

<b>Legend:</b>	"Solution 1; Solution 2." means Solution 1 <b>OR</b> Solution 2 meets the requirement.	<b>Green</b>	The identified solution satisfies the requirements.
	"Solution 1 + Solution 2." means the solutions together meet the requirement.	<b>Amber</b>	The identified solution does not completely satisfy the requirements, or more information is required.
		<b>Red</b>	No appropriate solution open to NATO that satisfies the requirements was identified.
			N/A = Training is not applicable.

TRAINING AUDIENCE	FUNCTIONAL AREA	PERFORMANCE STATEMENT	PL	E&IT	E&IT REMARKS	CT&E	CT&E REMARKS
<b>POLITICAL/MILITARY LEVEL</b>							
<b>IS/IMS</b>							
Senior Leadership	CIMIC & CMI D&G	Contribute to the civil aspects of NATO Defence Planning Process (NDPP).	500			CMX	
Senior Leadership	CIMIC & CMI D&G	Support to the civil aspects of NATO Defence Planning Process (NDPP).	500			CMX	
Senior Leadership	CIMIC & CMI D&G	Define the CMI role to NATO's contribution to Comprehensive Approach (CA).	500			CMX	
MilReps (plus staff), Ambassadors (plus staff)	CIMIC & CMI Advise	Act as the interface to Allies (and Partner nations) on CIMIC and CMI policy, planning and operational matters.	300	N/A		CMX	
IMS	CIMIC & CMI D&G	Formulate direction and guidance on the military interaction in NATO's support to Stability and Reconstruction (S&R).	400			CMX	
IMS	CIMIC & CMI D&G	Formulate direction and guidance on the military interaction in NATO's support to Cross Cutting Topics.	400	UNCPC, CMI-CM-21758, SWEDINT. NATO/UN POC Course FINCENT.	DH to investigate.	CMX	
IS/ DPP	CIMIC & CMI Policy	Formulate policy for CIMIC and CMI.	400			N/A	
IS/OPS DIV/ CPS	CIMIC & CMI Assessment	Appreciate civilian aspects of the mission area relevant to the military mission in the NATO Crisis Response Process (NCRP).	400			CMX	
IS/OPS DIV/ CPS	CIMIC & CMI Assessment	Prioritise civilian aspects of the mission area relevant to the military mission in the NATO Crisis Response Process (NCRP).	400			CMX	
IS/OPS DIV/ CPS	CIMIC & CMI D&G	Contribute to the civil aspects of NATO Defence Planning Process (NDPP).	400			CMX	
IS/OPS DIV/ CPS	CIMIC & CMI D&G	Support to the civil aspects of NATO Defence Planning Process (NDPP).	400			CMX	
IS/OPS DIV/ CPS	CIMIC & CMI Support	Support to the Civil Emergency Planning (CEP) initiatives.	300			CMX	
IS/OPS DIV/ CPS	CIMIC & CMI Planning	Contribute to the NATO Crisis Response Process, not limited to the military instruments of power. Particularly, CMI and the CIMIC contributions to the non-military considerations to military planning.	400			CMX	
IS/OPS DIV/ CPS	CIMIC & CMI Planning	Resolve integrated civil-military planning and coordination issues for CIMIC and CMI activities at strategic level.	400	N/A		CMX	
IS/OPS DIV/ CPS	CIMIC & CMI Liaison	Interact with the NATO HQ civilian crisis management, including expertise available and other resources / actors.	300			CMX	
IS/OPS DIV/ CPS	CIMIC & CMI Liaison	Establish liaison with relevant non-military actors (including HN), in order to facilitate cooperation, harmonisation, information sharing, integrated planning and support to conduct of collective defence operations.	400			N/A	
IS/OPS DIV/ CPS	CIMIC & CMI Liaison	Maintain liaison with relevant non-military actors (including HN), in order to facilitate cooperation, harmonisation, information sharing, integrated planning and support to conduct of collective defence operations.	400			N/A	
IS/OPS DIV/ CPS	CIMIC & CMI Liaison	Coordinate liaison with relevant non-military actors (including HN), in order to facilitate cooperation, harmonisation, information sharing, integrated planning and support to conduct of collective defence operations.	400			N/A	
IS/PASP	CIMIC & CMI Advise	Act as the interface to Allies (and Partner nations) on CIMIC and CMI policy, planning and operational matters.	300	N/A		CMX	
IS/PASP	CIMIC & CMI Liaison	Establish a liaison matrix and a contact information management structure based on mandates, roles, objectives and policies of civilian key stakeholders (DIRLAUTH establishment at appropriate levels).	500			N/A	
IS/PASP	CIMIC & CMI Liaison	Establish liaison with relevant non-military actors (including HN), in order to facilitate cooperation, harmonisation, information sharing, integrated planning and support to conduct of non article 5 crisis response operations.	400			N/A	
IS/PASP	CIMIC & CMI Liaison	Maintain liaison with relevant non-military actors (including HN), in order to facilitate cooperation, harmonisation, information sharing, integrated planning and support to conduct of non article 5 crisis response operations.	400			N/A	
IS/PASP	CIMIC & CMI Liaison	Coordinate liaison with relevant non-military actors (including HN), in order to facilitate cooperation, harmonisation, information sharing, integrated planning and support to conduct of non article 5 crisis response operations.	400			N/A	

TRAINING AUDIENCE	FUNCTIONAL AREA	PERFORMANCE STATEMENT	PL	E&IT	E&IT REMARKS	CT&E	CT&E REMARKS
Civil Emergency Planning Committee (CEPC) 4 Planning Groups Civ Prep Experts National Civ Prep staff	Civil Preparedness	Assess the important elements of the 7 NBR, resilience guidelines, evaluation criteria and supporting guidance as developed by CEPC and its' 4 planning groups.	400				
	Civil Preparedness	Assess the interdependencies between 7 baseline requirements areas and the cascading effects of possible disruptions.	300				
	Civil Preparedness	Assess the mechanisms of using Civ Prep toolbox (eg. sectoral guidelines, civil experts' advice, Civ Prep AST, CBRN Training, exercises) to support nations, upon request, in achieving higher level of resilience, in addition to already existing mechanisms provided by other international actors (such as EU and UN).	400				
	Civil Preparedness	Assess the NATO Defence Planning Process and it's practical application in relation to the DCPS questionnaire on Civil Preparedness.	400				
	Civil Preparedness Assessment	Assess different assessment tools for improving Allies' and NATO's ability to evaluate performance systematically in implementing baseline requirements.	400				
	Civil Preparedness Assessment	Assess how resilience contributes to NATO Deterrence and Collective Defence	400				
	Civil Preparedness Advise	Assess the Civ Prep aspects of Host Nation Support based on Military Requirements in all phases of the operation.	400				
<b>STRATEGIC LEVEL</b>							
<b>SHAPE</b>							
SHAPE/ CCOMC	CIMIC & CMI Assessment	Collect information on non-military actors.	300	NCHCC, CMI-CM-4617, CCOE.		Trident Jupiter I&II	CMX?
