. As part of the TSC, the annual NTEC is the primary venue within the collective programming process where the NCS, Allies and in particular Partners are presented with a draft MTEP to enhance coordination with their national programmes as well as to promote feedback on the proposed MTEP prior to its submission. The NTEC is normally where nations offer their national exercises to be included in the MTEP. The outcome of the NTEC is a fully synchronized MTEP.

3-82. The NTEC is led by HQ SACT JFT JETE TREX Branch and provides additionally a forum for discussion and coordination for any aspects of NATO CT&E and of the development of the MTEP between NATO Commands, nations and other organisations or agencies.

3-83. Specific topics for the NTEC agenda are:

a.   Outline of the proposed MTEP for the coming years.

b.   Introduction of Nations and Partners training opportunities as well solicitation of participation from across NATO.

c.   Linkage between NATO and National exercises.

d.   Looking for offers for Host Nation Support for MTEP events.

e.   Looking for offers for LIVEX hosting.

f.   Collection of endorsements and observations from Nations to ensure their views and comments are taken into consideration for the final MTEP.

g.   Discussion on national training issues of interest to NATO.

CHAPTER 4 - QUALITY ASSURANCE

PURPOSE

4-1.　The collective side of the NATO Education and Training Spectrum is executed under the responsibility of NATO commanders and as such they are responsible for assuring the quality of the collective solutions. This is not the case for the individual side where the delivery is achieved through institutions that are mostly external to the NCS. The intent to expand NATO E&T opportunities further, reinforces the reliance upon an already complex network of institutions supporting NATO. Given the variety of institutions engaged in the delivery of NATO E&IT, a means to assure the quality of E&IT is essential.

4-2.　The purpose of Quality Assurance (QA) within NATO's E&IT is to provide confirmation to the Alliance that courses meet NATO E&IT Requirements, and are delivered by ETFs supporting NATO utilizing an effective Quality Management System (QMS)[44].

INSTITUTIONAL ACCREDITATION

4-3.　Accreditation requires an ETF[45] to demonstrate the existence of an effective QMS as well as to provide evidence of their contribution to NATO. The institutional accreditation process is based on NATO Quality Standards[46].

4-4.　The main steps for the institutional accreditation process are:

　　a.　**Application**. Participation in the accreditation process is on a voluntary basis and starts with an application request to HQ SACT JFT.

　　b.　**Self-assessment report**. After the acknowledgement of the formal application, the ETF submits to JFT an evidence-based self-assessment report.

　　c.　**On-site visit**. During the visit to the ETF, a team of experts assesses the QMS and internal Continuous Improvement process as well as associated activities contributing to the provision of efficient, effective and affordable E&IT solutions. This assessment is completed through open discussions and interviews with relevant staff members as well as by reviewing relevant documents and examining the facilities.

　　d.　**Evaluation report**. An evaluation report will be based on conformity analysis of each criterion against the NATO quality standards.

　　e.　**DCOS JFT accreditation decision**. DCOS JFT will base the final decision on the evaluation report. The following decisions are possible:

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[44] MC 0458/3 paras 14, 20, 25.a.iii, 29.b and 38 refer.
[45] Commercial entities, including privately operated firms and consulting companies, are not within the scope of NATO institutional accreditation.
[46] See Bi-SCD 075-007.

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(1) **Unconditional accreditation**: an accreditation remains valid for six years.

(2) **Conditional accreditation**: a conditional accreditation, which is valid for one year, can be converted to unconditional provided the ETF can demonstrate that the areas requiring improvement are resolved.

(3) **Not accredited**: the ETF will be provided with recommendations to address and improve specific areas which will permit the ETF to achieve unconditional accreditation.

Figure 10: The Institutional Accreditation Process

4-5. DCOS JFT monitors each accredited ETF throughout the validity period through its annual QA Report. The annual QA Report demonstrates a continuing commitment to quality and is essential to sustaining the ETF institutional accreditation status.

4-6. Re-accreditation will be conducted following the same above-described accreditation process.

CERTIFICATION OF COURSES

4-7. Through course certification DCOS JFT warrants to the Alliance that the courses meet NATO E&IT Requirements. The ETF delivering the course, kept up-to-date in ETOC, can request DCOS JFT to verify whether the course satisfies NATO E&IT Requirements. HQ SACT JFT will determine whether the proposed course is aligned with NATO E&IT requirements based on the information provided through ETOC (i.e.; the Course Control Documents) and, preferably, the advice of the appropriate DH. Only if HQ SACT JFT confirms that the course indeed satisfies NATO E&IT requirements will DCOS JFT certify the course as "Selected" or "Approved".

4-8. To keep their certification status, certified courses must remain responsive to NATO E&IT requirements and the current information must also remain accessible in the NATO ETOC. These courses are reviewed during the ADC to confirm their continued relevance for NATO E&IT.

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CERTIFICATION CATEGORIES

4-9.   The certification category of courses in ETOC depends on the certification of the course[47] and the institutional accreditation of the ETF delivering the course[48]. The categories are:

> a.   **Listed:** A course open to NATO (and Partners) with this default certification category has not been certified by DCOS JFT as meeting NATO E&IT requirements[49]. Listed courses meet the E&IT needs of nations and often support broader capacity-building objectives. Courses in this category are conducted in English and contribute to pooling and sharing of national E&T opportunities.

> b.   **Selected**: DCOS JFT certifies that a course open to NATO (and Partners) meets NATO E&IT requirements; however, the ETF providing the solution is not an institution accredited by DCOS JFT.

> c.   **Approved**: DCOS JFT certifies that a course open to NATO (and Partners) meets NATO E&IT requirements and the ETF providing the solution is an institution accredited by DCOS JFT.

4-10. 'Approved' and 'Selected' courses must remain responsive to changes of NATO E&IT requirements and their date be kept up-to-date in ETOC by the ETF delivering the course.

SACT RECOGNITION

4-11. In recognition of achieving and continuing to maintain institutional accreditation, ETFs are permitted to promote their achievements by using, combined with their own logo/letterhead, the following notation: "**NATO Accredited Education and Training Facility**". The ACT logo can be used on ETF products, related to NATO-provided courses, but only in a combination with the logo of the accredited ETF. The use of the ACT logo does not imply or authorize any ETF authority to represent NATO or ACT beyond notice of the ETF is a "NATO Accredited Education and Training Facility".

4-12. DCOS JFT recognition is also authorized for NATO Provided courses[50] and the associated course completion certificates that may bear an electronic facsimile endorsement (signature) of the SACT. Any use of the SACT's electronic facsimile endorsement beyond course completion certificats must be coordinated and approved by DCOS JFT.

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[47] Many courses that are published in the ETOC support NATO's areas of cooperation with Partners. Partner participation in NATO E&IT activities requires NAC approval and is administered through the PCM and the supporting electronic Partnership Real-Time Information Management and Exchange System (ePRIME).

[48] The certification of a course is not transferable between institutions.

[49] It may be that the ETF did not request the certification of the course, or that the course was assessed as not meeting NATO E&IT requirements.

[50] A NATO provided course is an NATO Approved course that is programmed in the ITEP. Until the first ITEP is published, all NATO Approved courses will be considered NATO Provided.

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4-13. Accredited ETFs are expected to clearly distinguish NATO provided courses from courses that are for other purposes. These ETFs are expected to summarize their use of SACT Recognition within their annual QA Report.

