



Council of the
European Union

Brussels, 26 February 2016
(OR. en)

6546/16

CSDP/PSDC 111
EUMC 22

COVER NOTE

From:	European External Action Service (EEAS)
To:	European Union Military Committee (EUMC)
Subject:	Final Report Training Requirements Analysis - Operations Planning for CSDP

Delegations will find attached document EEAS(2016) 74 REV 3.

Encl.: EEAS(2016) 74 REV 3

EUROPEAN EXTERNAL ACTION SERVICE



**EUROPEAN UNION
MILITARY STAFF**

Brussels, 26 February 2016

**EEAS (2016) 74
REV 3**

CSDP/PSDC

NOTE

From:	European Union Military Committee
To:	European Union Military Committee
No. Prev. doc.:	EEAS (2016) 74 REV 2, dated 16 February 2016
Subject:	Final Report Training Requirements Analysis - Operations Planning for CSDP.

Delegations will find attached the Final Report Training Requirements Analysis (TRA) on Operations Planning for CSDP, as agreed by the EUMC on 24 February 2016.

References:

- A. Draft EU Training Concept in ESDP, doc. 11970/04, dated 30 August 2004;
- B. Draft analysis of training needs and requirements relevant to ESDP - review 2009, doc. 15310/09, dated 3 November 2009;
- C. Military Training and Education in the EU - Final Draft Action Plan for the short term proposals, doc. EEAS 02648/2/14, dated 4 February 14;
- D. Framework Process for Managing CSDP Military Training Requirements, doc. 17087/14, dated 19 December 2014;
- E. Report on the EU Annual Seminar on Military Training and Education - 30 October 2014, doc. EEAS 02400/14, dated 12 December 2014;
- F. Note for the Attention of the European Union Military Committee - Leading the EU Military Training Discipline "Operations Planning for CSDP", dated 10 March 2015;
- G. Guidelines for EU Military Training Discipline Leader, doc. 11192/15, dated 23 July 2015.

A. BACKGROUND

1. EU Training Concept in ESDP (Ref. A) provided for a general requirement of the Member States and relevant EU institutions' training authorities to develop an exhaustive list of requirements related to training in ESDP aspects. Subsequently, the last analysis of training needs and requirements relevant to ESDP, conducted in 2009 (Ref. B) recommended that training requirements in the military field to be identified by the EUMC, with the support of the EUMS.
2. On 26 February 2014, EUMC agreed the "Action Plan for the short term proposals" and tasked EU Military Training Group (EUMTG), supported by the EUMS to define the CSDP military training requirements (Ref C).
3. On 17 Dec 14, EUMC noted the "Framework Process for Managing CSDP Military Training Requirements" (Ref. D) and encouraged MS and EU institutions to "take the lead for the EU military training disciplines [listed in Annex B of the referenced document, to include Operations Planning for CSDP] and, as "discipline leader", conduct TRA with the aim of identifying training gaps and proposing appropriate corrective measures, to be subsequently validated by the EUMTG (EUMCWG/HTF in training expert format) and approved by the EUMC".

4. On 30 Oct 14, EUMS and Multinational Joint Headquarters (MN JHQ), Ulm, Germany, co-organised the second EU Annual Seminar on Military Training, focused on "Developing individual and collective competencies for planning CSDP missions and operations". The seminar recommended that "the conclusions and proposals of the seminar report to be exploited and implemented in 2015 through a detailed TRA, co-hosted by the EUMS and MN JHQ Ulm, as training discipline leaders, with the participation of subject matter experts from the EEAS (HQ, CMPD, and CPCC), Commission, NATO ACO, NATO School and other national and multinational training and education institutions (Ref E).

B. AIM

5. The aim of this final report is to present the conclusions of the Training Requirements Analysis for the training discipline "Operations Planning for CSDP" and to propose the adoption by the MS of several corrective measures.

C. TRA METHODOLOGY

6. From March to September 2015, EUMS and MN JHQ Ulm as co-leaders of the training discipline "Operations Planning for CSDP" (Ref. F) conducted a TRA, with the **aim** to create a clear picture of the training gaps, redundancies and propose potential corrective measures. The analysis was based on current priorities and conditions for training on CSDP operations planning. It consisted of the following steps: (1) definition of thematics and CSDP specific performance objectives (requirements); (2) mapping the existing training standards and opportunities in the EU, MS, NATO, or other international organisations and (3) assessing how the existing training activities meet the EU military specific performance objectives (the analysis itself), which exposed gaps, deficiencies and redundancies (Ref.G).
7. EUMS and MN JHQ conducted in-house specific activities, issued a questionnaire to the MS and training providers and organized two workshops to fine tune the preliminary findings and expose the initial work to the expert community of the CSDP crisis management structures (e.g. CMPD, CPCC, ESDC).
8. Recognizing the common background and planning tools for both civilian and military purposes and the civil-military cooperation in CSDP, EUMS invited interested civilian training bodies from the crisis management structures and Commission relevant departments to contribute and take advantage of possible common training derived from the analysis.

9. Although out of the declared scope of this military-oriented analysis, possible common civilian and military training requirements have been identified after comparing the tasks and performance objectives associated to the military and civilian contribution to planning at the political-strategic level. Therefore, the output of this analysis may have a consultative value for civilian stakeholders, to promote the comprehensive approach to external conflicts and crises.
10. The complete text and annexes of the TRA is at Annex A, which is an integral part of this final report.

D. MAIN FINDINGS AND CONCLUSIONS

11. Overall, the training requirements for “Operations Planning for CSDP” are well covered by specific training activities conducted by the training providers at the national (MS) or supranational level (EU training actors or bodies). However, as described in the following paragraphs and in detail by the TRA Final Report, a series of gaps and deficiencies have been identified, which need to be properly addressed.
12. There is no formal individual training on CSDP operations planning for the EU military decision making personnel (DG/DDG and directors EUMS; current, designated or potential EU O (F/M) HQ commanders and their deputies) and the EU military personnel at the political-strategic level (EUMS branch chiefs, military assistants and all action officers).
13. Training requirements for the EUMS Crisis Planning Team personnel are satisfactorily covered by the existing EUMS internal training.
14. Training requirements for the EU military personnel at the military strategic and operational levels are mainly addressed through national or NATO specific courses. Only one MS organizes the "Operational Planning Courses" in accordance with the EU Training Guide. Hence, quantitative and qualitative gaps have been identified.
15. Training requirements for the EU military personnel at the tactical level are covered by national programmes and courses. At this level (to include basic education as a component of national professional military education programmes) national operations planning (military decision making process) within EU MS may differ from each other and the planning products (e.g. orders) differ too in sequence and content.
16. Developing skills and competencies in the area of operations planning cannot be achieved only through formal training. Therefore extending the time spent in classical training by practicing skills in exercises (simulating on-the-job training) should be considered a norm. Multi Layer

(ML) Exercises, Military Exercises (MILEX) and national level exercises offer excellent conditions for practicing these skills in a comprehensive context.

E. PROPOSED WAY AHEAD

General

17. EUMTG, supported by the EUMS, to develop a mechanism of recognition/accreditation of courses organized by national institutions that meet the learning outcomes described by the Discipline Common Core Curriculum (appendix 5 to the annex A).
18. EUMS to further investigate possible sources for financing courses that meet the identified training requirements.
19. EUMS to support CPCC in investigating the possibility for the civilian planners to attend courses organized by the relevant military training providers.
20. EUMS to further investigate the organization of the ML exercise by creating conditions for other EU institutions to make use of the exercise environment and planning products for their own training purposes.

At the political-strategic level

21. ESDC to be invited to consider the review and/ or development of the following training activities in support of military (and possible civilian) training requirements on CSDP operations planning:
 - a. Develop a short high-level training interacting opportunity (e.g. reflection seminar, decision exercise on real-life operations / missions / situations for the EU military (and potentially civilian) decision makers).
 - b. Develop a new course "Civilian and Military Contribution to Planning at the Political-Strategic Level Course".
 - c. Review existing courses: "ESDC Strategic CSDP Mission Planning Course" and "AKU 6 Planning for CSDP Missions and Operations"
22. EUMS to review the "EUMS Military contribution to Planning at the Political-Strategic Course".

