

CCOE NCFSC Syndicate Coach Profile

Part I – Training Facility Information

Course Iterations:

Course Director:

Part II – Course Content Information

A. Course Aim:

The aim of the NATO CIMIC FUNCTIONAL SPECIALIST COURSE is to raise the knowledge of the Functional Specialists, who have already a vast experience in their area of expertise, about NATO CIMIC and to indicate the interconnection between CIMIC and the different areas of civil expertise. At the conclusion of this course the student will be able to understand the implications of his or her work for the CIMIC environment as well as the contribution of CIMIC to the overall mission as vital part of a comprehensive approach in mission areas.

B. Course Content:

The content of the course is based on all the doctrines and documents currently used by NATO for CIMIC. The changes in the operational requirements as a result of a changed operational environment – as also incorporated in the AJP 3.4.9 (ratification draft) - have also been taken into account.

Main topics being addressed during the course will be:

1. CIMIC assessments with functional aspects
 2. Cultural aspects and its functional analysis
 3. Functional advice to the commander
 4. Operational environment and civil companies
 5. CIMIC activities (e.g. Project execution)
 6. CIMIC Liaison
 7. Interpersonal communication techniques
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Part III – Syndicate Coach (SC) Profile

A. Principal Duties:

In the first place you have to function as a Syndicate Coach as directed by the Course Director (CD) / Senior Instructor (SI), following the 'Competence Based Education and Training' (CBET) principle, which puts you into the role of a Teacher / Tutor who is the guide throughout the whole learning process. The focus lies on integrated learning

which combines the student desired competences with tasks related to a reality / problem situation. Your task here is to monitor and guide the students' learning progress and performance, using all the data provided, according to the course instructional system design and course outline. Furthermore you have to support the CD / SI in adapting the assignment(s) based on the chosen scenario to provide directives and guidance. In order to further operationalize the assessments and assessments criteria, related to the syndicate products, the CD / SI needs your assistance and advice.

During the whole learning process you have to act also as a mediator for the students to interfere in cases of different opinions and understandings on the desired outcome. You have to lead the daily- and final course evaluation meetings of the syndicate. Overall you should be able, as the subject matter expert on Functional Specialist issues, to encourage high standards of work of your syndicate.

B. Additional Duties:

As a Syndicate Coach you have to be aware that you have to carry out additional duties as assigned by the CD / SI. You might have to act as a role player and to participate in plenary discussions on order. Assigned by the CD / SI, you should be able to carry out duties as a lecturer on your special subject matter expertise. The participation in Syndicate Coach Meetings scheduled by the CD / SI is mandatory.

C. Essential Qualifications:

1. Professional/Experience:

- You should have CIMIC mission experience at tactical / operational level, desirably as a Functional Specialist.
- You must have knowledge of applicable NATO CIMIC staff procedures, doctrines and military structures.

2. Education/Training:

- NATO CIMIC Functional Specialist Course (mandatory) and/or
- NATO CIMIC Staff Worker / Field Worker Course (mandatory).
- NCFSC Familiarization Program (mandatory).

3. Language proficiency:

- You must have the following standards of proficiency in English (as described in STANAG 6001): Listening – Good / 3, Speaking – Good / 3, Reading – Good / 3, Writing – Fair / 2.

D. Miscellaneous:

- **Initial POC:** Head of Coordination Section, Planning and Coordination (P&C), corbe.m@cimic-coe.org, phone: +31 (0) 53 480 3475

CCOE NCFWC Syndicate Coach Profile

Part I – Training Facility Information

Course Iterations:

Course Director:

Part II – Course Content Information

C. Course Aim:

The main purpose of this course is to enable participants, Officers and NCOs, who are or will be appointed as CIMIC Field Worker's, to conduct CIMIC activities across the full spectrum of military engagement in a modern operational environment, up to and including corps/component command level. The secondary purpose is to create awareness for those organisations and individuals who have a vested interest in CIMIC activities. The course will preferably be conducted in parallel to the NATO CIMIC STAFF WORKER COURSE.

D. Course Content:

The content of the course is based on all the doctrines and documents currently used by NATO for CIMIC. The changes in the operational requirements as a result of a changed operational environment – as also incorporated in the AJP 3.4.9 (ratification draft) - have also been taken into account.