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CHAPTER 5 - SUPPORT AND RESOURCES

SUPPORT TO CURRENT OPERATIONS

5-1.   Current operations have the highest priority with regard to support from NATO's ETEE resources.

5-2.   The operational commander will identify the education and training requirements for a mission specific pre-deployment programme[51].   Nations are responsible for ensuring the personnel and forces assigned to current operations satisfy the required pre-deployment education and training requirements.   As a supplement to national individual pre-deployment education and training, NATO, within means and capabilities, may offer education and training solutions, especially in support of individual augmentee training and in order to address emerging threats as well as to support the application of new concepts and doctrine.

5-3.   NATO is responsible for providing mission-specific training to the NCS.

5-4.   Key leaders will lead, manage, and operate in a multi-national environment. In order to enable them to do so, NATO provided pre-deployment Key Leader Training (KLT) may be necessary. This requirement shall be captured as part of the mission specific pre-deployment programme and shall be reflected in the applicable CE/PE JD for the designated posts.

5-5.   The operational commander will develop an appropriate individual augmentee education and training programme. This programme will usually be considered as mandatory for specific posts designated by the operational commander.   The requirements shall be reflected in the CE/PE JD.

5-6.   In cases where personnel arriving in theatre require critical training to address emerging threats, the operational commander, supported by ACT, shall develop the necessary education and training solutions. These solutions may be provided in-theatre or out-of-theatre. HQ SACT, in close coordination with SHAPE, may develop in a rapid fashion the education and training solutions to close the gaps identified by the operational commander. As necessary, HQ SACT will leverage the expertise of the broader Global Programming governance structure (Department Heads and ETFs) in order to ensure solutions addressing immediate operational requirements are in place.

5-7.   When gaps are identified that do not directly relate to a NATO education and training requirement, NATO may be required to take an active role in coordinating or otherwise providing the required solutions, subject to MC endorsement and NAC approval, if needed. These solutions will be offered until the required education and training capability is established within nations. Operational Partners and nations are encouraged to ensure that personnel that have attended such training is available

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[51] The pre-deployment education and training programme is a set of education and training solutions satisfying the NATO education and training requirements for the current or oncoming operation/mission.

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within their national training structure and to NATO, following deployments in order to develop a lasting capacity and extend that training to other deploying personnel[52].

5-8.   As determined by the MC or NAC, NATO may be required to train host nation or local forces. In such circumstances, HQ SACT, in close coordination with SHAPE, shall develop or coordinate individual training opportunities for personnel deploying in a capacity to support the training of those forces. If such a training opportunity exists, Alliance personnel is encouraged to attend NATO-led training prior to deployment to ensure standardization and unity of effort.

SUPPORT TO EXPERIMENTATION

5-9.   Exercises could be used as a venue for experimentation, whenever feasible, without adversely affecting achievement of the exercise or training objectives[53]. Pertinent experimentation requirements and corresponding opportunities shall be captured within the SAGE and developed as the MTEP evolves.   In addition, experimentation could be incorporated in courses as well.

NATO TRAINING MANAGEMENT SYSTEM

5-10. The electronic Individual Training and Education Programme (e-ITEP) is a web-based platform that provides the E&IT component of NATO's Training Management System. The e-ITEP is primarily intended to support E&IT production management. The e-ITEP is constructed to manage in-year production, project future-year E&IT production requirements and also provide trend analysis data (a pattern or prevailing theme) of previous years' activities. The e-ITEP captures NATO's E&IT production requirements, through NATO's Automated Personnel Management System (APMS) links, and compares this with E&IT opportunities scheduled within the e-ITEP. The result is that the e-ITEP can project and match the demand for E&IT with the available solutions. The e-ITEP also includes broader functionality to support the management of NATO E&IT, including:

> a.   **Education and Training Opportunity Catalogue (ETOC)**. The ETOC is the repository of course information including the essential course control documents that support NATO certified courses. The ETOC permits courses offered to NATO to be aligned with disciplines and subsequently certified, if applicable.   The ETOC is an open system that permits all E&T solution providers (military and civilian) to offer their courses. The ETOC provides insight into opportunities that are available to NATO (and Partners).

> b.   **Individual Training Plan (ITP)**. The ITP is aligned with PE/CE position numbers and the associated JDs. Individuals select their NATO post/billet and the ITP will generate the mandatory and desired training opportunities for their post.

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[52] eNRF contributors are also encouraged to follow this scheme.
[53] Bi-SCD 075-04 'Experimentation Directive', dated 19 February 2004.

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    c. **Advanced Distributed Learning (ADL)**. The e-ITEP contains a Learning Management System (LMS) to support the delivery of on-line, e-Learning courses. The system is integrated with the courses identified in the ITP.

    d. **Course Schedules**. Leveraging the information entered into the ETOC, details of planned courses can be reviewed.

5-11. The electronic MTEP (e-MTEP) is the online application that provides detailed information concerning training, exercises and related activities and events scheduled up to two calendar years out including details concerning national exercises. It also outlines information on training and exercise activities scheduled for the following three calendar years.

NATO TRAINING GROUP (NTG)

5-12. The purpose of the NTG is described in detail in MC 0238 Series and this includes supporting the development and implementation of ETEE policies, directives and standards. The Steering Group NTG (SGNTG) is the senior body which provides overall oversight of the NTG. The SGNTG is supported by the Executive Working Group NTG (EWGNTG). The EWGNTG provides a permanent network for consultation between the NATO Military Authorities (NMAs), NATO Commands and nations. The EWGNTG also coordinates the efforts of three service specific task groups (Army, Navy, and Air Force) and leverages this knowledge base to initiate projects to achieve training standardization across the Alliance. The SGNTG and EWGNTG may also establish additional ad-hoc task groups to support NATO and Allies' ETEE as necessary.

RESOURCING

5-13. The ETEE Overarching Policy for NATO Common Funding recognizes the fundamental responsibility of Allies to educate and train their own personnel and forces. At the same time, it supports the NATO responsibility for establishing standards and supporting Allies and Partners in achieving those standards as well as for the evaluation of forces and headquarters. This means that "*costs lie where they fall*", that nations have to provide the funding for E&T, and that travel costs for SMEs originated from inside a NCS entity are borne by that entity. E&T Solution Providers may recuperate their costs by financing systems like tuition fees.

BASIC PRINCIPLES FOR ETEE COMMON FUNDING

5-14. The Resource Policy and Planning Board (RPPB) is the sole body to determine eligibility for common funding and to make recommendations to the Council in this regard.

5-15. Nations have consistently re-affirmed basic or guiding principles that apply to NATO common funding in general and to ETEE in particular:

a. NATO common funding eligibility will focus on the provision of requirements which are over and above those which can reasonably be expected to be made available from national resources.

b. A clear separation should exist between requirement identification, eligibility, and affordability.

c. Military requirements must be justified in line with Alliance objectives and priorities.

d. Common funding is not the default option for solving Alliance capability shortfalls, but as one of the elements, alongside national, multinational and joint funding arrangements, for providing the capabilities the Alliance considers necessary.

e. The Medium Term Resource Plan (MTRP) addresses the affordability issue.