At the strategic and operational levels

23. Voluntary MS, supported by the EUMS, to review/ amend the existing curriculum of the "Operational Planning Course" provided by the EU HQ Training Guide into a "EU OHQ

Operations Planning Course", to reflect the training requirements described by the Discipline Common Core Curriculum (Module 4 - "EU HQ Operations Planning").

24. EU to establish a standing Multinational Mobile Training Team (MMTT), resourced with adequate staff, facilities and budget, to run the proposed "EU OHQ Operations Planning Course".
25. Voluntary MS to organize, annually, the proposed "EU OHQ Operations Planning Course". The course could be organised, on a rotational basis, by the MS offering the EU HQs and/ or other MS with experience in running courses at the military strategic level, in a multinational environment..
26. The MMTT, supported by the EUMS, to organize, biennially, in Brussels or in a MS, a "EU OHQ Operations Planning Train-the Trainers Course".
27. EU to implement a generic annual training scheme for military planning competencies at the political-strategic, military strategic and operational levels, in the following sequence:
 - a. Civilian and Military contribution to planning at the Political-Strategic Level Course, organized by the ESDC.
 - b. Civilian contribution to Planning at the Political-Strategic, organized by the CPCC.
 - c. Military contribution to Planning at the Political-Strategic, organized by the EUMS.
 - d. EU OHQ Operations Planning Course, as described at paragraph 26.

At the tactical level

28. ESDC to be invited to consider the development of a "Common European Union (Tactical) Military Decision Making Process" in accordance with the Discipline Common Core Curriculum.

Collective Training

29. EUMS to further analyse the opportunities of a wide and comprehensive crisis response exercise, involving EUMS and military staff of EU Member States at all planning levels.

F. RECOMMENDATIONS

30. EUMC is invited to:
- a. note this final report;
 - b. agree on the Discipline Common Core Curriculum (appendix 5 to the annex A) to serve as the EU common military training requirements on CSDP operations planning;
 - c. task EUMTG, supported by the EUMS, to further investigate ways to implement the proposed way ahead and report back to the EUMC through the EU Military Training and Education Annual Report;
 - d. task EUMS to continue the investigation with NATO training authorities on the accessibility by EEAS and all EU MS to NATO's training opportunities for EU Military training purposes, in accordance with the provisions of Ref. G and report back to EUMC, in due time, so as EUMC to be able to provide the adequate strategic guidance to EUMTG and to the Discipline Leaders for the way ahead.
-

Annex

A. Training Requirements Analysis (TRA) "Operations Planning for CSDP" - Final Report, 16 February 2016

European Union Military Staff

Multinational Joint Headquarters Ulm



Training Requirements Analysis (TRA)

“Operations Planning for CSDP”

Final Report

26 February 2016

Page intentionally left blank

TABLE OF CONTENTS

Chapter	Section	Page
	References	5
A	INTRODUCTION	7
B	DEFINITION AND AIM OF TRA	7
C	SCOPE OF TRA	8
D	PRIORITIES AND CONDITIONS FOR TRAINING ON CSDP OPERATIONS PLANNING	9
E	PRINCIPLES OF TRAINING ON CSDP OPERATIONS PLANNING	14
F	TRA METHODOLOGY	
	Definition of Requirements	15
	Identification of existing training opportunities	19
	Analysis – Conclusions	20
	Proposals	26
	Bibliography	29
	Appendices	31

Page intentionally left blank

REFERENCES

- A. The European Council, meeting in Helsinki on 10 and 11 December 1999.
- B. EU civilian and military capability development beyond 2010, doc. 17127/10, dated 7 December 2010.
- C. EU Military Rapid Response Concept, doc. 17036/1/14, dated 8 January 2015.
- D. Suggestions for crisis management procedures for CSDP crisis management operations, doc. 7660/2/13, dated 18 June 2013.
- E. Military Training and Education in the EU - Final Draft Action Plan for the short term proposals, doc. EEAS 02648/2/14, dated 4 February 14.
- F. Guidelines for EU Military Training Discipline Leader, doc. 11192/15, dated 23 July 2015.
- G. Joint Communication to the European Parliament and the Council – The EU's comprehensive approach to external conflicts and crises, doc. 17859/13, dated 18 December 2013.
- H. Annual 2014 CSDP Lessons Report, doc. 6777/15, dated 3 March 2015.
- I. HRVP / Head of the Agency progress report on implementation EC December 2013 Conclusions, doc. 11620/14, dated 7 July 2014.
- J. EU Battlegroup Concept, doc. 13618/06, dated 5 October 2006.
- K. Questionnaire on Training opportunities for "Operations Planning for CSDP", dated 1 April 2015.
- L. Report on the EU Annual Seminar on Military Training and Education - 30 October 2014, doc. EEAS 02400/14, dated 12 December 2014.

Page intentionally left blank

A. INTRODUCTION

1. In the context of the Headline Goals 1999 (Ref. A), whose implementation was extended by the Council in 2010 (Ref. B), EU should be able to plan and conduct simultaneously a series of operations and missions, of varying scope, which in military terms aims at deploying 60000 troops within 60 days for a major operation. This level of ambition includes the ability to plan and conduct two rapid reaction operations of limited duration using, inter alia, EU Battle Groups (BGs) (Ref. C). It is worth mentioning that the Rapid Response Concept identified, among other critical criteria for success in future operations the rapidity in assessment, decision making and planning.
2. An important portion of this spectrum of activities is the realm of operations planning for CSDP. From planning perspective these goals translated into the need for simplified and flexible crisis management procedures, which provide for urgent response and fast-track process (Ref. D). This in turn will have an important impact on the preparedness of forces and staff, thus an increased effort in training and exercises could be envisaged.
3. Therefore, the purpose of Operations Planning for CSDP is to ensure that the CSDP missions and operations are properly prepared, monitored and transferred / reviewed across all levels, from the political-strategic level, in Brussels, down to the tactical level, in the theatre of operations.
4. Derived from this operational imperative, the overall, primary goal of training for Operations Planning for CSDP is to prepare the specific training audience for the effective conduct of Operations Planning for CSDP military missions and operations.
5. Following a tasking of the EU Military Committee (EUMC) (Ref. E), the EU Military Staff and Multinational Joint Headquarters Ulm conducted a Training Requirements Analysis (TRA) for the training discipline Operations Planning for CSDP to investigate how the requirements are met by existing training efforts and propose measures for improvement. NATO training authorities and EU civilian stakeholders have been consulted to avoid duplication on common areas of interests and assess the potential for common training.

B. DEFINITION AND AIM OF TRA

6. EU CSDP Military Training Requirements Analysis is a structured process of identifying training gaps, deficiencies and redundant training necessary to meet training requirements for a specific CSDP military training discipline and highlighting appropriate training corrective measures (Ref. F). Steps:

- a. Requirements - define CSDP military training requirements (by thematic and CSDP specific performance objectives);
- b. Opportunities - map the existing training standards and opportunities in the EU, MS, NATO, or other international organisations ;
- c. Analysis - assess how the existing training activities meet the EU military specific performance objectives;
- d. Recommendations – provide advice on whether the above gap analysis is sufficient, and if not, suggest options to rectify any shortcomings.

7. The aim of this TRA for the training discipline "Operations Planning for CSDP" is to define possible training gaps, redundancies and deficiencies and potential corrective measures.