Learning objectives for this course are:

1. Conduct of negotiation across all levels of engagement throughout utilizing meeting and communication techniques
2. Establish Liaison Matrix and utilize networks
3. Communicate with various actors while working with interpreters
4. Respond to various local/cultural aspects by using different techniques
5. Use skills in order to improve the Civil Military Interaction
6. Manage CIMIC related projects

Part III – Syndicate Coach (SC) Profile

B. Principal Duties:

In the first place you have to function as a Syndicate Coach as directed by the Course Director (CD) / Senior Instructor (SI), following the 'Competence Based Education and Training' (CBET) principle, which puts you into the role of a Teacher / Tutor who is the

guide throughout the whole learning process. The focus lies on integrated learning which combines the student desired competences with tasks related to a reality / problem situation. Your task here is to monitor and guide the students' learning progress and performance, using all the data provided, according to the course instructional system design and course outline. Furthermore you have to support the CD / SI in adapting the assignment(s) based on the chosen scenario to provide directives and guidance. In order to further operationalize the assessments and assessments criteria, related to the syndicate products, the CD / SI needs your assistance and advice.

During the whole learning process you have to act also as a mediator for the students to interfere in cases of different opinions and understandings on the desired outcome. You have to lead the daily- and final course evaluation meetings of the syndicate. Overall you should be able, as the subject matter expert on CIMIC Field Worker issues, to encourage high standards of work of your syndicate.

B. Additional Duties:

As a Syndicate Coach you have to be aware that you have to carry out additional duties as assigned by the CD / SI. You might have to act as a role player or participate in plenary discussions. Assigned by the CD / SI, you should be able to carry out duties as a lecturer on your special subject matter expertise. The participation in Syndicate Coach Meetings scheduled by the CD / SI is mandatory.

C. Essential Qualifications:

1. Professional/Experience:

- You should have CIMIC mission field experience at tactical level.
- You should have national / NATO CIMIC field experience at tactical level.
- You must have knowledge of applicable NATO CIMIC staff procedures, doctrines and military structures.

2. Education/Training:

- NATO CIMIC Field Worker Course (mandatory).
- NCFWC Familiarization Program (mandatory).

3. Language proficiency:

- You must have the following standards of proficiency in English (as described in STANAG 6001): Listening – Good / 3, Speaking – Good / 3, Reading – Good / 3, Writing – Fair / 2.

D. Miscellaneous:

- **Initial POC:** Head of Coordination Section, Planning and Coordination (P&C), corbe.m@cimic-coe.org, phone: +31 (0) 53 480 3475

CCOE NCHCC Syndicate Coach Profile

Part I – Training Facility Information

Course Iterations: **Course Director:**

Part II – Course Content Information

E. Course Aim:

The aim of this course is to enable CIMIC/CMI personnel (OF 3 – OF 6) from Strategic, Joint Force and Component Command Level and equivalent non NATO and non military personnel, to conduct CIMIC/CMI activities across the full spectrum of military engagement in a modern conflict situation or in a humanitarian relief operation, to assess the political-military context, to interact with all parties within a conflict situation and to contribute with CIMIC/CMI functional expertise to the planning and other staff processes.

F. Course Content:

The content of the course is based on all the doctrines and documents currently used by NATO for CIMIC/CMI. The changes in the operational requirements as a result of a changed operational environment – as also incorporated in the AJP 3.4.9 (ratification draft) - have also been taken into account.

Main topics being addressed during the course will be:

1. Evaluation of the Political-Military context in the framework of CIVMIL implications
 2. Interpretation of the Civil-Military environment in order to identify common interests and the fields of interaction
 3. Contrasting CIVMIL implications in regards to the planning process and the evaluation of the impacts on the CIVMIL environment
 4. Compiling CIVMIL inputs following staff procedures and supporting the staff synchronization process
 5. Generation of CIVMIL training and education requirements
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Part III – Syndicate Coach (SC) Profile

C. Principal Duties:

In the first place you have to function as a Syndicate Coach as directed by the Course Director (CD) / Senior Instructor (SI), following the 'Competence Based Education and Training' (CBET) principle, which puts you into the role of a Teacher / Tutor who is the guide throughout the whole learning process. The focus lies on integrated learning which combines the student desired competences with tasks related to a reality / problem situation. Your task here is to monitor and guide the students' learning progress and performance, using all the data provided, according to the course instructional system design and course outline. Furthermore you have to support the CD/SI in adapting the assignment(s) based on the chosen scenario to provide directives and guidance. In order to further operationalize the assessments and assessments criteria, related to the syndicate products, the CD/SI needs your assistance and advice.