5-16. Specifically in the ETEE context these overarching principles are translated into the following basic principles:

a. Training and exercising of national forces remain the responsibility of nations providing the forces.

b. Training and exercises required to ensure/validate that NCS HQs, and when so designated NFS HQs, can effectively command NATO-led operations and missions is a NATO responsibility.

c. Each nation is responsible for filling the military quota and rotational posts that it has accepted, with fully qualified and trained personnel who meet the requirements detailed in the JDs for the posts.

d. The provision of NATO-specific education and individual training required by military personnel provided to NATO bodies is a NATO responsibility.

e. Any reimbursement of eligible expenses is limited to those nations specifically requesting a subsidy.

COMMON FUNDING PROVISIONS

5-17. With a view to achieving exercise aims and objectives, the MC has identified a single military criterion that may form the basis for potential transportation grants: critical exercise enablers, not offered during force generation or withdrawn late in the planning process, or in case of a withdrawal replacing capabilities, without which the exercise aims and objectives, as set in the Exercise Specification, could not be achieved and the exercise would be jeopardised. A justification of the applicability of this criterion, along with resource implications, will form the basis for a special eligibility request to be submitted by the Strategic Command for the specific Live Exercise (LIVEX). This will be forwarded to the MC for endorsement of the military requirement.

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The RPPB's consideration will take into account MC advice, resource issues, and other relevant information.

5-18. SMEs can augment NATO ETEE activities. SMEs can be from outside the NCS and provide specialist knowledge and assistance where this is not readily available from within NCS. Travel costs for SMEs originating from outside the NCS required for the planning and execution of the exercise control organizations are eligible for common funding[54]. Amounts required for the use of all SME will be made visible in documentation submitted for budget screening. This is to be limited to a maximum of 200 SMEs for major exercises and 100 SMEs for reduced scale exercises.

5-19. Travel costs for SMEs originating from outside the NCS required for delivery of NATO-provided courses are eligible for common funding. This is limited to two individuals per course.

5-20. As provided for in MC 0458/3, DHs are an integral part of the Global Programming Governance Structure. If DHs cannot be provided from within the NCS[55] then travel costs for DHs coming from outside the NCS in the execution of their duties are eligible for common funding. This is limited to 10 travels per discipline per year.

5-21. In case of not fully qualified or trained critical personnel is assigned to NCS posts, special eligibility for specific education and training can be considered upon the request of the NMA on a case-by-case and limited basis, and taking into account the resource implications. Ultimately, the SCs are responsible for identifying training solutions that do not have common funding as the default solution including building on e-learning initiatives.

5-22. Every year, DCOS JFT will provide specific instructions for the reimbursement of travel costs for E&T.

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[54] An exercise has to be included in the MTEP to be eligible for NATO common funding.
[55] In line with NATO policy, DHs from partner nations or NNEs are not eligible for common funding.

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TERMS AND DEFINITIONS

Accreditation – the process resulting in recognition that an institution has met standards established by an external body/agency.

Assessment – the process of estimating the capabilities and performance of organizations, individuals, materiel or systems (AAP-06, 2014). Within education and individual training it is the process of measuring and documenting knowledge, skills, attitudes, and beliefs.

Certification – the process of officially recognizing that organizations, individuals, materiel or systems meet defined standards or criteria (AAP-06, 2014).

Collective Training – procedural drills and practical application of doctrine, plans, and procedures to acquire and maintain collective tactical, operational and strategic capabilities.

Course – planned, sequenced and structured learning activities based on objectives, which stem from E&IT requirements, for a clearly identified audience.

Department Head (DH) – an institution responsible for the translation of the requirements into solutions for the E&T Spectrum and for the coordination of the solutions. The DH will maintain a Discipline E&T programme and strive to ensure that solutions are delivered in the most effective, efficient and affordable manner through NATO, Allies, Partners and NNEs.

The DH is an organisation that volunteers to take up the responsibility and with sufficient expertise in a discipline and the application of SAT to manage solutions but is not necessarily involved with the delivery of E&T.

Discipline – a NATO approved body of knowledge and skills, which supports an existing or evolving capability.

Education – the systematic instruction of individuals that will enhance their knowledge and skills, and develop competencies. Education provides a base of knowledge and intellectual skills upon which information can be correctly interpreted and sound judgment exercised. It is the developmental activity enabling individuals to make a reasonable response to an unpredictable situation (mind-set).

Education and Training – Education and Training is a form of learning in which the knowledge, skills, and habits are transferred from one individual or group to the next through in a structured manner.

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Education & Training Facility (ETF) – an institution or entity that supports NATO E&T through the organisation of E&T activities. NETFs, COEs, PTECs, and NTIs are types of ETFs.

Education and Individual Training (E&IT) – comprises the structured activities that develop the skills, knowledge and attributes required in the performance of assigned duties and upon which information can be correctly interpreted and sound judgment applied (and exercised).

Education and Individual Training Solution – see Course.

Education and Training Activity – see NATO Education and Training Activity.

Education and Training Programme – see NATO Education and Training Programme.

Education and Training Solution Providers – Entities form NCS and NFS, NETFs, NATO Accredited COEs, NATO recognized PTECs, (Multi-) National Training Institutions (NTIs) from NATO nations and other education and training facilities from Partners and NNEs in accordance with Para 18 and Annex B of MC 0458/3 that provide solutions open to NATO and satisfying NATO E&T requirements.

Evaluation – the process of making judgements. A structured process of examining activities, capabilities and/or performances (potentially including related structures and processes) against defined standards or criteria (AAP-06 2014).

Exercises – a military manoeuvre or simulated wartime operation involving planning, preparation, and execution. These collective activities where HQs and/or formations are prepared to fulfil their missions, are driven by external stimuli of a scenario and typically assessed on their readiness.

Individual Training – the development of skills and knowledge necessary to perform specific duties and tasks. Individual Training is learned response to predictable situations (skills).

Individual Training and Education Programme (ITEP) – is the programme that matches NATO E&IT requirements and opportunities, and provides E&T solutions to fulfil NATO assigned missions in an effective, efficient and affordable way.

Job Description (JD) – a delineation of the specific duties, responsibilities, and qualification pertaining to a specific post. A JD generally includes a statement that defines the principle duties for a position and includes tasks, responsibilities, and qualifications required for the job as well how it fits within the organization (AAP-06 2014).

Key Leader Training (KLT) – aimed to familiarize selected command and staff officers, designated to fill specific HQ positions in a national or multinational environment, with the force mission and organization, updated situation, supporting plans, key reference documents, Standard Operating Procedures (SOPs) and HQ

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responsibilities in order to provide a common foundation on related issues. It has to focus on specific topics exposing the leaders to challenges they could face during a specific exercise or upcoming military operation (Bi-SCD 75-3).

Military Training and Exercise Programme (MTEP) – is the programme and management process to match NATO CT&E requirements and opportunities and provide synchronised training solutions to fulfil NATO assigned missions in the most effective, efficient and affordable way.

NATO Education and Training (E&T) Activity – refers to the delivery and conduct of specific individual (e.g., course, seminar) as well as collective solutions (e.g., Battle Staff Training, Command Post Exercise, Live Exercise) to satisfy NATO E&T requirements.

NATO Education and Training (E&T) Event – supporting or related management events necessary to define, plan, organize, and coordinate E&T activities (e.g., conferences, meetings, working group sessions and other proceedings not involving the provision of E&T).

NATO Education and Training (E&T) Programme – a set of E&T activities (individual and collective) assembled to satisfy the NATO E&T requirements captured within a discipline.

NATO Education and Training (E&T) Requirements – NATO E&T Requirements[56] are education, training and exercising required to ensure, or to otherwise validate, that NCS HQs, NFS HQs and other structures and assets made available to NATO can effectively command or control NATO-led operations and missions[57].