C. SCOPE OF TRA

8. The **scope** of TRA includes the military training requirements for the joint **crisis response planning** for CSDP military missions and operations, as follows:

- a. Military decision making process for establishing, launching and refocusing a CSDP military operation, in the competence of the EUMC;
- b. Military support and contribution to decision shaping and planning at the political-strategic level, in the competence of the EUMS;

- c. Military strategic planning, in the competence of the EU Operation / Mission Headquarters (OHQ / MHQ¹);
- d. Military operational planning, in the competence of the EU Force Headquarters (FHQ) / MHQ;
- e. Military tactical planning, in the competence of the component commands inter alia EU BG;

9. There are **out of scope** of this TRA the training requirements that may derive from tasks associated to:

- a. Decision making process for establishing, launching and refocusing a CSDP military operation, other than those in the competence of the EUMC;
- b. Comprehensive planning, in the competence of the EEAS HQ;
- c. Operations planning at the politico strategic level, in the competence of CMPD;
- d. Functional areas contributing with expert advice to planning efforts (i.e. intelligence, command support – legal, political, gender, info ops, CIS to include cyber etc.);
- e. Planning specific to components (environmental) and functional services – air, maritime, land, SOF, logistics etc. The functional training requirements in support of joint planning should be defined and provided as a result of training requirements analysis of those specific disciplines and implemented through distinct individual training. Nevertheless the inter-linkage among various training disciplines is manifest during multidisciplinary EU exercises (e.g. ML, MILEX) and this aspect should be captured by the exercise planners when devising exercise objectives;

¹ For EU-led military operations the OpCdr and OHQ operate at the Military Strategic and the FCdr and FHQ at the Operational level. For EU-led military missions currently the Council's practice is to appoint an EU Mission Commander (MCdr) and designate a Mission Headquarters (MHQ) which exercises functions on both the strategic and operational level (cf. European Union Concept for EU-led Military Operations and Missions, doc. 17107/14, dated 19 December 2014, page 18)

- f. Development and review of the EU strategies, monitoring and analysis of the situation, early warning and advance planning.
10. Recognizing the common background and planning tools for both civilian and military purposes and the civil-military cooperation in CSDP, EUMS invited interested civilian training bodies from the crisis management structures and Commission relevant departments to contribute and take advantage of possible common training derived from the analysis.
11. Although out of the declared scope of this military-oriented analysis, possible common civilian and military training requirements have been identified after comparing the tasks and performance objectives associated to the military and civilian contribution to planning at the political-strategic level. CPCC, operating at the CSDP strategic level plays a similar role to the EUMS and EU OHQ, thus the commonalities in training for operations planning have been derived from its input and contribution to the relevant phases of the analysis. Therefore, the output of this analysis may have a consultative value for civilian stakeholders, to promote the comprehensive approach to external conflicts and crises (Ref. G).

D. PRIORITIES AND CONDITIONS FOR TRAINING ON CSDP OPERATIONS PLANNING

Political- Level

12. Planning of EU response (including potential CSDP contribution) at the political level is a comprehensive endeavour achieved through combined efforts of departments of EEAS and EU Delegations under Geographical Desks lead and in consultation with and / or with input from relevant directorates of the Commission and external stakeholders (UN, NATO, AU, OSCE). The EU Crisis Response System represents the mechanism able to convert crisis indicators into political reaction to crisis that may require an appropriate response.

Political-Strategic Level

13. At the political-strategic level, CSDP operations planning is conducted by CMPD in consultation with and support of relevant EEAS services (in particular CPCC, EUMS and Directorates K and IV.A), the relevant EU Delegations, the involvement of the Commission services and other actors as appropriate.
14. The specific EU decision making process implies an iterative process of developing planning products in accordance with political goals and their validation / approval by consensus in committees (PSC, CIVCOM, EUMC) and Council.
15. As part of the EU Crisis management procedures at the political-strategic level the EUMC, supported by EUMS will have a critical role. Chairman EUMC (CEUMC) provides advice to HR / VP in the Crisis Management Board (CMB) and subsequently in the Crisis Platform (CP) and military advice to PSC. DG EUMS may recommend to the HR / VP or CEUMC to consider a potential or emerging crisis with a view to initiating a Political Framework for Crisis Approach (PFCA). DG EUMS may also contribute to the development of CMB internal guidance.
16. EUMS, as the source of collective (multi-disciplinary) military expertise, will support CMPD in preparing the CSDP contribution to the development of an overall EU approach to a specific crisis (PFCA). If the PSC decides that EU action is appropriate, EUMS will directly support CMPD in the development of the Crisis Management Concept (CMC).

17. Recent lessons (Ref. H) identify that staff in Brussels and in EU Delegations would benefit from more systematic CSDP training and that those who work within CSDP should have specialist Crisis Management Procedure training to increase their understanding of this specific environment, post the incorporation of the 'Suggestions for Crisis Management Procedures in Crisis Management Operations'.
18. There is a continuing reference proposing an increase to effective training for military personnel allocated to work with the EU Political-Strategic arena, where appears to remain a gap between those taught and those requiring training (to include not only the EUMS staff but also those nominated on the EU OHQ augmentation lists). More specifically, with regard to training for CSDP Operations Planning, the following lessons suggest training requirements:
- a. The EEAS should offer training on PFCA also to others than those in the CSDP structures, to help create a better understanding of the value of a PFCA and of how to draft it.
 - b. Specific tailored training should also be made more available to senior personnel who have the potential to be considered for Commander/Head of Mission roles.
 - c. With the practices described in the Suggestions for crisis management procedures for CSDP crisis management operations now forming the central pillar of crisis management planning deviations have proved complicated to resolve. Several lessons refer to the misinterpretation of the process or a failure to take into account the timing implications of the described procedures.
19. Training audience at this level should know, or establish, the intention of the superior levels (2 up), but should stay at his / her level and allow room for others to do their jobs. Knowing "1 up" is problematic in Brussels (28 MS plus Commission) and that should be reflected in the planning documents. A CSDP planner should "see" the "big picture" and understand the Comprehensive Approach and CSDP's role in it.

Military Strategic and Operational Levels (EU HQ)

20. Recent lessons from CSDP Operations and Exercises (Ref. H) identify the need for training EU HQ personnel for planning and more specifically the need for a standard approach to the military estimate that could be easily transferred / handed-over from the political-strategic to the military strategic level, under time pressure (fast track process).
21. One of the best practices makes reference to the value of the MILEX 13 preparatory planning course, which constituted an opportunity to educate and train people on OHQ-level planning competencies and also to raise the comprehension of the exercise. This type of courses could be enhanced / supplemented with e-learning, as part of the OPSPLAN e-pack project.
22. Although significant improvement of the military planning process has been reflected by the lessons from missions and exercises, their closure requires constant training for an effective and timely planning effort. Continuous emphasis should be put on developing relevant planning assumptions, conducting clear and univocal risk assessment, including the Protection of Cultural Property (PCP) into operational planning, improving the interaction and exchange of information between the civilian and military actors or the understanding of constraints/restraints of the mandate, including from a legal perspective.
23. The Military Rapid Response Concept (Ref. B) encourages preferred OHQs to be exercised, on voluntary basis, at EU level during their preparatory year and include if possible the related (F) HQs, based on bilateral agreements. This practice, which would improve interaction between OHQs and the EU strategic level in Brussels level, could be investigated through the training requirements analysis.
24. Individual competencies should be tested and confirmed in exercises where teamwork is to be built-up. Exercises (e.g. Multi-Layer- ML type) are valuable tools that can ensure the comprehensive training since they target several levels of operations, but only if all people that are supposed to take part do participate. On the other hand one has to be aware that ML exercises are highly time and personnel consuming.
25. At these levels, consideration should be given to the methodology to be used for training purposes (based on the NATO COPD) and the associated planning tools (e.g. TOPFAS) since duplication would be unrealistic and unacceptable.

26. Lessons from exercises at the strategic level suggested that the early involvement of the OHQ(s) in the planning process, by the Advance Planning Teams is critical and that the additional augmentees should have a sufficient level of training.

Tactical Level

27. Following on the European Council on Defence 2013, the HR / VP highlighted the increased efforts made to assist Member States in setting up highly capable EU BGs, better prepared to fulfil the full spectrum of crisis management tasks. In her report, HR / VP also stressed that active and regular participation in training events and exercises, and more structured involvement of OHQ / FHQ / (F)HQ (EU BGs) in advance planning, including contingency planning, are also instrumental (Ref. I).
28. According to the EU Battlegroup Concept (Ref. J), the necessary training and preparation of the forces to meet the military capability standards remain the responsibility of the contributing MS. It is acknowledged that EU BGs will need to undertake regular and realistic training, including multinational exercises. EU BGs, including (F)HQs and associated air and naval capability packages will need to be trained using HQ exercises as well as national and multinational field exercises, organised by MS. EU BGs and associated capabilities packages are encouraged to develop working relationships with relevant (F)HQs. Training could culminate in a joint and possibly combined field exercise at unit level, including an augmented (F)HQ and the required additional capabilities, guaranteeing full operational capability (FOC) for the deployment and conduct of potential EU-led CMOs requiring a rapid response.