SHAPE/ CCOMC	CIMIC & CMI Assessment	Analyse information on non-military actors.	300	NCHCC, CMI-CM-4617, CCOE.		Trident Jupiter I&II	CMX?
SHAPE/ CCOMC	CIMIC & CMI Assessment	Report on non-military actors.	300	NCHCC, CMI-CM-4617, CCOE.		Trident Jupiter I&II	CMX?
SHAPE/ CCOMC	CIMIC & CMI Planning	Provide support during operations planning in the CMI role to NATO's contribution to Comprehensive Approach (CA).	300	NCHCC, CMI-CM-4617, CCOE.		Trident Jupiter I&II	CMX?
SHAPE/PD/ J9	CIMIC & CMI D&G	Issue direction and guidance to subordinate HQs on the conduct of pre-deployment CIMIC and CMI activities.	400	N/A		Trident Jupiter I&II	CMX?
SHAPE/PD/ J9	CIMIC & CMI Assessment	Perform information sharing and interaction with non-military actors.	300	NCHCC, CMI-CM-4617, CCOE + NCLC, CMI-CM-3614, CCOE.		Trident Jupiter I&II	CMX?
SHAPE/PD/ J9	CIMIC & CMI Assessment	Assess civil situations in order to contribute to the strategic appreciation of the crisis.	400			Trident Jupiter I&II	CMX?
SHAPE/PD/ J9	CIMIC & CMI Assessment	Analyse the NATO HQ civilian crisis management capability, including expertise available and other resources / actors.	400	NCHCC, CMI-CM-4617, CCOE.		Trident Jupiter I&II	CMX?
SHAPE/PD/ J9	CIMIC & CMI Assessment	Collect information on non-military actors.	400	NCHCC, CMI-CM-4617, CCOE.		Trident Jupiter I&II	CMX?
SHAPE/PD/ J9	CIMIC & CMI Assessment	Analyse information on non-military actors.	400	NCHCC, CMI-CM-4617, CCOE.		Trident Jupiter I&II	CMX?
SHAPE/PD/ J9	CIMIC & CMI Assessment	Report on non-military actors.	400	NCHCC, CMI-CM-4617, CCOE.		Trident Jupiter I&II	CMX?
SHAPE/PD/ J9	CIMIC & CMI Assessment	Assess civil situations in order to contribute to the strategic appreciation of the crisis.	400			Trident Jupiter I&II	CMX?
SHAPE/PD/ J9	CIMIC & CMI Assessment	Provide CIMIC and CMI contribution to strategic mission assessment.	400	N/A		Trident Jupiter I&II	CMX?
SHAPE/PD/ J9	CIMIC & CMI Advise	Formulate Advise to other relevant staff functions on their CMI.	400	N/A		Trident Jupiter I&II	CMX?
SHAPE/PD/ J9	CIMIC & CMI Advise	Advise the commander and staff on the civil situation in the theatre of operations and the implications of military operations on the civil environment and vice versa.	400	NCHCC, CMI-CM-4617, CCOE.		Trident Jupiter I&II	CMX?
SHAPE/PD/ J9	CIMIC & CMI Management	Provide CIMIC inputs to relevant staff processes (i.e. working groups and boards).	300	NCHCC, CMI-CM-4617, CCOE.		Trident Jupiter I&II	CMX?
SHAPE/PD/ J9	CIMIC & CMI Policy	Formulate doctrine and directives for CIMIC and CMI.	400			N/A	
SHAPE/PD/ J9	CIMIC & CMI Liaison	Contribute to Key Leaders Engagement and other information activities.	300	N/A	Check definition KLE	Trident Jupiter I&II	CMX?
SHAPE/PD/ J9	CIMIC & CMI Liaison	Coordinate information sharing and interaction with non-military actors.	300	NCLC, CMI-CM-3614, CCOE.		Trident Jupiter I&II	CMX?
SHAPE/PD/ J9	CIMIC & CMI Liaison	Acts as the interface to Allies (and Partner nations) on CIMIC and CMI policy, planning and operational matters.	300	N/A		N/A	
SHAPE/PD/ J9	CIMIC & CMI Liaison	Interact with the NATO HQ civilian crisis management, including expertise available and other resources / actors.	300			Trident Jupiter I&II	CMX?
SHAPE/PD/ J9	CIMIC & CMI Liaison	Contribute to the liaison matrix on CMI/CIMIC.	400	NCHCC, CMI-CM-4617, CCOE; NCLC, CMI-CM-3614, CCOE.		Trident Jupiter I&II	CMX?
SHAPE/PD/ J9	CIMIC & CMI Liaison	Establish strategic level liaison with relevant non-military actors.	300	NCLC, CMI-CM-3614, CCOE; CMR, CMI-CM-31546, SWEDINT.	MTTs are possible	Trident Jupiter I&II	CMX?