NATO Partner – refers to Partnership for Peace (PfP), Mediterranean Dialogue (MD), and Istanbul Cooperation Initiative (ICI) countries as well as Partners across the globe with a partnership programme with NATO (MC 0458/3).

NATO Systems Approach to Training (SAT) – an iterative and interactive sequence of actions leading from the definition of a need for education and individual training through to defining, developing and implementing effective and efficient E&IT solutions to satisfy the need.

NATO Education and Training Spectrum – Since the individual's preparation is a prerequisite for collective effectiveness, individual training and collective training must be viewed as a closely interconnected continuum. As such, the NATO Education and Training Spectrum is defined as having an individual focus connected to collective proficiency and comprises of four discreet areas: Education, Individual Training, Collective Training and Exercises.

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[56] MC 0458/3 para 23 and 29.a. refer.
[57] Inherent in planning processes supporting NATO E&T Requirements are the quantitative aspects leading to the identification of the E&T production requirement.

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Non-NATO Entity (NNE) – includes International Organizations (IO), Governmental Organizations (GO) of non-NATO nations, Non-Governmental Organizations (NGO), Non-NATO Multinational forces, Host Nations (when the Host Nation is not a NATO nation), Contractors on operations, exercises and transformational activities as well as Non-NATO countries that do not otherwise meet the definition for "NATO Partner" (MC 0458/3).

Partner – See NATO Partner.

Performance Gap – the difference between actual performance and potential/desired performance.

Performance Measurement – is the ongoing monitoring and reporting of programme accomplishments, particularly progress toward pre-established goals. It is typically used as a tool for accountability (NTG TG IT&ED).

Performance Objective (PO) – specifies, in precise terms, what an individual must be able to do in terms of job performance and specifies a level of proficiency. A complete PO captures a performance gap and includes a description, in job/function operational terms, of what the individual must do, the conditions under which the performance must be completed, and the standard to be achieved. PO is synonymous with Behavioural Objective.

Performance Requirements – define what an individual will be prepared to do and to what level. Performance requirements are derived from the tasks performed by individuals as part of their principal duties during operations or while occupying specific NFS/NCS positions. Job Descriptions (JDs) capture performance requirements and are essential to define E&IT solutions.

Performance Statement – a clear, concise and precise statement representing a logical and complete part of the job function which is observable and measurable.

Proficiency Level – a scale which defines a degree of competence required in order to perform principle duties and tasks on the job.

Programme – see NATO Education & Training Programme.

Quality Assurance (QA) – the application of checks and audits to ensure quality procedures are being carried out. QA focuses on preventing faults, ensuring processes are performed correctly in the first instance (NTG TG IT&ED).

Quality Management System (QMS) – a complete set of quality standards, procedures and responsibilities.

Requirements Authority (RA) – The authority responsible for identifying, collecting and managing the specific NATO education and training requirements associated with a discipline. The RA is an operational expert in the discipline and represents the end user of educated and trained personnel and forces. The RA will normally be at the ACOS/DCOS level, or the civilian equivalent, within the NATO structure.

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Standards – the criterion against which performance is measured; identifies a level of proficiency to be attained.

Strategic Training Plan (STP) – a product of the Global Programming – Development Methodology used to capture the strategic picture and formalize education and training needs through a NATO discipline. The STP provides the foundation and necessary justification for education and training through links to Alliance tasks, objectives and priorities.

Systems Approach to Training (SAT) – see NATO Systems Approach to Training.

Target Audience – the individuals/participants, potentially from within a broader Training Audience that require specific E&IT to resolve a performance gap. Also see Training Audience.

Task – a discrete segment of work with a definite beginning and end. A task defines broader duties and is part of a job. Tasks can be produced, compiled, achieved and/or accomplished on their own.

Task Analysis – the systematic process of identifying how a specific task is completed; and a detailed analysis of each of those tasks. Task analysis involves skills analysis.

Training Audience – a collective training term referring to the headquarters/ command/participant/unit identified as the main as well as the secondary focus for a training event. Within E&IT, Target Audience refers to the individual/participant component of the Training Audience.

Training Needs Analysis (TNA) – a series of events within the Global Programming – Development Methodology which results with a set of E&T solutions that satisfy a Requirements Package. This defines the objectives required to eliminate gaps and the necessary plans which result in the delivery of E&T solutions.

Requirements Package – E&T solutions rarely satisfy one requirement. Providers try to combine requirements into a package that will be fulfilled in an affordable, effective and efficient way for the stakeholders through the provision of an E&T solution.

Training Objective (TO) – within NATO used for Collective Training; it is a mission essential task to be performed, under resource conditions, and defined standards (references and criteria of performance). It describes the staff processes, knowledge, skills or attitudes to be achieved during the conduct of training. Note: in some nations a TO is used within Individual Training and is synonymous with Enabling Objective.

Training Requirements Analysis (TRA) – a process supporting the Global Programming – Development Methodology used to capture NATO education and training requirements. The TRA attempts to match NATO education and training requirements with the available solutions.

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Training Requirements Analysis Report (TRA Report) – this is the report documenting the results of a TRA. The TRA Report captures existing education and training solutions, potentially available to the Alliance, and is the tool used to eventually match NATO education and training requirements with the available solutions. The TRA Report also attempts to capture the intended target audiences and identifies preliminary performance objectives in the form of broad performance – task statements.

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GLOSSARY

ACO	Allied Command Operations
ACOS	Assistant Chief of Staff
ACT	Allied Command Transformation
ADC	Annual Discipline Conference
ADL	Advanced Distributed Learning
AFS	ACO Forces Standards
APMS	Automated Personnel Management System
Bi-SC	Bi-Strategic Command
Bi-SCD	Bi-Strategic Command Directive
BRSG	Bi-SC Requirements Steering Group
C2	Command and Control
CE	Crisis Establishment
CFI	Connected Forces Initiative
C-IED	Counter-Improvised Explosive Devices
CME	Joint NATO/EU Crisis Management Exercise
CMX	Crisis Management Exercise
COE	Centre of Excellence
CT&E	Collective Training & Exercises
CTS POW	Collective Training Support Programme of Work
D&G	Direction and Guidance
DAP	Discipline Alignment Plan
DCB	Defence and related security Capacity Building

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DCOS	Deputy Chief of Staff
DH	Department Head
DOTMLPFI	Doctrine, Organisation, (Education and) Training, Material, Leadership, Personnel, Facilities and Interoperability
E&IT	Education and Individual Training
E&T	Education and Training
EAPC	Euro-Atlantic Partnership Council
e-ITEP	electronic Individual Training and Education Programme
e-MTEP	electronic Military Training and Exercise Programme
eNRF	enhanced NATO Response Force
EPMB	Evaluation Programming and Management Board
e-PRIME	electronic Partnership Real-Time Information Management and Exchange System
ETEE	Education, Training, Exercise and Evaluation
ETF	Education and Training Facilities
ETOC	Education and Training Opportunities Catalogue
EWGNTG	Executive Working Group NATO Training Group
HQ	Headquarters
HQ SACT	Headquarters Supreme Allied Commander Transformation
HR	Human Resources
HRF	High Readiness Forces
ICI	Istanbul Cooperation Initiative
IMS	International Military Staff
IPB	ITEP Planning Board
IS	International Staff
ITEP	Individual Training and Education Programme
JALLC	Joint Analysis and Lessons Learned Centre