National Training Requirements

29. The scope of this analysis has been the definition of common training requirements for operations planning at the EU level, which did not exclude the potential of defining requirements relevant at regional or for a cluster of MS. In this respect, EUMS and MN JHQ Ulm used a questionnaire to investigate not only training opportunities (Ref. K) but also training needs at the national level (details in appendix 1).

30. Most of the respondents (9 out of 15 MS) indicated that certain national training needs for "Operations Planning for CSDP" are not entirely met. Apart from the general operations planning skills, most of the respondents highlighted a broad range of requirements that may be regarded as prerequisites for training on CSDP operations planning.
31. The most relevant knowledge areas that have been mentioned by the respondents are: knowledge on roles and capabilities of all components (civ) and environmental services (air, maritime, land, space, cyber) relevant for the crisis management missions and operations; CSDP - EU Comprehensive Approach to crisis management; capability development process, principles and concepts of force sensing and force generation at national level and multinational levels, principles / fundamentals of operations / missions at different levels; civil-military coordination in NATO, EU, UN operational environment at various levels; campaign execution.
32. A distinct observation has indicated the impact of financial limitations on securing effective common training activities. More specifically, some respondents specified that attending common training at remote places may be difficult due to the lack of funds to cover associated mission costs.

General conditions and requirements

33. As identified during the EU Annual Seminar on Military Training and Education in October 2014 (Ref L), in general terms, the training audience for CSDP operations planning should be conflict sensitive, have a minimum sense of CSDP decision making, know basic CSDP concepts, the operational planning methodology and planning templates. They have to prove the understanding of planning core tasks: the estimate (e.g. mission analysis and operations design), force generation, and the consultation process with host countries, International Organizations (IOs) and MS. The knowledge dimension of planning competencies is considered the least important and this should be reflected in training by putting emphasis on practical applications, even for individual training.

34. The required entry level of training for military personnel involved in planning is the national Staff College. A CSDP planner should make the difference between EU Crisis Management Procedure – CMP and NATO Comprehensive Operations Planning Directive -COPD and rapidly understand how “Brussels” works (the most critical piece of knowledge), which is initiated through CSDP fundamentals and learned on the job. Training should simulate limited or no guidance at all, working on assumptions and “feeling” what the appetite and interests of the nations are for a specific operation. Grasping the planning process (e.g. EU CMP, NATO COPD), in a flexible manner, should not pose any problems and most of this aspects could be done by a combination of individual efforts, residential training and e-learning
35. The temporary nature of most of the posts in the crisis management structures at Brussels level as well as the rotational character of the positions assigned to the EU HQ, require not only a standing approach to training for operations planning but also a flexible and adaptable training scheme. This cannot be achieved unless all existing training opportunities - at EU and national levels - are taken into account and maximized.

E. PRINCIPLES OF TRAINING FOR CSDP OPERATIONS PLANNING

36. Based on the identified priorities and conditions required to training on CSDP operations planning, the following principles could be derived to guide the organization and conduct of training activities by the MS and EU level stakeholders:

- a. **Training is a shared responsibility.** Individual training is a national responsibility, which requires MS to ensure that the prerequisite training specified in the individual job description is accomplished prior to any CSDP assignment. However, the multinational nature of the EU HQ, the flexible and broad nature of the EU crisis management procedures as well as the need for a harmonized, interoperable approach to planning for CSDP missions demand that training be based on commonly agreed learning outcomes (curricula) and, as much as possible, conducted in common at EU level. This training can also be conducted by groups of Member States having clear EU standards, concepts and doctrines.
- b. **From non-duplication to global approach to programming training.** Training for CSDP Operations Planning should make use of the best positioned training actor and avoid unnecessary redundancies. This implies a transparent and constant coordination with UN, NATO and national efforts in this area. Non-duplication with NATO may imply that common training requirements could be carried out by NATO training facilities.
- c. **Civil-military complementarity and interaction.** Training for CSDP Operations Planning should be sought in an integrated, joint, inter-agency, and civil-military manner to the maximum extent possible in order to achieve complementary effects in theatre, unity of effort and maximum cooperation. This could be achieved through shared training, including multi-layer exercises.
- d. **Specialization and modularization of individual training.** Training for Planning should focus on "Planning aspects", which means that all background and basic knowledge and skills should be considered pre-requisites for planning and trained separately but connected. Therefore training for planning should only commence when all prerequisites have been met.

- e. **Training continuum.** The highest performance for operations planning is incrementally built up on education, through individual training and EU exercises. EU exercises are the apex of the training sequence / scheme for CSDP operations planning, by putting emphasis on the headquarters collective performance in challenging situations, mirroring real operations.

F. TRA METHODOLOGY

DEFINITION OF REQUIREMENTS

37. General

- a. The CSDP Military Training Requirements are defined as the training necessary to achieve and sustain the desired level of proficiency necessary to accomplish military tasks for CSDP missions and operations. They derive from the operational requirements described by the generic military tasks or job specifications (in which case they are to be regarded as standing training requirements) and are underpinned by the best practices and lessons from missions and operations (in which case they are to be regarded as new training requirements).

38. Task analysis.

- a. During this initial step, based on the priorities and conditions for training on CSDP operations planning (described in chapter D) a number of operations planning tasks assignable to military forces and military individuals have been derived (a detailed task analysis is presented at appendix 2).

39. Organizational Structure.

- a. Although a distinct sequence, a parallel effort has been invested to identify the legitimate military organizations / structures/ bodies and individuals at the EU and MS level, who by their regular duties or temporary assignments work or serve in the CSDP context in a planning capacity, in a directing, supporting or advisory role (a graphical depiction is at appendix 3).

b. From a training perspective, this organizational structure could be defined as a potential military *training audience* for CSDP operations planning. It consists of military structures / individuals, across all levels of operations (from the political-strategic level to tactical level) that are either actively involved or have a potential / future role in operations planning for CSDP military operations. Given their relative distinct responsibilities in operations planning, and due to their role or the levels of planning, the audience have been grouped in 10 categories (5 for individual training and 5 for collective training), as follows:

- (1). **EU military decision making personnel** (EUMC - MILREPs; DG/DDG and directors EUMS; current, designated or potential EU OHQ MHQ FHQ commanders and their deputies), *for both individual and collective training*;
- (2). **EU military personnel at the political-strategic level** (EUMCWG delegates; EUMS branch chiefs, military assistants and all action officers for general competences in military contribution to planning at the political-strategic level for CSDP operations), *for individual training*;
- (3). **EUMS Crisis Planning Team personnel – CPT** (EUMS action officers in the operations Directorate and the action officers eligible to join a CPT for competences in military contribution to planning at the political-strategic level for CSDP operations), *for both individual and collective training*;
- (4). **EU military personnel at the strategic and operational levels** (officers in the EU HQ manning list that have either a direct or a supporting role in planning and EUMS double hatted personnel for EU OPSCEN for competences in military planning at the military strategic and operational levels), *for individual training*;
- (5). **EU OHQ / MHQs teams - EU strategic level** (Command group, Advance Planning Teams -APT, Multinational Core Planning Teams –

MNCPT / Strategic Planning Group - SPG, HQ Combined Joint - CJ branches, Functional structures, Specialist staff), *for collective training*;

(6). **EU F/MHQs teams - EU operational level** (Command group, Joint Operations Planning Group - JOPG, HQ CJ / J branches, Functional structures, Specialist staff), *for collective training*;

(7). **EU military personnel at the tactical level** (military personnel appointed/ selected / eligible to join tactical level HQs earmarked for CSDP operations/ missions (Component Commands - CC, Battle Groups - BG), *for individual training*.

(8). **National HQs earmarked for EU military operations and teams at the tactical level** (command groups, planning team and staff officers involved in planning), *for collective training*;

c. Considering the rotational character of posts that make the object of the training audience described above, it may be inferred that training audience extend at national level to include the officers and civilians with potential to occupy in the future one of the positions in EUMS or EU HQs.

40. Thematics.

a. Thematics are areas that group performance objectives on a functional basis. For practical purposes, nine distinct categories have been considered to frame performance objective :

- (1). Situation Awareness;
- (2). Comprehensive (Grand) Strategy²
- (3). Legal basis/ Procedures;
- (4). Conflict and Crisis Analysis and Assessment;
- (5). Operational Concepts & Tools;

² This includes coordination and cooperation with civilian CSDP and other EU instruments and actors, coordination and cooperation with other international organizations (e.g. NATO, UN, AU, OSCE, etc.) and the Needs Assessment Analysis.