SHAPE/PD/ J9	CIMIC & CMI Liaison	Maintain strategic level liaison with relevant non-military actors.	300	NCLC, CMI-CM-3614, CCOE; CMR, CMI-CM-31546, SWEDINT.	MTTs are possible	Trident Jupiter I&II	CMX?

TRAINING AUDIENCE	FUNCTIONAL AREA	PERFORMANCE STATEMENT	PL	E&IT	E&IT REMARKS	CT&E	CT&E REMARKS
SHAPE/PD/ J9	CIMIC & CMI Planning	Ensure CIMIC and CMI contribution to all stages of planning.	400	NCHCC, CMI-CM-4617, CCOE.		Trident Jupiter I&II	CMX?
SHAPE/PD/ J9	CIMIC & CMI Planning	Provide support, especially in the CMI role, to NATO's contribution to Comprehensive Approach (CA).	300	NCHCC, CMI-CM-4617, CCOE.		Trident Jupiter I&II	CMX?
SHAPE/PD/ J9	CIMIC & CMI Planning	Contribute to and support the civil aspects of NATO Defence Planning Process (NDPP).	400			N/A	
SHAPE/PD/ J9	CIMIC & CMI Planning	Contribute to Formulating direction and guidance on the military engagement in NATO's support to Cultural Property Protection (CPP) efforts.	300		Possible Contributions: UNESCO; Austria.	Trident Jupiter I&II	CMX?
SHAPE/PD/ J9	CIMIC & CMI Planning	Contribute to Formulating direction and guidance on the military engagement in NATO's support to Stability and Reconstruction (S&R) efforts.	300	NCHCC, CMI-CM-4617, CCOE		Trident Jupiter I&II	CMX?
SHAPE/PD/ J9	CIMIC & CMI Planning	Contribute to Formulating direction and guidance on the military engagement in NATO's support to Children and Armed Conflict (CAAC) efforts.	300	UNCPC, CMI-CM-21758, SWEDINT; UNPoCC, MCP-CM-31862, FINCENT.	DH to investigate. Possible Contributions: ADL ACT.	Trident Jupiter I&II	CMX?
SHAPE/PD/ J9	CIMIC & CMI Planning	Contribute to Formulating direction and guidance on the military engagement in NATO's support to Protection of Civilians (PoC) efforts.	300	UNCPC, CMI-CM-21758, SWEDINT; UNPoCC, MCP-CM-31862, FINCENT.	DH to investigate.	Trident Jupiter I&II	CMX?
SHAPE/PD/ J9	CIMIC & CMI Planning	Contribute to planning and execution of military engagement in NATO's support to Women, Peace and Security (WPS) efforts.	300		SWEDINT/NCGM?	Trident, Noble, Bold series	CMX?
SHAPE/ All J Functions	CIMIC & CMI Awareness	Interpret doctrine and directives for CIMIC and CMI.	200	NCOC, CMI-CM-2423, NSO.		N/A	
SHAPE/ CCOMC SHAPE/ PD	Civil Preparedness Awareness	Monitor the strategic environment as it is influenced by/influences civil preparedness.	200			Trident Jupiter I&II	
SHAPE/ CCOMC SHAPE/ PD	Civil Preparedness Awareness	Assess the strategic environment as it is influenced by/influences civil preparedness.	300			Trident Jupiter I&II	
SHAPE/ CCOMC	Civil Preparedness Planning	Apply provisions of relevant Crisis Response Measures (CRMs) to planning and conduct of operations.	300	NATO CIVIL-MILITARY PLANNING AND SUPPORT COURSE, CMI-CM-2556, NSO.		Trident Jupiter I&II	
SHAPE/SED/ J4 SHAPE/SDP/ J5	Civil Preparedness Advise	Advise SACEUR on governments' ability to plan, prepare and control some elements of HNS.	400			Trident Jupiter I&II	
SHAPE/SED/ J4 SHAPE/SDP/ J5	Civil Preparedness Advise	Advise SACEUR on the availability of, accessibility to and connectivity between dedicated Sea and Air Ports of Debarkation together with RSOM areas, which are critical enablers for rapid and agile deployment.	400			Trident Jupiter I&II	
SHAPE/SED/ J4 SHAPE/SDP/ J5 SHAPE/CD/ J6	Civil Preparedness Advise	Advise SACEUR on the assured access to fuel supply and interoperable HN Communication and Information Systems infrastructure.	400			Trident Jupiter I&II	
SHAPE/SED/ J4 SHAPE/SDP/ J5 SHAPE/ OLA	Civil Preparedness Advise	Advise SACEUR on the review of their legal and technical arrangements and agreements to facilitate the provision of required support to NATO forces, in the context of the changed security environment and emerging hybrid threats.	400			Trident Jupiter I&II	
SHAPE/SED/ J4 SHAPE/SDP/ J5	Civil Preparedness Advise	Advise SACEUR provision of civil services that are most likely required.	400			Trident Jupiter I&II	
SHAPE/SED/ J4 SHAPE/SDP/ J5	Civil Preparedness Planning	Integrates the effects of the Civ Prep situation on operations and planning.	300			Trident Jupiter I&II	
SHAPE/SDP/ J5	Civil Preparedness Assessment	Ensure de-confliction and coordination of national civil plans with ACO Graduated Response Plans.	300			Trident Jupiter I&II	
SHAPE/SDP/ J5	Civil Preparedness Assessment	Assess the strategic environment via non-traditional mechanisms (to developed in part by CoRe Concept in development under leadership of HQ SACT).	400			Trident Jupiter I&II.	