JD	Job Description
JETE	Joint Education, Training and Exercises
JFC	Joint Force Command
JFT	Joint Force Trainer
JFTC	Joint Force Training Centre
JWC	Joint Warfare Centre
KLT	Key Leader Training
LIVEX	Live Exercise
LMS	Learning Management System
LoA	Level Of Ambition
MC	Military Committee
MD	Mediterranean Dialogue
MPB	MTEP Planning Board
MPD	Bi-SC Military Partnerships Directorate
MTEP	Military Training and Exercise Programme
NAC	North Atlantic Council
NCS	NATO Command Structure
NDPP	NATO Defence Planning Process
NETF	NATO Education and Training Facility
NFS	NATO Force Structure
NITEC	NATO Individual Training and Education Conference
NLR	National Liaison Representative (at HQ SACT)
NMA	NATO Military Authority
NNE	Non-NATO Entity
NTEC	NATO Training and Exercise Conference
NTG	NATO Training Group

NTI	(Multi-) National Training Institution
OSE	Officer Scheduling the Exercise
OTP	Open to Partners
PCM	Partner Cooperation Menu
PE	Peacetime Establishment
PfP	Partnership for Peace
PNLR	Partner National Liaison Representative (at HQ SACT)
POC	Point Of Contact
POW	Programme of Work
PPP	Production Planning Process
PSE	Peace Staff Element
PTEC	Partnership Training and Education Centre
QA	Quality Assurance
RA	Requirements Authority
RPPB	Resource Policy and Planning Board
SACEUR	Supreme Allied Commander Europe
SACT	Supreme Allied Commander Transformation
SAGE	SACEUR's Annual Guidance on Education, Training, Exercise and Evaluation
SAT	Systems Approach to Training
SGNTG	Steering Group NATO Training Group
SHAPE	Supreme Headquarters Allied Powers Europe
SME	Subject Matter Expert
SSC	Single Service Command
STANAG	Standardization Agreements
STP	Strategic Training Plan

TNA	Training Needs Analysis
TRA	Training Requirements Analysis
TREX	Training and Exercise (branch)
TSC	Training Synchronisation Conference
TTP	Tactics, Techniques and Procedures
VNC	Voluntary National Contribution

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ANNEX C TO
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GUIDE TO DETERMINE IF E&T REQUIREMENTS ARE NATO E&T REQUIREMENTS

1.   The Global Programming - Development Methodology is used to identify, define and manage NATOs E&T requirements and the solutions satisfying those requirements. NATO E&T requirements are identified and refined during subsequent steps in the Development Methodology and this leads to E&T solutions.

2.   A key element in Global Programming is the recognition of an E&T Requirement as a NATO E&T Requirement. In support of this, the Bi-SCD provides the following definition of a NATO E&T Requirement:

> *NATO E&T Requirements are education, training and exercising required to ensure, or to otherwise validate, that NCS HQs, NFS HQs and other structures and assets made available to NATO can effectively command or control NATO-led operations and missions. This includes NATO-specific education and individual training required by military personnel provided to those HQs and NATO bodies. An individual NATO-specific requirement is the expression of the performance gap between an individual working in the NCS/NFS environment and an individual educated and trained to work in a similar national environment.*

3.   Although the above definition clearly explains what a NATO E&T Requirement is, when confronted with a proposed E&T Requirement there may be some ambiguity. The following guide is provided to support decision-making and assist with deciphering NATO E&T Requirements.

QUESTION 1: IS IT AN E&T REQUIREMENT?
4.   Although a requirement may be expressed as a NATO E&T Requirement, it should be kept in mind that E&T is just one potential solution to address a performance gap. The performance gap is the difference between the actual and the desired performance. The figure below illustrates a model to support the analysis of a performance gap as this is based on capability development considerations and causal factors. Due consideration must be given as to whether E&T is a solution to the performance gap (see Annex D for further details).

5.   If HQ SACT/JFT[58] decides that E&T is not part of the solution, the performance gap must be solved through another approach. If on the other hand, it is determined that the performance gap is caused – inter alia – by an E&T shortfall, this gap will lead to the identification of a (new) E&T requirement.

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[58] When an individual or group within NATO detects a performance gap possibly related to E&T, HQ SACT/JFT is the preferred entry point. HQ SACT/JFT will study the request, together with the RA considered the operational expert in the Discipline, and decide on the way ahead.
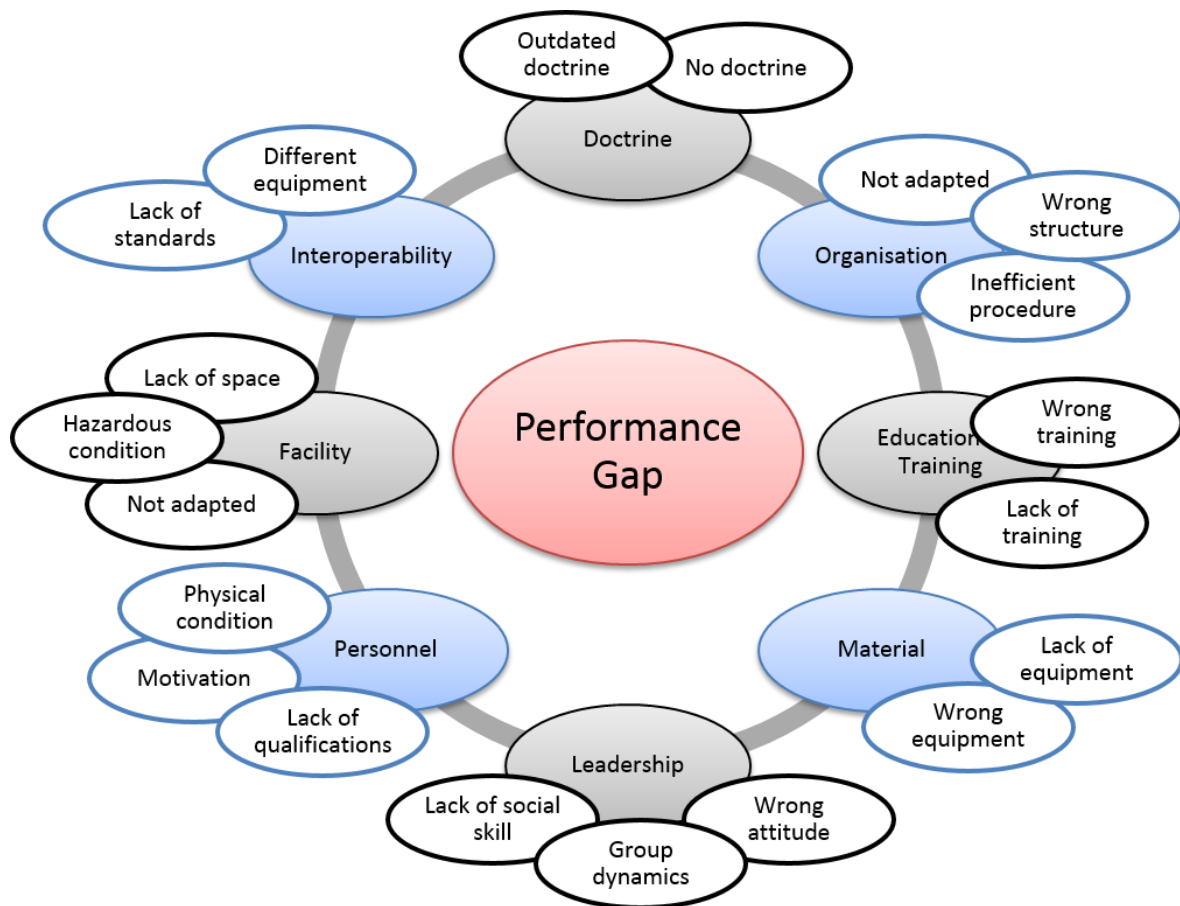
Figure C-1: Illustration of Possible Causes of a Performance Gap

QUESTION 2: IS IT A NATO E&T REQUIREMENT?