- (6). Operational Art;
 - (7). (Comprehensive) Operations Design;
 - (8). (Military) Estimate;
 - (9). Writing & Communicating Operations Planning Products.
- b. Thematics and their associated performance objectives change their relevance and weight over time and across the levels of operations, from tactical / simple to political-strategic / complex (a generic graphical depiction is at appendix 4). This aspect should be reflected in the content of Discipline Common Core Curriculum and subordinate course curricula and suggest the ratio among various topics within the training time available.

41. Performance Objectives.

- a. Performance Objectives (POs) and subordinated enabling objectives (EOs) derived from tasks analysis and indicate the envisaged behaviour at the end of training, which will enable the organizations / individuals to maintain a certain operational preparedness / job performance associated to CSDP operations planning function. POs and EOs have been defined as knowledge, skills and competencies³ for each training audience and with the associated Depth of Knowledge (DoK) - a conventional scale of complexity (1 lowest-5 highest) indicating the level of knowledge required for a specific skill/ competency.
- b. In this step it is critical to consult NATO POs in order to derive CSDP specific POs (Δ EU POs/NATO POs). An initial comparison of CSDP POs with NATO POs (information offered by the NATO relevant course control documents) indicates that CSDP Operations planning have specific POs at the political-strategic level and to a certain extent at the strategic level. At the strategic and operational levels, CSDP and NATO POs are common whereas at the tactical level, the planning POs are universal and can be achieved by national training and education system, although for commonality purposes, only training offered in English should be considered.

³ It has been considered that planning competencies are those behaviours shaped by a thoroughly understood specific knowledge and well-rehearsed skills whose application, under realistic conditions (train as you fight) results in effective planners, able to develop / refocus /review plans for crisis resolution.

42. Discipline Common Core Curriculum.

- a. The outcome of the "Requirements" phase has been the definition of a "Discipline Common Core Curriculum". This is a high level modular programme that groups, by modules, similar requirements for several audiences. Its purpose is to suggest to the training providers (EU and MS level) the learning outcomes (learning objectives) that have to be attained by the relevant audience, to ensure a proper preparation for specific tasks. It is a benchmark / reference against which gaps / deficiencies will be identified. It should indicate the DoK and relevant audience, including an estimated number of participants / year (if known).
- b. Grouping performance objectives by categories of training audience resulted in five distinct core modules, which constitute the Discipline Common Core Curriculum (appendix 5):
 - (1). Introduction to Planning at the Political-Strategic Level Module;
 - (2). Military Contribution to Planning at the Political-Strategic Level Module;
 - (3). Civilian Contribution to Planning at the Political-Strategic Level Module;
 - (4). EU HQ Operations Planning Module;
 - (5). Planning Fundamentals Module.

IDENTIFICATION OF EXISTING TRAINING OPPORTUNITIES

43. In this phase, the existing training opportunities available to the EU MS have been collected, after having used or interrogated several sources of information (a detailed situation is presented at appendices 6 and 7):
- a. Questionnaire on Training opportunities for "Operations Planning for CSDP", dated 1 April 2015 (Ref. L)⁴;

⁴ Thirteen MS have answered the questionnaire, CPCC, NATO ACO and several

- b. EUMS internal databases consisting of opportunities communicated by the MS in response to the EUMS letters EEAS 00640/13, EEAS 00641/13, EEAS 00642/13 dated 22 March 2013;
 - c. Pooling and sharing in the area of Training and Education Questionnaire 2 – State of Play. Methodology and State of Play (answers to topics 1-16) REV 2, doc. 01072/2/12, dated 29 August 2012;
 - d. Letter UK MoD, EUBG 2016/2 – Request for EUMS Support to EU Foundation Training Briefings in UK on 11 Jan and 27 Apr and a Central Seminar in Jun 2016, doc. DISP/11/05/15/01;
 - e. SCHOOLMASTER database;
 - f. NATO Education and Training Opportunities Catalogue (ETOC) and NATO School Oberammergau (NSO) website;
 - g. Harald Gell, Sylvain Paile (Eds.) Lessons Learnt from the international Military Academic Forum 2014 (IMAF Handbook);
 - h. Websites of national training providers.
44. The existing courses have been valued as in-scope and out-of-scope courses. In scope courses are those courses that apparently match the performance objectives of the Discipline Common Core Curriculum. A number of out-of-scope courses have been considered and recorded for further use of other disciplines and possible subsequent inter-disciplinary analysis, as follows:
- a. Courses that could complement the training for CSDP operations planning;
 - b. Courses that may be regarded as prerequisite for training on planning;
 - c. Functional training for operations planning (environmental - air, maritime, land or functional – engineer, logistics, cyber, PSYOPS, CIMIC, Medical).

ANALYSIS - CONCLUSIONS

multinational centres of excellence.

45. In the final phase, a target audience analysis (Annex H) has been conducted. More specifically, the existing training opportunities have been compared against the required performance objective captured by the Discipline Common Core Curriculum, for each training audience, with the aim to highlight:

- a. **Gaps** - where no courses/ exercises are in place to meet the objectives set by the Discipline Common Core Curriculum or existing opportunities are insufficient to cover the needs of the audience;
- b. **Deficiencies** – where existing opportunities do not meet all the objectives of a specific module of Discipline Common Core Curriculum, either quantitatively or qualitatively;
- c. **Redundancies** – where several courses are organized to meet the objectives of a specific module of the Discipline Common Core Curriculum (uncoordinated) and this may result in allocated seats not being filled with participants and hence a waste of scarce resources.

46. Overall, the training requirements for “Operations Planning for CSDP” are well covered by specific training activities conducted by the training providers at the national (MS) or supranational level (EU training actors or bodies). Given the common set of skills for operations planning and the common target audience for both EU and NATO, a good deal of common training needs is covered by the NATO training facilities.

47. However, as it will be described in the following paragraphs, and depicted in the appendix 8, a series of gaps and deficiencies have been identified, which need to be properly addressed. The current report groups the gaps and deficiencies in a general context and by the levels of training audiences.

48. General conclusions

- a. Training for CSDP operations planning should be anticipated by specific training on CSDP fundamentals, needs which are covered by ESDC through the CSDP Orientation Course and High Level Course and by the EUMS through CSDP Foundation Training organized on behalf of EU HQ

Community. These courses should be regarded as prerequisites, which would relieve planning courses of such general topics.

- b. Following the principle of "specialization and modularization of individual training" the CSDP operations planning courses should be trimmed by general knowledge that is already delivered through courses with orientation / general CSDP awareness focus.
- c. Training should focus on practicing common planning tools and not on the working processes associated with planning (e.g. circulation of documents, political decision making process, getting consensus, dealing with ambiguity etc.). The latter are specific to each environment: UN, NATO, EU or national, whereas the former are universal.
- d. Planners have to be trained on common planning doctrine and tools, if effective planners are to be available for any organization at short notice. The case of MN JHQ Ulm which is earmarked to NATO, EU and national operations is a case in point. The training should target the interface of the levels of planning, so both levels should attend the same course / exercise to get the right understanding (e.g. ML-type exercise).
- e. The formation of a planner (either global or functional) and, in general, the preparation of personnel involved in planning is a long term process. The planning expertise is built upon basic operational concepts and tools, by learning and practicing the operational art at a specific level of operations. At the military strategic level, for example, a planner builds up on his / her background by attending relevant individual training on strategic planning, practicing planning skills in annual exercises and consolidate their skills learning by doing (on the job).

49. Training for the EU military decision making personnel

- a. **There is no formal individual training on CSDP operations planning for EU military decision making personnel (EUMC - MILREPs; DG/DDG and directors EUMS; current, designated or potential EU O (F/M) HQ commanders and their deputies).** The EU Senior Mission Leaders Course

focuses on the civilian missions and the limited number of seats and its relative low frequency (biennially) may indicate the need for more frequent / additional training at this level on CSDP operations planning.