During the whole learning process you have to act also as a mediator for the students to interfere in cases of different opinions and understandings on the desired outcome. You have to lead the daily- and final course evaluation meetings of the syndicate. Overall you should be able, as the subject matter expert on CIMIC High Level Staff issues, to encourage high standards of work of your syndicate.

B. Additional Duties:

As a Syndicate Coach you have to be aware that you have to carry out additional duties as assigned by the CD/SI. You might have to act as a role player and to participate in plenary discussions/meetings/boards on order. Assigned by the CD/SI, you should be able to carry out duties as a lecturer on your special subject matter expertise. The participation in Syndicate Coach Meetings scheduled by the CD/SI is mandatory.

C. Essential Qualifications:

1. Professional/Experience:

- You should have CIMIC mission experience at operational- and/or strategic staff level.
- You should have national / NATO CIMIC working experience at operational- and/or strategic staff level.
- You must have knowledge of applicable NATO (CIMIC) staff procedures, doctrines and military structures (this includes COPD)

2. Education/Training:

- NATO CIMIC/CMI Higher Command Course (mandatory).
- NCHCC Familiarization Program (mandatory).

3. Language proficiency:

- You must have the following standards of proficiency in English (as described in STANAG 6001): Listening – Good / 3, Speaking – Good / 3, Reading – Good / 3, Writing – Good / 3.

E. Miscellaneous:

Initial POC: Head of Coordination Section, Planning and Coordination (P&C), corbe.m@cimic-coe.org, phone

CCOE NCLC Syndicate Coach Profile

Part I – Training Facility Information

Course Iterations:

Course Director:

Part II – Course Content Information

G. Course Aim:

The main purpose of this course is to further qualify CIMIC Operators, Officers, and NCOs, assigned as CIMIC Liaison Officers, to conduct CIMIC LNO activities at tactical/operational level across the full spectrum of military engagement in a complex operational environment. The secondary purpose is to create awareness and comprehension for those organisations and individuals who have a vested interest in CIMIC LNO activities.

H. Course Content:

The content of the course is based on all the doctrines and documents currently used by NATO for CIMIC/CMI. The changes in the operational requirements as a result of a changed operational environment – as also incorporated in the AJP 3.4.9 (ratification draft) - have also been taken into account.

Main topics being addressed during the course will be:

1. Liaison- and coordination architecture
 2. Civilian environment assessment
 3. Common operational picture
 4. Liaison with civil and military actors
 5. Interpersonal communication skills
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Part III – Syndicate Coach (SC) Profile

D. Principal Duties:

In the first place you have to function as a Syndicate Coach as directed by the Course Director (CD) / Senior Instructor (SI), following the 'Competence Based Education and Training' (CBET) principle, which puts you into the role of a Teacher / Tutor who is the guide throughout the whole learning process. The focus lies on integrated learning which combines the student desired competences with tasks related to a reality / problem situation. Your task here is to monitor and guide the students' learning progress and performance, using all the data provided, according to the course instructional system design and course outline. Furthermore you have to support the CD/SI in adapting the assignment(s) based on the chosen scenario to provide directives and guidance. In order to further operationalize the assessments and assessments criteria, related to the syndicate products, the CD/SI needs your assistance and advice.

During the whole learning process you have to act also as a mediator for the students to interfere in cases of different opinions and understandings on the desired outcome. You have to lead the daily- and final course evaluation meetings of the syndicate. Overall you should be able, as the subject matter expert on CIMIC Liaison issues, to encourage high standards of work of your syndicate.

B. Additional Duties:

As a Syndicate Coach you have to be aware that you have to carry out additional duties as assigned by the CD/SI. You might have to act as a role player and to participate in plenary discussions on order. Assigned by the CD/SI, you should be able to carry out duties as a lecturer on your special subject matter expertise. The participation in Syndicate Coach Meetings scheduled by the CD/SI is mandatory.

C. Essential Qualifications:

1. Professional/Experience:

- You should have CIMIC mission experience at tactical / operational level as a Liaison Officer.
- You should be an Officer / NCO with national / NATO CIMIC working experience at tactical / operational level.
- You must have knowledge of applicable NATO CIMIC staff procedures, doctrines and military structures.