6.   Once decided that a valid E&T Requirement exists, a decision is needed whether it constitutes a NATO E&T Requirement. This decision must be based on the above definition. However, there are several elements which could be subsumed to this definition and they in turn could be assessed differently in order to reach a decision. The following elements should be considered when answering this question:

a.   Indicators suggesting that a requirement might be a NATO E&T Requirement (sequenced in ascending order of likelyhood):

(1)   The main references are a NATO document (e.g., MC Policy, NATO doctrine or other MC document). Note: these documents on their own do not equate to a NATO E&T Requirement. In many cases they may simply standardize purely national elements. STANAGs, as an example, provide standardization in NATO but often do not entail NATO E&T Requirements.

(2)   The reference in question is a NCS directive (e.g., Bi-SC Directive, ACO Directive).

(3)　　The relevant process involves the NCS exclusively.

(4)　　The E&T Requirement concerns a task captured in the NATO Task List or NCS/NFS HQ task lists.

(5)　　The E&T Requirement concerns material, equipment or software exclusively or predominantly used by the NCS.

(6)　　The E&T Requirement concerns Command and Control of NATO Forces.

(7)　　Positions within the NCS/NFS are identifiable as the Target Audience.

(8)　　A desired E&IT solution will become part of the Job Description (JD) either as an essential or as a desired qualification for NCS/NFS billets.

(9)　　The potential Target Audience is NCS/NFS personnel only.

b.　　Indicators suggesting that the requirement is not a NATO E&T Requirement (sequenced in ascending order of likelyhood):

(1)　　The E&T Requirement concerns internal processes, administration, or staff procedures applicable to one NCS/NFS HQ or element. Such an E&T requirement should receive a solution through the internal staff training of that HQ/entity.

(2)　　The requirement is based on non-NATO approved terminology or doctrine.

(3)　　The references are exclusively national documents.

(4)　　The potential Target Audience is drawn largely from soldiers, tactical teams, crews, or units of NATO nations' forces only.

c.　　The following arguments are not suited to advocate a decision to accept a requirement as a NATO E&T Requirement:

(1)　　A need to standardize.

(2)　　A national issue explained to NATO commanders for their awareness.

(3)　　A gap exists, potentially throughout NATO, concerning information gathering or sharing of a particular topic or issue.

(4)　　A related course or exercise already exists.

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7.   Once a new NATO E&T Requirement is confirmed, and an RA assumes responsbility, the new requirement is presented, by the RA, at the Annual Discipline Conference. This results in a change to the discipline specific requirements that are managed within the Discipline Alighnment Plan and addressed by the DH. Once a NATO E&T Requirement is confirmed the next step is to investigate available solutions. Before designing a new solution for an E&IT related gap, the DH will look for existing solutions that may be satisfactory.

QUESTION 3: WHAT IF IT IS NOT A NATO E&T REQUIREMENT?

8.   Many proposed E&T Requirements are likely not NATO E&T Requirements. Nevertheless they may constitute valid requirements for E&T within NATO.

9.   Many E&T Requirements will find their origin in the capability development process and eminate from the NATO Defence Planning Process (NDPP). Such E&T is important for ensuring NATO's collective capabilities; however, those requirements which are applicable to a single or a few NATO members is entirely a responsibility of the nations. Nations may address the solutions through the pooling and sharing of opportunities. E&IT solutions can be incorporated and promoted through the ETOC or in the MTEP (Chapter IV) for CT&E.

DECIPHERING NATO E&T REQUIREMENTS

Example 1: The link between an E&T Requirement and a NATO E&T Requirement

Executing logistics is a necessity for NATO, but it is primarily a national responsibility to do so. Educating and training a soldier to become a logistician is entirely a national responsibility.

However, an E&T training gap for the NATO part of logistics (e.g., in order to assume a staff officer function in a JLSG HQ) is an issue that should find a solution through Global Programming. Such a solution will contribute to turning a nationally educated and trained logistician into a NATO logistician.

Example 2: Tasks possibly entailing a NATO E&T Requirement

Task	NATO E&T Requirement
To conduct patrols and operate check points	No
To command a mine hunter	No
To lead a national cyber defence institution	Unlikely
To command and control Joint Force Air Component air assets	Likely
To use TOPFAS in support of NATO operations planning	Yes
To plan a NATO Crisis Response Operation	Yes

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PERFORMANCE GAP IDENTIFICATION

1.   The following is used to identify a potential NATO E&T requirement.   A summary describing the need for E&T is submitted to DCOS JFT and, at a minimum, consists of:

a.   **Identification of the Problem**.   What is the performance related problem or assumed gap in a function or operational capability.

b.   **Audience**. A description of the intended audience which may require additional skills and knowledge in order to become more proficient and resolve the problem.

c.   **Task List**. What is it that the audience must be capable of doing? Identify the tasks and, if desired, link the supporting skills and knowledge that support the task and are required in order to resolve the performance gap.

2.   The following three steps assist in capturing a Performance Gap:

a.   **Step One: Performance Analysis** - Identify desired performance level. Begin by clearly identifying the problem or assumed gap in a function or operational capability. What can't be done that needs to be? At this point focus on individuals and their contribution to achieve a desired/necessary outcome a task/activity. Consider, who is the audience in question? Note: In situations where a new capability is being introduced, identify the desired effects to be achieved as a result of this change and identify what individuals should be doing to achieve the desired effects. Consider:

(1)   **Research**: A review of related or governing directives:

(a)   Are there clear performance standards or a list of duties, tasks or expectations available?

(b)   Are there established (or new) procedures identified which are associated with the desired effects? Are individuals required to do something new that they were not required to do previously?

(2)   **Define**: Analyze the current level of job performance of the identified audience and list the broad tasks to achieve desired effects. Determine what success at the collective level is when all is working as intended.

(3)   **Consult**: Seek, as necessary, other stakeholder input when identifying the tasks elements. Consider: Commanders, supervisors, mission planners, subject matter experts including contractors.

(4)   **Compile**: Create an initial task list by grouping the related sub-tasks and elements together. Verify that this is a realistic expectation for the identified audience (with the appropriate leadership). At this point, it may also be possible to identify supporting skills and knowledge for each of the broader task areas (this is not essential).

b.   **Step Two: Cause Analysis** - Identify current performance level. For an existing function (or capability) focus on the identified audience and gather data concerning their current performance. Consider:

(1)   **Conduct audience analysis:**

(a)   Do individuals know their job?

(b)   Do individuals know how to do their job tasks?

(c)   What do individuals perceive as the barriers preventing effective performance?

(d)   Are they aware of any support information to assist with performance (example: procedures manuals)?

(e)   What training was previously provided?

(f)   Do individuals have any prior experience in the area being assessed?

(g)   Are there positive or negative perceptions of the job among the individuals (this could influence motivation)?