- b. In order to offer this audience opportunities to practice key decision making steps and gain an in-depth familiarization with the CSDP planning environment, there may be a need for shorter (1-2 days) reflection seminars, decision exercises on real-life missions / situations (e.g. CSDP Decision Making Seminar) and a short course "Intro to Planning at the pol-strategic level" could be developed (e-learning or blended) or expand existing ESDC AKU 6 "Planning for CSDP Missions and Operations".

50. Training for the EU military personnel at the political-strategic level

- a. **There is no formal individual training on CSDP operations planning for the EU military personnel at the political-strategic level.** This particular audience (EUMCWG delegates; EUMS branch chiefs, military assistants and all action officers) may not have a direct role and contribution to the planning effort of the EUMC and EUMS, but they could be asked at short notice to reinforce a planning team or to provide specific advice on planning related issues or documents.
- b. Therefore a general introductory level course on planning at this level has been assessed as necessary. There is no such a course and the existing e-learning course run under ESDC (Planning for CSDP Missions and Operations - Autonomous Knowledge Unit (AKU) 6) is outdated and incomplete.

51. Training for the EUMS Crisis Planning Team personnel

- a. **Training requirements for the EUMS Crisis Planning Team personnel are satisfactorily covered by the existing training** (Military (EUMS) Contribution to Planning at the Political-Strategic Level Course).
- b. However, some of the performance objective (e.g. conflict analysis, strategic analysis to be handed over to OHQ), the ROE process) are not properly met and the course needs to be reviewed accordingly.

52. Training for the EU military personnel at the strategic and operational levels

- a. **Training requirements for the EU military personnel at the strategic and operational levels are mainly addressed through national or NATO specific courses. Only one MS organizes the "Operational Planning Courses" in accordance with the EU Training Guide.** Therefore, quantitative and qualitative gaps have been identified.
- b. The quantitative gap is defined by the fact that there are insufficient courses (limited seats offered to external audience) to satisfy the identified needs. The financial costs associated to traveling to a remote location may represent a constraint, impeding the participation of foreign students.

- c. On the other hand, some qualitative gaps have been identified during TRA.
There is a need that existing courses cover: the transfer of planning from EUMS (initiation phase) to EU OHQ, the interaction with other instruments of comprehensive approach, operations assessment, termination, strategic communication, the use of the collaborative operations planning tools and a review of operational concepts & tools at this level.
- d. Given the fact that most of the planning skills needed at this level are common for national, NATO or EU purposes, in principle every MS has a basic capacity to cover the needs, through their own national programme for operations planning (stand-alone courses or modules in longer term programmes). These courses should be regarded as complementary to the EU common courses on operations planning.

53. Training for the EU military personnel at the tactical level

- a. **Training requirements for the EU military personnel at the tactical level are covered by national programmes and courses.** MS should ensure that that their personnel identified as training audience for CSDP operations planning possess the necessary competencies and are able to conduct planning activities in English language, as described by the Discipline Core Common Curriculum - module "Planning Fundamentals". Due to its basic character, attending this module should be a prerequisite for the other superior modules.
- b. **At the tactical level (to include basic education as a component of national professional military education programmes) national operations planning (military decision making process) within EU MS may differ from each other and the planning products (e.g. orders) differ too in sequence and content.** Experience with the military ERASMUS programme shows that young officers could be exposed to the planning at the tactical level, even before they graduate from the military academies, during operations (missions) and exercises, in a combined (multinational) environment (English language). This situation is most common at the company level within the land forces.

- c. In this respect, ESDC should consider developing a common module for young cadets/ officers as part of the Military ERASMUS initiative, taking into account the Discipline Core Common Curriculum – module "Planning fundamentals".

54. Training for the CPCC and civilian mission planning personnel.

- a. As indicated by the CPCC, unlike for the military side of the house, 'civilian planners' as such are extremely rare. In principle only gendarmerie-type forces represent a possible reserve of operational planning capacity at the strategic and operational levels due to the fact that their staff officers normally follow the same commanders/planning courses as their military counterparts. As, however, CPCC uses similar planning templates and approaches as the EUMS and military EU OHQs, there is a need to not only have such planners permanently sit in the CPCC to support the CivOpsCdr in the discharge of his/her strategic and operational planning duties, but also to have such skill sets within the missions as planning is being pursued further at the field level during the entire mission life time.
- b. There are three courses that partially fulfil the needs for CPCC: ESDC High Level Course; ESDC Strategic Planning Course and CEPOL EU CSDP Police Command and Planning Course (former SPOPCOP). The latter two are mainly focused on police officers.
- c. The development of clear standard/ common curricula for civilian operations planning agreed by the MS as a minimum set of knowledge and competences that could guarantee a common approach to planning in this environment needs to be further carried out. Despite the approval by MS of a number of documents on civilian planning doctrinal aspects in civilian CSDP, the knowledge and 'art of planning' are developed gradually and are essentially based on in-house institutional memory and limited training initiatives (within means and capabilities). The permanent link between the CPCC operational planners and the staff in charge of planning in the missions contributes to a common and shared understanding of how to perform planning. Beyond CPCC efforts to elaborate on the civilian planning doctrine, there is no systematic approach and limited tool as yet to civilian CSDP operations planning training, with the exception of the civilian operational planning e-pack now being developed by CPCC for ESCD within their e-learning projects.

- d. EUMS and CPCC do not have any internal training capacity to run courses for operations planning at the political-strategic, strategic and operational levels. On the other hand, these competences could not be found in other organizations and learning happens mostly through mentoring, coaching or limited formal theoretical sessions.

55. Learning & Development

- a. **Developing skills and competencies in the area of operations planning cannot be achieved only through formal training.** It has been proved⁵ that most of the knowledge and skills acquired during formal training activities perish soon after the session ends and unless complemented by continuous contact with the matter and other interactive methods, among which the critical is on-the-job or experiential learning, the investment in classical training produces limited returns.
- b. On-the-job experience for operations planning is possible only in real-life operations, which are seen as the last resort for a military organization. That is why military organizations train in peace time and simulate this “worst case scenario” by running exercises. **Therefore extending and multiplying (by 7!) the time spent in classical training by practicing skills in exercises should be considered a norm. ML, MILEX and national level exercises offer excellent conditions for practicing these skills in a comprehensive context.**
- c. Moreover, consideration should be given to learning through social interaction as a means of maintaining and improving planning skills. The use of the (future) EU Crisis Management Training Web Portal as a secure web-based platform for CSDP practitioners, where they can share their experience could be an option in this regard and should be further investigated (see for example the DEVCO platform⁶).

⁵ See for example the learning model 70:20:10 at <http://learnnovators.com/702010-ld-model-developing-high-performing-workforce/>

⁶ <http://capacity4dev.ec.europa.eu/>

PROPOSALS

General

- 56. Adoption by the MS of the Discipline Common Core Curriculum (appendix 5) as the EU common military training requirements on CSDP operations planning.**

This curriculum should be accepted as the basis for developing common courses, and potential accreditation and assessment of courses by the relevant authority.

- 57. EUMTG, supported by EUMS, to develop a mechanism of recognition/accreditation of courses organized by national institutions that meet the learning outcomes described by the Discipline Common Core Curriculum.**

Courses that conform to the Discipline Common Core Curriculum to be listed in the military section of the "CSDP Training programme" and monitored by the EUMTG. This should be done by taking into consideration the existing accreditation system used by the ESDC for courses organized under its umbrella.

- 58. EUMS to further investigate possible sources for financing courses that meet the identified training requirements.** An example of such costs could be the mission expenses of experts invited to support a course (e.g. Mobile Training Teams).

- 59. EUMS to support CPCC in investigating the possibility for the civilian planners to attend courses organized by the relevant military training providers.**

- 60. EUMS to further investigate the organization of the ML exercise by creating conditions for other users to “plug in” (including BGs) and use the training environment and the planning products for synchronous (collaborative) and asynchronous planning, as needed and possible.**

At the political-strategic level

- 61. ESDC to be invited to consider the review and/ or development of the following training activities in support of military (and possible civilian) training requirements on CSDP operations planning:**

- a. **Develop a short high-level training interacting opportunity (e.g. reflection seminar, decision exercise on real-life operations / missions / situations for the EU military (and potentially civilian) decision makers.** This activity would offer opportunities to this audience to practice key decision making

steps and gain an in-depth familiarization with the CSDP planning environment.