SHAPE/SDP/ J5	Civil Preparedness Assessment	Assess impacts of resilience on core element of Collective Defence by employing assessment and planning processes (including NDPP).	400			Trident Jupiter I&II	
SHAPE/SDP/ J5	Civil Preparedness Planning	Integrate civil preparedness elements within the Operations Planning Process (OPP).	300			Trident Jupiter I&II	
SHAPE/SDP/ J7	Civil Preparedness Training	Incorporate civil preparedness elements within the Exercise Planning Process.	100			N/A	
SHAPE/SDP/ J7	Civil Preparedness Training	Apply the concept of "testing systems to breaking point" in exercises to help understand vulnerabilities and the potential cascading effects.	300			N/A	
SHAPE/PD/ J9	Civil Preparedness Awareness	Enable strategic awareness of the civil environment as it is influenced by/influences civil preparedness.	300			Trident Jupiter I&II	
SHAPE/PD/ J9	Civil Preparedness Planning	Integrates the effects of the Civ Prep situation on operations and planning.	300			Trident Jupiter I&II	
SHAPE/PD/ J9	Civil Preparedness Management	Coordinates strategic staff advise on the consequences of Civ Prep issues.	300			Trident Jupiter I&II	

TRAINING AUDIENCE	FUNCTIONAL AREA	PERFORMANCE STATEMENT	PL	E&IT	E&IT REMARKS	CT&E	CT&E REMARKS
SHAPE/PD/ J9	Civil Preparedness Liaison	Liaise with and establish links with any key stakeholders in the field of Civ Prep.	300			Trident Jupiter I&II	
SHAPE/PD/ J9	Civil Preparedness Communication	Provides Civ Prep information coming from chain of command to the staff.	300			Trident Jupiter I&II	
SHAPE/SED/MEPO (ENG)	Civil Preparedness Assessment	Assess the implications of Physical Environment (mainly Infrastructure ) to preparedness and resilience.	300			Trident Jupiter I&II.	
SHAPE/SED/MEPO (ENG)	Civil Preparedness Advise	Advise SACEUR on implications of physical environment (mainly Infrastructure) to preparedness and resilience.	400			Trident Jupiter I&II	
<b>HQ SACT</b>							
HQ SACT/ CAPDEV	Civil Preparedness Estimate	Estimates the civil preparedness baseline requirements based on the Defence Planning Capability Survey.	300			N/A	
HQ SACT/ CAPDEV & SPP	Civil Preparedness Assessment	Assess impacts of resilience on core element of Collective Defence by employing assessment and planning processes (including NDPP).	400			N/A	
<b>OPERATIONAL LEVEL</b>							
<b>JFCNP/JFCBS</b>							
JFC/ J9 CIMIC	CIMIC & CMI Advise	Formulate Advise to other relevant staff functions on their CMI.	400	NCHCC, CMI-CM-4617, CCOE.		Trident, Noble, Bold series	
JFC/ J9 CIMIC	CIMIC & CMI Advise	Advise the Commander on all civilian aspects.	400	NCHCC, CMI-CM-4617, CCOE.		Trident, Noble, Bold series	
JFC/ J9 CIMIC	CIMIC & CMI Advise	Advise on the various aspects of culture in order to raise cultural awareness.	400	NCSWC, CMI-CM-3612, CCOE; CULTURAL AWARENESS, GEN-GO-21934, MPSOTC.		N/A	
JFC/ J9 CIMIC	CIMIC & CMI Planning	Provide support in the CMI role to NATO's contribution to Comprehensive Approach (CA).	300	NCHCC, CMI-CM-4617, CCOE.		Trident, Noble, Bold series	
JFC/ J9 CIMIC	CIMIC & CMI Planning	Ensure CIMIC and CMI contribution to all stages of planning.	400	NCHCC, CMI-CM-4617, CCOE		Trident Jupiter I&II	
JFC/ J9 CIMIC	CIMIC & CMI Planning	Formulate and coordinate CIMIC and CMI C2 architecture for an exercise/operation.	300	NCHCC, CMI-CM-4617, CCOE.		Trident, Noble, Bold series	
JFC/ J9 CIMIC	CIMIC & CMI Planning	Contribute to planning and execution of military engagement in NATO's support to Stability and Reconstruction (S&R) efforts.	300	NCHCC, CMI-CM-4617, CCOE.		Trident, Noble, Bold series.	
JFC/ J9 CIMIC	CIMIC & CMI Planning	Contribute to planning and execution of military engagement in NATO's support to Children and Armed Conflict (CAAC) efforts.	300	UNCPC, CMI-CM-21758, SWEDINT; UNPoCC, MCP-CM-31862, FINCENT.	DH to investigate. Possible Contributions: ADL ACT.	Trident, Noble, Bold series	
JFC/ J9 CIMIC	CIMIC & CMI Planning	Contribute to planning and execution of military engagement in NATO's support to Protection of Civilians (PoC) efforts.	300	UNCPC, CMI-CM-21758, SWEDINT; UNPoCC, MCP-CM-31862, FINCENT.	DH to investigate.	Trident, Noble, Bold series.	