(2)   **Assess collective performance:**

(a)   Does individual performance contribute to collective success, to a collective task. Note: if there is no collective task there is no training problem.

(b)   Do individuals understand how their actions contribute to the overall team or collective success?

(c)   Are there gaps in collective success that stem from the interdependence of individuals/team performance?

c.   **Step Three: Solution Identification:** Analyze gap and determine causes.

1) **Identify probable cause(s).** Generate possible performance gap causes for each major task grouping. Consider:

(a) Equipment related problems.

(b) Organizational supports such as a lack of policies and standard operating procedures.

(c) Environment, or setting, related issues.

(d) Any issues that are attributable to individuals: a lack of skills, knowledge and/or proper attitude.

2) **Identify the portion of the gap** that involves a lack of skill or knowledge and determine if E&T is required.

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COORDINATION AND RESPONSIBILITIES MATRIX

Element	Step	E&T Solution Providers	RA	DH	HQ SACT DCOS JFT	SHAPE ACOS J7	MC/NAC	Output
Governance Structure	Establish Requirements Authority	-	-	-	Informed	Propose	-	RA Appointment Letter by SACEUR
Governance Structure	Establish Department Head	-	Inform	Volunteer	Appoint	Informed	Endorse/Approve	DH Appointment Letter by DCOS JFT, approved by COS HQ SACT
Development Methodology	Requirements Identification	-	Collect & Approve	Inform	Support	Support	-	Prioritised definition of requirements.
Development Methodology	Strategic Training Plan	-	Supportᶦᶦ	Support	Leadᶦᶦ	Agree	Endorse/Approve	STP: An adaptive and flexible plan to unite and synchronise training efforts.
Development Methodology	Training Requirements Analysis	-	Support	Support	Lead & Approve	-	-	TRA report: An overview of the discipline's requirements and solutions, including recommended solutions for identified gaps and redundancies.

The Special Operations and Nuclear Operations disciplines do not follow this matrix. Details on the responsibilities are to be found in the respective STPs.
i.   Lead the development of the requirements, give direction and guidance on the desired end state to initiate, and support the STP production by HQ SACT.
ii.   Produce in Bi-SC format, with the RA in support of the process with the development of the requirements, and recommend to the MC for endorsement.
iii.

Element	Step	E&T Solution Providers	RA	DH	HQ SACT DCOS JFT	SHAPE ACOS J7	MC/NAC	Output
Development Methodology (continued)	Training Needs Analysis							Defines learning and enabling objectives required to eliminate performance gaps, and systematically delivers an E&T solution.
	• Education and Individual Training	-	Inform	Lead	Approve	-	-	E&T opportunity
	• Collective Training (led by the Commander)	-	Support on invitation	Support on invitation	-	-	-	Training Inject
	• Exercises (led by the OSE)	-	Demand	Support the demand	-	-	-	Exercise Programming
	• Exercises (led by the OCE)	-	Inform	Support	-	-	-	Contribution to Exercise Planning and Conduct
	Annual Discipline Conference	Support	Support	Lead	Support & Approve	-	-	DAP: Reflects the main developments and achievements. It outlines the way ahead and serves as a coordination tool within the community of interest.

Element	Step	E&T Solution Providers	RA	DH	HQ SACT DCOS JFT	SHAPE ACOS J7	MC/NAC	Output
Production Planning Process	Bi-SC Requirements Steering Group	-	Inform	Inform	Support	Lead	-	SAGE
	Planning Boards	Support on invitation	Support on invitation	Support on invitation	Lead	Support	-	ITEP and MTEP
	Training Synchronisation Conference	Support	Support	Support	Lead	Support	Inform	National comments to ITEP and MTEP
Quality Assurance	Institutional Accreditation	Volunteer	-	-	Lead	-	-	Accreditation of ETF
	Course Certification	Load CCDs in ETOC	Support	Support	Lead	-	-	Course certification

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PERFORMANCE PROFICIENCY LEVELS AND KEY WORDS

1.   **Basic through to Master.** Proficiency levels provide a scale which defines a degree of competence ("expertise") required in order to perform principle duties and tasks on the job within the NCS/NFS. The proficiency levels described here are intended to support the definition of NATO E&T requirements. The duties and tasks are used to capture the performance gap while the proficiency level scale broadly determines the depth of knowledge and skill that an E&IT solution is intended to target in order to resolve the performance gap[59]. Key action words are used to describe job performance and the action words are categorized based on broad functional areas. The levels of proficiency are based on a modified version of the generic skill descriptions used to augment NATO Occupation Codes. The levels of proficiency and related generic skill descriptors are as follows:

        a.   Basic Level – Follow.

        b.   Intermediate Level – Assist.

        c.   Advance Level – Apply.

        d.   Expert Level – Enable/Advise.

        e.   Master Level – Initiate/Shape/Influence.

2.   **Institutional Leaders.**   Enterprise level descriptors, that are indicative of institutional leadership, are not included in the proficiency levels listed above. Institutional leadership positions within NATO are responsible for setting the vision and strategy as well as inspiring and providing overall leadership. Institutional leaders have significant experience and substantial professional military education which prepares them for work within a complex global environment. Institutional leaders will make the critical decisions which shape and position the organization for future success and this will also integrate a long-term view. Key Leader Engagement events, conferences, seminars and related senior level planning forums are frequently conducted within NATO in large part to keep a broad audience aware of evolving issues and their implications. These forums, combined with expert and master level briefs, provide institutional leaders with the essential foundation to make informed decisions and achieve institutional leadership. An exception to this comes in the form of formalized foundation training which is provided to a specific a Training Audience supporting an operational mission and/or exercise.

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[59] The generic eight skill levels outlined in NATO Occupation Codes – Generic Skill Descriptions have been modified given five levels of proficiency are adequate to identify and define NATO E&T requirements. The eight levels are outlined in Appendix C to NATO Occupational Area Codes, Version 4.0, published 14 December 2007 by NATO C3 Agency.

Job Performance Proficiency Levels
1 0 0	**Basic Level (Follow)** **Skill & Knowledge** The level of proficiency required to successfully perform a routine task or series of task elements (e.g., a step in a sequence of actions) in a structured environment with supervision. Is expected to seek guidance in unexpected conditions. This requires remembering information including facts, terms, concepts, principles as well as the processes and procedures defining job requirements. **Functional Area:** Support.
2 0 0	**Intermediate Level (Assist)** **Skill & Knowledge** The level of proficiency required to become functional and successfully perform a series of tasks independently with minimal oversight. Uses discretion in resolving problems and may plan and schedule work within short timeframes. This requires interpreting information, constructing meaning and the comprehension of facts, terms, concepts, and principles as well as the processes and procedures essential to enable understanding and accomplishing job requirements. **Functional Area:** Communication, Administrative, Technical and Finance.
3 0 0	**Advance Level (Apply)** **Skill & Knowledge** The level of proficiency required to interpret direction and guidance and successfully plan and complete tasks independently as well as potentially monitoring the work of others. Uses discretion to resolve increasingly more complex problems. This requires the application of concepts, principles processes and procedures in both non-routine (new) and concrete situations as well as executing, implementing and carrying out processes and procedures to satisfy job requirements. **Functional Area:** Communication, Administrative, Technical, Finance, Teaching, Creating and Leadership/ Management.
4 0 0	**Expert Level (Enable/Advise)** **Skill & Knowledge** The level of proficiency required to execute a broad range of complex professional and/or technical work activities leveraging prior education, training and practical experience; this includes maintaining an awareness of developing trends within the wider occupational field, analytical thinking and providing institutional leaders discipline and/or inter-disciplinary related advice. This level requires setting work objectives and assigning task and the ability to deconstruct and integrate concepts, principles and procedures to support reasoning and as well as the application of a systematic approach to solving non-routine and ill-defined problems. **Functional Area:** Communication, Administrative, Technical, Finance, Teaching, Creating, Research and Leadership/ Management.
5 0 0	**Master Level (Initiate, Shape and Influence)** **Skills & Knowledge** The level of proficiency required to execute highly complex work activities covering, technical, financial and quality aspects for a functional area. Leverages considerable education, training and extensive practical experience to advise commanders as well as exert significant influence over policy development and contribute to the formulation of strategy and organizational objectives. Decisions made impact the functional area of the enterprise. Able to assess and evaluate risks and understand the implications of new concepts, technologies and trends. This requires adapting concepts and principles as well as processes and procedures to support critical, asymmetric thinking and reasoning potentially leading research efforts and building knowledge, theory and alternative approaches within a recognized body of knowledge. **Functional Area:** Communication, Administrative, Technical, Finance, Teaching, Creating, Research and Leadership/ Management.