- b. **Develop a new course "Civilian and Military Contribution to Planning at the Political-Strategic Level Course"**. This course should be considered as a preliminary activity of the two distinct courses (Military-EUMS contribution to planning at the political-strategic level and Civilian-CPCC contribution to planning at the political-strategic level). Potential focus: common planning tools and process (using vignettes for short practical applications); conflict analysis workshop to ensure both have a common understanding of situation (e.g. conflict analysis workshop run by K2); Geo desk simulates launching the PFCA. An opportunity to organize a pilot course would be in the summer of 2016, in preparation of ML16;
- c. **Review existing courses: "ESDC Strategic CSDP Mission Planning Course" and "AKU 6 Planning for CSDP Missions and Operations"** to address the gaps highlighted in appendix 8.

62. **EUMS to review the "EUMS Military contribution to Planning at the Political-Strategic Course"** to address the gaps highlighted in appendix 8.

At the strategic and operational levels

63. **Voluntary MS, supported by the EUMS, to review/ amend the existing curriculum of the "Operational Planning Course" provided by the EU HQ Training Guide into a "EU OHQ Operations Planning Course", to reflect the training requirements described by the Discipline Common Core Curriculum (Module 4 - "EU HQ Operations Planning")**. A blended solution could be developed grouping theoretical presentations, scenario, example, real-life planning documents and preliminary practical work in an e-learning sequence thus reducing the residential session.
64. **EU to establish a standing Multinational Mobile Training Team (MMTT) resourced with adequate staff, facilities and budget, to run the proposed "EU OHQ Operations Planning Course"**. The MMTT should be composed of experienced officers (global and functional planners with experience at the military

strategic level), able to travel to the host training providers (MS offering EU HQs and EUMS). Mission costs could be shared between the sending state and the MS hosting the course. When visiting EUMS, the costs could be borne from the EEAS training budget.

- 65. Voluntary MS to organize, annually, the proposed "EU OHQ Operations Planning Course". The course could be organised by the MS offering the EU HQs and/ or MS running courses in cooperation with NATO School, on a rotational basis.** A reciprocal and fair allocation of seats should be ensured, thus allowing all MS in this cooperative arrangement to attend this course (e.g. 1/3 of seats to be offered to the other EU HQs). On a reciprocal basis, the host MS should cover tuition expenses (payment of instructors, renting conference rooms etc.) and provide facilities at convenient costs to the external participants (accommodation and messing in military facilities etc.) which would encourage attendance. EU MS running courses in cooperation with NATO School (e.g. FI, LV, SE) to consider rerolling this course for the EU needs. EUMS to keep a roster of "EU OHQ Operations Planning Courses", updated periodically at the EU HQ conference. The courses should be scheduled in anticipation and in preparation of the ML/ MILEX conduct phase. CPCC personnel involved in planning to be invited/ offered seats.
- 66. The MMTT, supported by the EUMS, to organize, biennially, in Brussels or in a MS, a "EU OHQ Operations Planning Train-the Trainers Course".**
- 67. EU to implement a generic annual training scheme for military planning competencies at the political-strategic, strategic and operational levels** (graphic at appendix 9), in the following sequence:
- a. Civilian and Military contribution to planning at the Political-Strategic Level Course, organized by the ESDC, as described at para 61 b.
 - b. Civilian contribution to Planning at the Pol-Strategic, organized by the CPCC.
 - c. Military contribution to Planning at the Pol-Strategic, organized by the EUMS.
 - d. EU OHQ Operations Planning Course, as described at para 65.

At the tactical level

68. **ESDC to be invited to consider the development of a “Common European Union (Tactical) Military Decision Making Process”.** The value of this module would be its subsequent implementation into the national basic officer education and offered as a common module as part of the military Erasmus initiative.

Collective Training

69. **EUMS to further analyse the opportunities offered by a wide and comprehensive crisis response exercise, involving EUMS and military staff of EU Member States at all planning levels.** This should be achieved by making use of existing exercises: ML, MILEX, VIKING, and CJEX.
- a. MS which are not part of the CJEX system / environment, to consider using it. For practical reasons, it is recommended that this be done in groups of up to 5 MS. The extension could be made with the support of the current CJEX members to the new colleges/Member States willing to adopt the exercise in their training system (staff colleges possibly open to civilians).
 - b. MS which are part of the current CJEX system to consider exercising all planning phases (currently limited to the mission analysis and the briefing to the operation commander) and possibly the conduct phase (the real collective training opportunity). This could imply more time for staff courses, but it could be resolved by a different modularisation of the existing curricula. ESDC is invited to consider analysing this subject for the Networking conference on CSDP training.

BIBLIOGRAPHY

- A. Council Conclusions on CSDP (15992/13);
- B. EUMC Strategic Priorities (9207/12);
- C. PSC, EUMC, CIVCOM, CMPD, CPCC, EUMS Terms of Reference;
- D. EU Concept for Military Planning at the Political Strategic Level (6432/15);
- E. EUMS Crisis Management Manual (EEAS (2015) 58);
- F. EU HQ SOPs (2010);
- G. EU OHQ and FHQ Manning Guide – including Job Descriptions (EEAS 01510/14);
- H. Draft EU Training Concept in ESDP (11970/04);
- I. EU HQ Training Guide (11506/09);
- J. Requirements Catalogue 05 – RC 05 (14467/1/05 REV 1) (on the classified network - SOLAN);
- K. EU Capability Codes and Statements 2012 9 (EEAS 00229/12);
- L. Generic Military Task List (The EU Capability Development Plan, EDA SB 2014/21/14);
- M. EU Battlegroup Preparation Guide, doc. CCM 12904/2/08, dated 8 September 2008 (SOLAN);
- N. EU Concept for EU-led Military Operations and Missions, doc. 17107/14, dated 19 December 2014;
- O. EU Concept for Military Command and Control, doc. 5008/15, dated 5 January 2015;
- P. EU Concept for Force Generation, doc. 10690/08, dated 16 June 2008;
- Q. EU Principles for EU HQs, doc. 11113/10, dated 15 June 2010;
- R. EU Operational Headquarters Standard Operating Procedures (EU OHQ SOP), (SN 3649/10) (on the classified network - SOLAN);
- S. EU Force Headquarters Standard Operating Procedures (EU FHQ SOP), (SN 3821/10) (on the classified network - SOLAN);

- T. Allied Command Operations Comprehensive Operations Planning Directive (COPD) (NATO);
- U. Exercise Policy of the EU under the CFSP (8909/14);
- V. CSDP Transition Strategies – recent lessons (11934/14);
- W. Council Conclusions on the EU's Comprehensive Approach (9644/14);
- X. Information Note on lessons from CSDP operations and exercises (EEAS (2015)110) (on the classified network - SOLAN);
- Y. Framework Process for Managing CSDP Military Training Requirements (17087/14)

Appendices (see separate files)

1. Questionnaire on Training Opportunities for Operations Planning for CSDP, Questions 1, 4-6
2. Task Analysis
3. Organizational structure
4. Thematics
5. Discipline Common Core Curriculum
6. Training Opportunities on Operations Planning for CSDP - Individual Training
7. Training Opportunities on Operations Planning for CSDP - Collective Training
8. Target Audience analysis - Gaps, Deficiencies and Redundancies
9. Proposed Annual Training Scheme

QUESTIONNAIRE

ON TRAINING OPPORTUNITIES FOR OPERATIONS PLANNING FOR CSDP

Questions 1, 4-6

1. Please identify the training audience that requires training on "Operations Planning for CSDP" in your Member State, EU institution, multinational headquarters or organization,

MS EU	Military	Diplomatic	Police	Rule of Law	Interior Border Control	Development	Humanitarian Aid	Other
AT	YES							
BE	YES		YES ⁷					
BG	YES	YES	YES	YES	YES			Yes ⁸
CZ	YES							
CY	YES							
DE	YES							YES ⁹
ES	YES	YES	YES	YES	YES			
EL	YES							
HU	YES							
FR	YES							
IT	YES							
LT	YES	YES						
PL	YES	YES	YES	YES	YES			
RO	YES							YES ¹⁰

⁷ Civil servants of Public Federal Services, Police and Security Services

⁸ Civilian leaders and experts, participating in crises management and disaster relieve operations

⁹ SME Legal Affairs, SME Political Affairs, SME Ethnic Affairs, SME Economic Affairs)
e.g. BUDFIN Personnel in JFAC

¹⁰ Civilians from defence and national security field of activity

MS EU	Military	Diplomatic	Police	Rule of Law	Interior Border Control	Development	Humanitarian Aid	Other
PT	YES ¹¹							
CPC C			YES	YES	YES			YES ¹²
CEP OL			YES		YES			

¹¹ The training audience that requires training on “Operations Planning for CSDP” should be spitted in the following levels:

- Political-strategic: Ministry of Defence and General-military Staff
- Strategic-operational: Joint Command for Military Operations Staff, Navy/Army/Air Force Staff, Military Sciences PhD Course students, Joint Staff Course students
- Tactical: Immediate Reaction Force Staff, Naval/Land/Air Operational Component Command

¹² CPCC and mission staffs in charge of operational planning for civilian CSDP missions.