JFC/ J9 CIMIC	CIMIC & CMI Planning	Contribute to planning and execution of military engagement in NATO's support to Women, Peace and Security (WPS) efforts.	300		SWEDINT/NCGM?	Trident, Noble, Bold series	
JFC/ J9 CIMIC	CIMIC & CMI Planning	Contribute to planning and execution of military engagement in NATO's support to Cultural Property Protection (CPP) efforts.	300		Possible Contributions: UNESCO; Austria.	Trident, Noble, Bold series	
JFC/ J9 CIMIC	CIMIC & CMI Planning	Contribute to Formulating direction and guidance on the military engagement in NATO's support to Cultural Property Protection (CPP) efforts.	300		Possible Contributions: UNESCO; Austria.	Trident, Noble, Bold series	
JFC/ J9 CIMIC	CIMIC & CMI Planning	Contribute to Formulating direction and guidance on the military engagement in NATO's support to Stability and Reconstruction (S&R) efforts.	300	NCHCC, CMI-CM-4617, CCOE		Trident, Noble, Bold series	
JFC/ J9 CIMIC	CIMIC & CMI Planning	Contribute to Formulating direction and guidance on the military engagement in NATO's support to Children and Armed Conflict (CAAC) efforts.	300	UNCPC, CMI-CM-21758, SWEDINT; UNPoCC, MCP-CM-31862, FINCENT.	DH to investigate. Possible Contributions: ADL ACT.	Trident, Noble, Bold series	
JFC/ J9 CIMIC	CIMIC & CMI Planning	Contribute to Formulating direction and guidance on the military engagement in NATO's support to Protection of Civilians (PoC) efforts.	300	UNCPC, CMI-CM-21758, SWEDINT; UNPoCC, MCP-CM-31862, FINCENT.	DH to investigate.	Trident, Noble, Bold series	
JFC/ J9 CIMIC	CIMIC & CMI Assessment	Assess CIMIC activities in cooperation with International Community (IC).	400	NCHCC, CMI-CM-4617, CCOE.		Trident, Noble, Bold series	
JFC/ J9 CIMIC	CIMIC & CMI Assessment	Continuously evaluate the civil environment, including local needs and capability gaps to resolve issues.	400	NCHCC, CMI-CM-4617, CCOE.		Trident, Noble, Bold series.	
JFC/ J9 CIMIC	CIMIC & CMI Assessment	During the execution phase, update on the civil situation in order to maintain the civil picture and support the HQ Battle Rhythm events.	400	NCHCC, CMI-CM-4617, CCOE		Trident, Noble, Bold series	
JFC/ J9 CIMIC	CIMIC & CMI Assessment	Assess civil environment in order to contribute to the Comprehensive Preparation of Operational Environment (CPOE).	400	NCHCC, CMI-CM-4617, CCOE.		Trident, Noble, Bold series.	
JFC/ J9 CIMIC	CIMIC & CMI Liaison	Establish and maintain strategic level liaison with relevant non-military actors.	400	NCLC, CMI-CM-3614, CCOE; CMR, CMI-CM-31546, SWEDINT.	MTTs are possible	Trident, Noble, Bold series	

TRAINING AUDIENCE	FUNCTIONAL AREA	PERFORMANCE STATEMENT	PL	E&IT	E&IT REMARKS	CT&E	CT&E REMARKS
JFC/ J9 CIMIC	CIMIC & CMI Liaison	Contribute to Key Leaders Engagement and other information activities.	300	N/A		Trident, Noble, Bold series	
JFC/ J9 CIMIC	CIMIC & CMI Liaison	Perform information sharing and interaction with non-military actors.	300	NCHCC, CMI-CM-4617, CCOE + NCLC, CMI-CM-3614, CCOE.		Trident, Noble, Bold series	
JFC/ J9 CIMIC	CIMIC & CMI Liaison	Contribute to the liaison matrix on CMI/CIMIC.	300	NCHCC, CMI-CM-4617, CCOE; NCLC, CMI-CM-3614, CCOE.		Trident, Noble, Bold series	
JFC/ J9 CIMIC	CIMIC & CMI Liaison	Coordinate information sharing and interaction with non-military actors.	300	NCLC, CMI-CM-3614, CCOE.		Trident, Noble, Bold series	
JFC/ J9 CIMIC	CIMIC & CMI Management	Provide CIMIC inputs to relevant staff processes (i.e. working groups and boards).	300	NCHCC, CMI-CM-4617, CCOE.		Trident, Noble, Bold series	
JFC/ J9 CIMIC	CIMIC & CMI Mission Execution	Leads CIMIC activities.	400	NCHCC, CMI-CM-4617, CCOE.		Trident, Noble, Bold series	
JFC/ J9 CIMIC	CIMIC & CMI Mission Execution	Coordinates CIMIC activities.	400	NCHCC, CMI-CM-4617, CCOE.		Trident, Noble, Bold series	
JFC/ All J Functions	CIMIC & CMI Liaison	Establish CMI with relevant non-military actors.	200	NCLC, CMI-CM-3614, CCOE; CMR, CMI-CM-31546, SWEDINT.	MTTs are possible. NCOC, CMI-CM-2423, NSO???	Trident, Noble, Bold series	
JFC/ All J Functions	CIMIC & CMI Liaison	Maintain CMI with relevant non-military actors.	200	NCLC, CMI-CM-3614, CCOE; CMR, CMI-CM-31546, SWEDINT.	MTTs are possible. NCOC, CMI-CM-2423, NSO???	Trident, Noble, Bold series	
JFC/ All J Functions	CIMIC & CMI Planning	Contribute to the NATO civil crisis response capability.	200	NATO CIVIL-MILITARY PLANNING AND SUPPORT COURSE, CMI-CM-2556, NSO.	DH to investigate CMDR COE courses.	Trident, Noble, Bold series	
JFC/ All J Functions	Civil Preparedness Assessment	Collect information on civil preparedness implications on the operational environment.	300			Trident series	
JFC/ All J Functions	Civil Preparedness Assessment	Interpret the effects (positive and negative) on the mission of capability gaps pertinent to resilience.	200			Trident series	
JFC/ All J Functions	Civil Preparedness Planning	Plan for mitigation of capability gaps that pertain to resilience through planning, deconfliction, prioritization.	200			Trident series	
JFC/ OLRT	Civil Preparedness Assessment	Identifies capability gaps pertinent to resilience.	300			Trident series	