2. Education/Training:

- NATO CIMIC/CMI Liaison Course (mandatory).
- NCLC Familiarization Program (mandatory).

3. Language proficiency:

- You must have the following standards of proficiency in English (as described in STANAG 6001): Listening – Good / 3, Speaking – Good / 3, Reading – Good / 3, Writing – Fair / 2.

F. Miscellaneous:

- **Initial POC:** Head of Coordination Section, Planning and Coordination (P&C), corbe.m@cimic-coe.org, phone: +31 (0) 53 480 3475

CCOE NCSWC Syndicate Coach Profile

Part I – Training Facility Information

Course Iterations:

Course Director:

Part II – Course Content Information

I. Course Aim:

The main purpose of this course is to enable participants, Officers and NCOs, who are or will be appointed as CIMIC Staff Worker's, to conduct CIMIC activities across the full spectrum of military engagement in a modern operational environment, up to and including corps/component command level. The secondary purpose is to create awareness for those organizations and individuals who have a vested interest in CIMIC activities. The course will preferably be conducted in parallel to the NATO CIMIC FIELD WORKER COURSE.

J. Course Content:

The content of the course is based on all the doctrines and documents currently used by NATO for CIMIC. The changes in the operational requirements as a result of a changed operational environment – as also incorporated in the AJP 3.4.9 (ratification draft) – have also been taken into account.

Learning objectives for this course are:

1. Contribution to the staff procedures and to the Decision Making Process (DMP)
 2. Contribution to the Information Management and Common Operational Picture
 3. Establishment of the Extended Liaison Matrix (ELM) in order to utilize contacts and key leaders identified
 4. Evaluation and Management of CIMIC-projects
 5. Conducting meetings and applying communication techniques
 6. Advice on various local/cultural aspects in order to raise cultural/situational awareness
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Part III – Syndicate Coach (SC) Profile

E. Principal Duties:

In the first place you have to function as a Syndicate Coach as directed by the Course Director (CD) / Senior Instructor (SI), following the 'Competence Based Education and Training' (CBET) principle, which puts you into the role of a Teacher / Tutor who is the guide throughout the whole learning process. The focus lies on integrated learning which combines the student desired competences with tasks related to a reality /

problem situation. Your task here is to monitor and guide the students' learning progress and performance, using all the data provided, according to the course instructional system design and course outline. Furthermore you have to support the CD/SI in adapting the assignment(s) based on the chosen scenario to provide directives and guidance. In order to further operationalize the assessments and assessments criteria, related to the syndicate products, the CD/SI needs your assistance and advice.

During the whole learning process you have to act also as a mediator for the students to interfere in cases of different opinions and understandings on the desired outcome. You have to lead the daily- and final course evaluation meetings of the syndicate. Overall you should be able, as the subject matter expert on CIMIC Staff Worker issues, to encourage high standards of work of your syndicate.

B. Additional Duties:

As a Syndicate Coach you have to be aware that you have to carry out additional duties as assigned by the CD/SI. You might have to act as a role player or participate in plenary discussions. Assigned by the CD, you should be able to carry out duties as a lecturer on your special subject matter expertise. The participation in Syndicate Coach Meetings scheduled by the CD/SI is mandatory.

C. Essential Qualifications:

1. Professional/Experience:

- You should have CIMIC mission experience at tactical level as a Staff Worker.
- You should have CIMIC mission experience at tactical and/or operational level as a Staff Officer / Staff NCO.
- You should be a Staff Officer / Staff NCO with national / NATO CIMIC working experience at least at tactical level.
- You must have experience with working with NATO's Comprehensive Operational Planning Directive (COPD).
- You must have knowledge of applicable NATO CIMIC staff procedures, including the CIMIC Functional Planning Guide (FPG)

2. Education/Training:

- NATO CIMIC Staff Worker Course (mandatory).
- NCSWC Familiarization Program (mandatory).

3. Language proficiency:

- You must have the following standards of proficiency in English (as described in STANAG 6001): Listening – Good / 3, Speaking – Good / 3, Reading – Good / 3, Writing – Fair / 2.

G. Miscellaneous:

- **Initial POC:** Head of Coordination Section, Planning and Coordination (P&C), corbe.m@cimic-coe.org, phone: +31 (0) 53 480 3475