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ILLUSTRATIVE CONNECTIONS OF THE INDIVIDUAL WITH THE COLLECTIVE

ILLUSTRATIVE eNRF EDUCATION, TRAINING AND EXERCISES ACTIVITIES
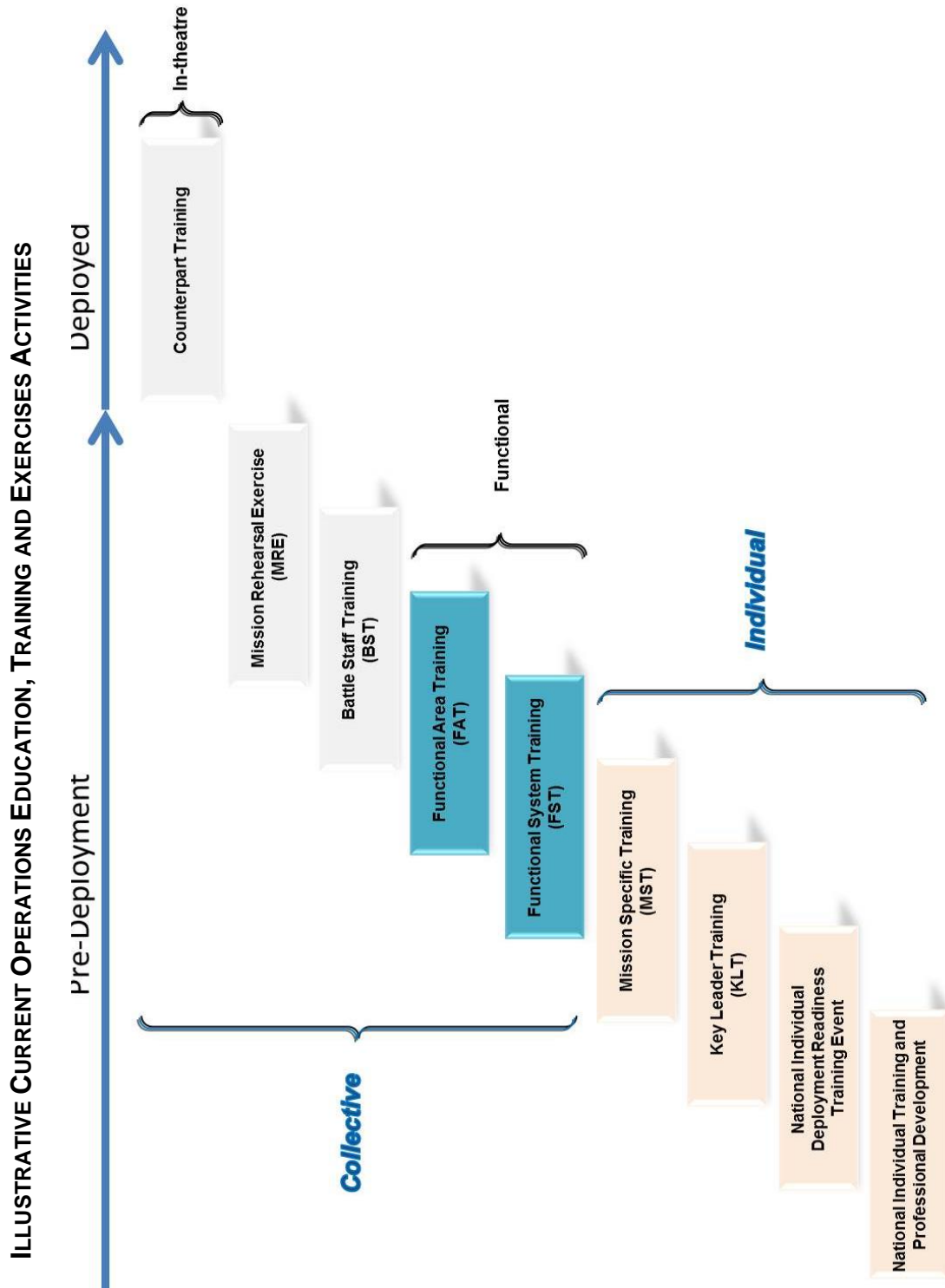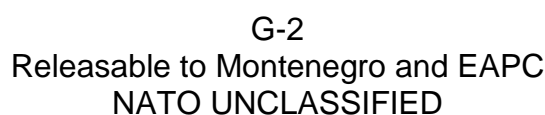
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SUPPORTING SITES

ELECTRONIC-INDIVIDUAL TRAINING AND EDUCATION PROGRAMME (E-ITEP)

The e-ITEP is the online application that enables the ITEP. The e-ITEP captures NATO's E&IT production requirements and compares them to available training opportunities thereby matching the demand with available solutions. The e-ITEP also supports the projection of future training production requirements as well as providing trend analysis of previous year's activities.

URL: https://e-itep.act.nato.int/

EDUCATION AND TRAINING OPPORTUNITIES CATALOGUE (ETOC)

NATO offers through the E&T Institutions a variety of NATO-approved and selected courses, which are available to personnel from contributing nations who are identified to deploy. These courses introduced by E&T institutions themselves shall be published in the ETOC under HQ SACT supervision. The ETOC is a near real time catalogue with no password or login required. It also allows NATO entities, members, Partners and affiliated E&T Solution Providers to advertise their national courses and provides outline details of the courses advertised. It also enables nations to glean an overview of the available E&T opportunities.

It is an integral part of e-ITEP and provides the 'opportunity' data to support the matching of requirements and opportunities.

URL: https://e-itep.act.nato.int/

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ELECTRONIC-MILITARY TRAINING AND EXERCISE PROGRAMME (E-MTEP)

The e-MTEP is the online application that enables the MTEP. The e-MTEP provides detailed information on collective training, exercises and related activities and events scheduled for the first two calendar years, and outlines information on training and exercise activities scheduled for the following three calendar years.

URL: https://emtep.act.nato.int/

EDUCATION AND TRAINING RESOURCES ON TRANSNET

The TRANSNET site contains pages dedicated to E&T. These pages provide additional information like references and templates.

URL: https://transnet.act.nato.int/education-and-training