NFIU	Civil Preparedness Assessment	Identifies the capability and capacity for NATO, civil powers, private sector to fill capability gaps that pertain to resilience, through deployment, sustainment, etc.	300			Trident series	
JFC/ J7	Civil Preparedness Training	Incorporate civil preparedness elements within the Exercise Planning Process.	100			N/A	
JFC/ J7	Civil Preparedness Training	Apply the concept of "testing systems to breaking point" in exercises to help understand vulnerabilities and the potential cascading effects.	300			Trident series	
JFC/ J9	Civil Preparedness Awareness	Enable operational awareness of the civil environment as it is influenced by/influences civil preparedness.	300			Trident series	
JFC/ J9	Civil Preparedness Planning	Integrates the effects of the Civ Prep situation on operations and planning.	300			Trident series	
JFC/ J9	Civil Preparedness Management	Coordinates operational staff advise on the consequences of Civ Prep issues.	300			Trident series	
JFC/ J9	Civil Preparedness Liaison	Liaise with and establish links with any key stakeholders in the field of Civ Prep.	300			Trident series	
JFC/ J9	Civil Preparedness Communication	Provides Civ Prep information coming from chain of command to the staff.	300			Trident series	
JFC/ J9	Civil Preparedness Communication	Exchange Civ Prep Information with the higher and lower levels.	300			Trident series	
<b>TACTICAL LEVEL</b>							
<b>AIRCOM/ LANDCOM/ MARCOM/ NFS HQs</b>							
SSC/ A9/ G9 / N9 CIMIC	CIMIC & CMI Advise	Advise the Commander on all civilian aspects.	400	NCSWC CMI-CM-3612 + NCHCC, CMI-CM-4617, CCOE.		Trident, Noble, Bold series	
SSC/ A9/ G9 / N9 CIMIC	CIMIC & CMI Advise	Formulate Advise to other relevant staff functions on their CMI.	400	NCSWC CMI-CM-3612 + NCHCC, CMI-CM-4617, CCOE.		Trident, Noble, Bold series	
SSC/ A9/ G9 / N9 CIMIC	CIMIC & CMI Assessment	Assess CIMIC activities in cooperation with International Community (IC).	400	NCSWC CMI-CM-3612 + NCHCC, CMI-CM-4617, CCOE.		trident, noble, bold, NRDC series	
SSC/ A9/ G9 / N9 CIMIC	CIMIC & CMI Assessment	Assess civil situations in order to contribute to the strategic appreciation of the crisis.	400	NCSWC CMI-CM-3612 + NCHCC, CMI-CM-4617, CCOE.		trident, noble, bold, NRDC series	

TRAINING AUDIENCE	FUNCTIONAL AREA	PERFORMANCE STATEMENT	PL	E&IT	E&IT REMARKS	CT&E	CT&E REMARKS
SSC/ A9/ G9 / N9 CIMIC	CIMIC & CMI Assessment	Writes CIMIC reports and returns.	300	NCSWC CMI-CM-3612 + NCHCC, CMI-CM-4617, CCOE.		NRDC series, BST	
SSC/ A9/ G9 / N9 CIMIC	CIMIC & CMI Assessment	Assess CIMIC reports and returns.	300	NCSWC CMI-CM-3612 + NCHCC, CMI-CM-4617, CCOE.		NRDC series, BST	
SSC/ A9/ G9 / N9 CIMIC	CIMIC & CMI Assessment	During the execution phase, update on the civil situation in order to maintain the civil picture and support the HQ Battle Rhythm events.	400	NCSWC CMI-CM-3612 + NCHCC, CMI-CM-4617, CCOE.		trident, noble, bold, NRDC series	
SSC/ A9/ G9 / N9 CIMIC	CIMIC & CMI Assessment	Continuously evaluate the civil environment, including local needs and capability gaps to resolve issues.	400	NCSWC CMI-CM-3612 + NCHCC, CMI-CM-4617, CCOE.		trident, noble, bold, NRDC series.	
SSC/ A9/ G9 / N9 CIMIC	CIMIC & CMI Planning	Contribute to Formulating and coordinate CIMIC and CMI C2 architecture for an exercise/operation.	300	NCSWC CMI-CM-3612 + NCHCC, CMI-CM-4617, CCOE.		trident, noble, bold, NRDC series.	CMI under development, NRDC upon request
SSC/ A9/ G9 / N9 CIMIC	CIMIC & CMI Planning	Ensure CIMIC and CMI contribution to all stages of planning.	400	NCSWC CMI-CM-3612 + NCHCC, CMI-CM-4617, CCOE.		trident, noble, bold, NRDC series	
SSC/ A9/ G9 / N9 CIMIC	CIMIC & CMI Planning	Provide support, especially in the CMI role, to NATO's contribution to Comprehensive Approach (CA).	300	NCSWC CMI-CM-3612 + NCHCC, CMI-CM-4617, CCOE.		Trident, Noble, Bold series	
SSC/ A9/ G9 / N9 CIMIC	CIMIC & CMI Planning	Contribute to Formulating direction and guidance on the military engagement in NATOs support to Stability and Reconstruction (S&R) efforts.	300	NCSWC CMI-CM-3612 + NCHCC, CMI-CM-4617, CCOE.		trident, noble, bold, NRDC series	S&R under development, NRDC upon request
SSC/ A9/ G9 / N9 CIMIC	CIMIC & CMI Planning	Contribute to Formulating direction and guidance on the military engagement in NATOs support to Children and Armed Conflict (CAAC) efforts.	300	UNCPC, CMI-CM-21758, SWEDINT; UNPoCC, MCP-CM-31862, FINCENT.	DH to investigate. Possible Contributions: ADL ACT.	trident, noble, bold, NRDC series	CAAC to be developed
SSC/ A9/ G9 / N9 CIMIC	CIMIC & CMI Planning	Contribute to Formulating direction and guidance on the military engagement in NATOs support to Protection of Civilians (PoC) efforts.	300	UNCPC, CMI-CM-21758, SWEDINT; UNPoCC, MCP-CM-31862, FINCENT.	DH to investigate.	trident, noble, bold, NRDC series	PoC under development, NRDC upon request
SSC/ A9/ G9 / N9 CIMIC	CIMIC & CMI Planning	Contribute to Formulating direction and guidance on the military engagement in NATOs support to Women, Peace and Security (WPS) efforts.			SWEDINT/NCGM?		
SSC/ A9/ G9 / N9 CIMIC	CIMIC & CMI Planning	Contribute to Formulating direction and guidance on the military engagement in NATOs support to Cultural Property Protection (CPP) efforts.	300		Possible Contributions: UNESCO; Austria.	trident, noble, bold, NRDC series	CPP under development, NRDC upon request
SSC/ A9/ G9 / N9 CIMIC	CIMIC & CMI Planning	Propose CIMIC activities in close coordination with operational level and IC.	400	NCSWC CMI-CM-3612 + NCHCC, CMI-CM-4617, CCOE.		NRDC series, BST	
SSC/ A9/ G9 / N9 CIMIC	CIMIC & CMI Planning	Initiate CIMIC activities in close coordination with operational level and IC.	400	NCSWC CMI-CM-3612 + NCHCC, CMI-CM-4617, CCOE.		NRDC series, BST	
SSC/ A9/ G9 / N9 CIMIC	CIMIC & CMI Planning	Conduct CIMIC activities in close coordination with operational level and IC.	400	NCSWC CMI-CM-3612 + NCHCC, CMI-CM-4617, CCOE.		NRDC series, BST	
SSC/ A9/ G9 / N9 CIMIC	CIMIC & CMI Planning	Evaluate CIMIC activities in close coordination with operational level and IC.	400	NCSWC CMI-CM-3612 + NCHCC, CMI-CM-4617, CCOE.		NRDC series, BST	
SSC/ A9/ G9 / N9 CIMIC	CIMIC & CMI Mission Execution	Leads CIMIC activities.	400	NCSWC CMI-CM-3612 + NCHCC, CMI-CM-4617, CCOE.		trident, noble, bold, NRDC series	
SSC/ A9/ G9 / N9 CIMIC	CIMIC & CMI Mission Execution	Coordinates CIMIC activities.	400	NCSWC CMI-CM-3612 + NCHCC, CMI-CM-4617, CCOE.		trident, noble, bold, NRDC series	
SSC/ A9/ G9 / N9 CIMIC	CIMIC & CMI Liaison	Establish strategic level liaison with relevant non-military actors.	400	NCSWC CMI-CM-3612 + NCLC, CMI-CM-3614, CCOE; CMR, CMI-CM-31546, SWEDINT.	MTTs are possible	trident, noble, bold, NRDC series	
SSC/ A9/ G9 / N9 CIMIC	CIMIC & CMI Liaison	Maintain strategic level liaison with relevant non-military actors.	400	NCSWC CMI-CM-3612 + NCLC, CMI-CM-3614, CCOE; CMR, CMI-CM-31546, SWEDINT.	MTTs are possible	trident, noble, bold, NRDC series	
SSC/ A9/ G9 / N9 CIMIC	CIMIC & CMI Liaison	Contribute to the liaison matrix on CMI/CIMIC.	300	NCSWC CMI-CM-3612 + NCHCC, CMI-CM-4617, CCOE; NCSWC CMI-CM-3612 + NCLC, CMI-CM-3614, CCOE.		trident, noble, bold, NRDC series	
SSC/ A9/ G9 / N9 CIMIC	CIMIC & CMI Liaison	Contribute to Key Leaders Engagement and other information activities.	300	N/A		Trident, Noble, Bold series, ramstein ambition.	
SSC/ A9/ G9 / N9 CIMIC	CIMIC & CMI Liaison	Coordinate information sharing and interaction with non-military actors.	300	NCSWC CMI-CM-3612 + NCLC, CMI-CM-3614, CCOE.		Trident, Noble, Bold series	
SSC/ A9/ G9 / N9 CIMIC	CIMIC & CMI Policy	Contribute to Formulating directives, SOPs, SOIs, TTPs, LI/LL for CIMIC and CMI.	400	NCSWC CMI-CM-3612 + NCHCC, CMI-CM-4617, CCOE.		NRDC series, BST	

TRAINING AUDIENCE	FUNCTIONAL AREA	PERFORMANCE STATEMENT	PL	E&IT	E&IT REMARKS	CT&E	CT&E REMARKS
AIRCOM/ A9 CIMIC	CIMIC & CMI Planning	Integrate CIMIC issues in the JFAC ATO cycle.	400	Initial Functional JFAC Training (IFJT), AOP-JF-12365, DACCC.	Module 1 only?	trident series, ramstein ambition.	
AIRCOM/ A9 CIMIC	CIMIC & CMI Planning	Provide guidance and reach back support to NCIS JFAC.	400	Initial Functional JFAC Training (IFJT), AOP-JF-12365, DACCC.	Module 1 only?	trident series, ramstein ambition	
MCC/ NATO SHIPPING CENTRE	CIMIC & CMI Assessment	During the execution phase, update on the civil situation in order to maintain the civil picture and support the HQ Battle Rhythm events.	400	NCAC, ADL 143, CCOE.	ADL not in ETOC. NCOC, CMI-CM-2423, NSO???	trident, noble, bold, NRDC series	
MCC/ NATO SHIPPING CENTRE	CIMIC & CMI Advise	Advise the Commander on all civilian aspects.	400	NCAC, ADL 143, CCOE.	ADL not in ETOC. NCOC, CMI-CM-2423, NSO???	Trident, Noble, Bold series	
MCC/ NATO SHIPPING CENTRE	CIMIC & CMI Advise	Formulate Advise to other relevant staff functions on their CMI.	400	NCSWC CMI-CM-3612 + NCHCC, CMI-CM-4617, CCOE.		Trident, Noble, Bold series	
MCC/ NATO SHIPPING CENTRE	CIMIC & CMI Planning	Provide support, especially in the CMI role, to NATO's contribution to Comprehensive Approach (CA).	300	NCSWC CMI-CM-3612 + NCHCC, CMI-CM-4617, CCOE.		Trident, Noble, Bold series	
MCC/ NATO SHIPPING CENTRE	CIMIC & CMI Planning	Contribute to Formulating and coordinate CIMIC and CMI C2 architecture for an exercise/operation.	300	NCAC, ADL 143, CCOE.	ADL not in ETOC. NCOC, CMI-CM-2423, NSO???	trident, noble, bold, NRDC series.	
MCC/ NATO SHIPPING CENTRE	CIMIC & CMI Planning	Ensure CIMIC and CMI contribution to all stages of planning.	400	NCAC, ADL 143, CCOE.	ADL not in ETOC. NCOC, CMI-CM-2423, NSO???	trident, noble, bold, NRDC series	
MCC/ NATO SHIPPING CENTRE	CIMIC & CMI Liaison	Establish strategic level liaison with relevant non-military actors.	400	NCSWC CMI-CM-3612 + NCLC, CMI-CM-3614, CCOE; CMR, CMI-CM-31546, SWEDINT.	MTTs are possible	trident, noble, bold, NRDC series	
MCC/ NATO SHIPPING CENTRE	CIMIC & CMI Liaison	Maintain strategic level liaison with relevant non-military actors.	400	NCSWC CMI-CM-3612 + NCLC, CMI-CM-3614, CCOE; CMR, CMI-CM-31546, SWEDINT.	MTTs are possible	trident, noble, bold, NRDC series	
MCC/ NATO SHIPPING CENTRE	CIMIC & CMI Liaison	Coordinate information sharing and interaction with non-military actors.	300	NCAC, ADL 143, CCOE.	ADL not in ETOC. NCOC, CMI-CM-2423, NSO???	Trident, Noble, Bold series	
SSC/ All A/ G /N functions	CIMIC & CMI Liaison	Establish strategic level liaison with relevant non-military actors.	200	NCSWC CMI-CM-3612 + NCLC, CMI-CM-3614, CCOE; CMR, CMI-CM-31546, SWEDINT.	MTTs are possible. NCOC, CMI-CM-2423, NSO???	trident, noble, bold, NRDC series	
SSC/ All A/ G /N functions	CIMIC & CMI Liaison	Maintain strategic level liaison with relevant non-military actors.	200	NCSWC CMI-CM-3612 + NCLC, CMI-CM-3614, CCOE; CMR, CMI-CM-31546, SWEDINT.	MTTs are possible. NCOC, CMI-CM-2423, NSO???	trident, noble, bold, NRDC series	
SSC/ All A/ G /N functions	CIMIC & CMI Planning	Contribute to the NATO civil crisis response capability.	200	NATO CIVIL-MILITARY PLANNING AND SUPPORT COURSE, CMI-CM-2556, NSO.	DH to investigate CMDR COE courses	trident, noble, bold, NRDC series	
LANDCOM/ Cultural Advisor	CIMIC & CMI Advise	Advise on the various aspects of culture in order to raise cultural awareness.	400	NCSWC CMI-CM-3612 + NCSWC, CMI-CM-3612, CCOE; CULTURAL AWARENESS, GEN-GO-21934, MPSOTC		trident, noble, bold, NRDC series	
SSC/ All A/ G/ N Functions	Civil Preparedness Assessment	Interpret the effects (positive and negative) on the mission of capability gaps pertinent to resilience.	200			Trident, Noble, Bold series	
SSC/ All A/ G/ N Functions	Civil Preparedness Planning	Mitigate/plan for mitigation of capability gaps that pertain to resilience through planning, deconfliction, prioritization.	200			Trident, Noble, Bold series	
SSC/ A7/ G7/ N7	Civil Preparedness Training	Incorporate civil preparedness elements within the Exercise Planning Process.	100			N/A	
SSC/ A7/ G7/ N7	Civil Preparedness Training	Apply the concept of "testing systems to breaking point" in exercises to help understand vulnerabilities and the potential cascading effects.	300			Ramstein/Loyal/ Dynamic series	
SSC/ All 9 Functions NFS HQs/ All 9 Functions	Civil Preparedness Awareness	Enable awareness of the civil environment as it is influenced by/influences civil preparedness.	300			Noble, Bold Series	
	Civil Preparedness Planning	Integrates the effects of the Civ Prep situation on operations and planning.	300			Noble, Bold Series	
	Civil Preparedness Management	Coordinates tactical staff advise on the consequences of Civ Prep issues.	300			Noble, Bold Series	
	Civil Preparedness Liaison	Liaise with and establish links with any key stakeholders in the field of Civ Prep.	300			Noble, Bold Series	
	Civil Preparedness Communication	Provides Civ Prep information coming from chain of command to the staff.	300			Noble, Bold Series	

TRAINING AUDIENCE	FUNCTIONAL AREA	PERFORMANCE STATEMENT	PL	E&IT	E&IT REMARKS	CT&E	CT&E REMARKS
SSC / NFS / All 9 functions	Civil Preparedness Communication	Exchange Civ Prep Information with the higher and lower levels.	300			Noble, Bold Series	
<b>SPECIALISTS E&amp;T</b>							
<b>JWC, JFTC</b>							
JWC/JFTC SME	CIMIC & CMI Training	Observes CIMIC staff in NATO exercises.	400	NCSWC, CMI-CM-3612, CCOE + NCHCC, CMI-CM-4617, CCOE.		N/A	
JWC/JFTC SME	CIMIC & CMI Training	Mentoring CIMIC staff in NATO exercises.	400	NCSWC, CMI-CM-3612, CCOE + NCHCC, CMI-CM-4617, CCOE.		N/A	
JWC/JFTC SME	Civil Preparedness Training	Incorporate civil preparedness elements within the Exercise Planning Process.	300			N/A	
JWC/JFTC SME	Civil Preparedness Training	Apply the concept of "testing systems to breaking point" in exercises to help understand vulnerabilities and the potential cascading effects.	300			N/A	