4. Are there national training needs for "Operations Planning for CSDP" that, for various reasons, are not or partially met? If yes, please describe what these needs are.

MS	ANSWER
National	
AT	Training/Exercises for Campaign Execution (no national capacities/capabilities to conduct a current ops exercise incl. required simulation)
BE	No
BG	<p>Yes.</p> <p>(NDC, BDI) General capabilities - Facilitate coordination, share and gather relevant information and contribute to the identification and intelligent sequencing of available EU instruments as required;</p> <p>(NDC) Experience - Working in HQ at political-strategic/ strategic/ operational/ tactical level</p> <p>(NDC, BDI) Education & Training - Relevant Civilian Crisis Management Courses;</p> <p>(NDC, BDI) Crisis Management- EU external action beyond CFSP/CSDP (especially development assistance, humanitarian aid, Instrument Contributing to Stability and Peace - IcSP, enlargement); Command and Control techniques and procedures at all levels of operations; Political and legal aspects and their influence on strategic/operational planning;</p> <p>(NDC, BDI) CSDP - EU Comprehensive Approach to crisis management; Capability development process, principles and concepts of force generation at national level and multinational levels;</p> <p>(NDC) Operations Planning - Roles, capabilities and limits of all components (civ) and environmental services (air, maritime, land, space, cyber) relevant for the crisis management missions and operations; Force sensing and generation at national and multinational levels.</p>
CZ	Operations Planning area (full range) as described in appendix to Annex B
CY	<p>Yes</p> <ul style="list-style-type: none"> • UN structures and UN crisis management process. • Principles/fundamentals of operations/ missions at different levels (strategic, mil-strategic, operational, tactical). • Civil-military coordination in NATO, EU, UN operational environment at various levels. • Political and legal aspects and their influence on strategic/ operational planning • International humanitarian law and its influence on planning and conduct of missions and operations. • Command and Control techniques and procedures at all levels of operations • International relations and Members States politics (EU, NATO, UN). • Comprehensive Operations Planning Directive (COPD), EU Comprehensive Operations Planning Process (COPP) and associated guidelines and documents. • Operational art, operations planning tools, procedures and campaign assessment (EU, NATO, national)

DE	(CIMIC) DE does not see a gap for the national training. In principal, it should be the aim to train civilian and military planners in the same way and in a logical way. All in all the training might need up to two years.
ES	(Navy) Training needs for “Operations Planning for CSDP” are not completely met due to budget reasons. In the NATO environment, the different courses are run in NATO Schools and Centres of Excellence spread widely across the NATO countries. Therefore, you need to send abroad your personnel just to be trained, which it means money. In the EU environment, this is partially solved thanks to the point that EU develops some kind of round robin training architecture, which means the same course is run in different countries in a sequel way. That is a good solution to reduce the economic impact of taking part in the CSDP training programs."
EL	No
FR	No needs at the moment. Due to operational burden the target audience is unavailable.
HU	Considering the fact that there is no continuous individual and collective training organized in this matter, there is a particular national training need for “Operations Planning for CSDP” . Especially, for the military staff officer personnel, during the pre-deployment phase going to be deployed to EUBG’s different level of HQs. Such as FHQ, OHQ and tactical Brigade level HQs. It is necessary to enhance the staff officer’s general capabilities (eg. situation assessment, quality work production, coordination skills) and knowledge about CSDP planning sequence (taking into consideration the comprehensive approach).
IT	No
LT	Training for Operational planning is needed , because graduates from above mentioned courses receive not very deep knowledge in area of Operational planning and only some of them are appointed to planner positions after graduation. In this case would be more appropriate short term courses for personnel who are working on Operational Planning issues.
PL	Assessment of the security situation (civilian, military activities) in order to provide sound advice to military leadership; Facilitate coordination, share and gather relevant information and contribute to the identification and intelligent sequencing of available EU instruments as required; UN structures and UN crisis management process; Civil-military coordination in NATO, EU, UN operational environment at various levels; International humanitarian law and its influence on planning and conduct of missions and operations; Comprehensive Operations Planning Directive (COPD), EU Comprehensive Operations Planning Process (COPP) and associated guidelines and documents.
PT	Yes, there are needs in the “Operations Planning for CSDP” dimension , although the regular military career provides a set of training events and courses for skills development and update. The main gaps are the lack of a relevant number of graduated students with NATO Operations Planning Course and other CSDP specific training courses.
RO	(CMMOD) If any gap, it is narrow because Crisis Management and

	<p>Multinational Operations Department is connected to the developments in NATO and CSDP, having the mission to train officers in NATO and EU doctrines and procedures.</p> <p>(MoI) Yes, see the answers to Q5.</p>
EU level	
CPCC	<p>Unlike for the military side of the house, 'civilian planners' as such do not exist at present. The only one group of people who remotely have a sense of operational planning at the strategic level are gendarmerie-type forces as they tend to follow the same commanders/planning courses as their military counterparts. As, however, civilian CSDP uses the same planning templates and approaches as the EUMS and mil EU OHQs, there is a need to not only have such planners permanently sit in the CPCC to support the CivOpsCdr in the discharge of his operational planning duties, but also to have such skill sets within the missions as planning is being pursued further at the field level during the entire mission life time.</p> <p>There is only one civilian planners' course today organised by CEPOL and focused on police officers. It is currently called 'SPOPCOP', but it is rarely that we find the course participants later either in CPCC or in civilian CSDP positions. The knowledge/'art of planning' is thus to date developed gradually, much based on in-house institutional memory and with a minimal transfer of it through ad hoc induction events organised by the CPCC occasionally. There is no systematic approach or tool as yet to civilian CSDP operational planning training.</p> <p>CPCC could find huge advantages to include some of its civilian planners within planning courses organised by the military, (e.g. NATO School of Oberammergau) or by Members States.</p>
CEPOL	N/A
NATO	
ACO	N/A
Multinational, CoE	
MILENG COE	No
CMDR CoE	Yes. Bulgaria takes part in several EU operations and deep preparedness in EU Operations Planning for CSDP is required.
JAPCC	No

5. Providing you answered "yes" to question 4, what options do you envisage to cover these needs and overcome the situation?

MS	ANSWER
National	
AT	Cooperation with partners, currently with MNJHQ ULM in training, SEDU (SWE) and JSCSC (UK) for their respective exercises (CJSE/VIKING, Adept Cormorant)
BE	-
BG	Different participants as Training Audience chosen from different directorates and services (not mainly “plans” and “operations”) to be sent for courses and exercises.
CZ	Attending appropriate courses/training organised by ESDC, EUMS, member states and NATO School.
CY	Cypriot Officers participate in different Courses relating to "Operations Planning for CSDP" in other EU countries or institutions that already provide this field of education.
DE	-
ES	(Navy) The round robin training architecture is a good solution to reduce the economic impact of taking part in the CSDP training programs.
EL	-
FR	-
HU	EU OPS planning courses at least two levels (EUMS/OHQ, EUBG/FHQ) for staff officers. Considering, that in Hungary there is no existence such kind of institution and subject matter experts, which can organise and provide lectures on this issue, Hungary is only able to send personnel to take part in this kind of course elsewhere.
IT	-
LT	More active participation in COPD course in NATO school.
PL	Participation in courses and training events on CSDP operations and missions planning organised and supported by EU military and civilian subject matter experts (SMEs); Participation in NATO specialised and advanced courses organised by specialised NATO training institutions such as NATO centres of Excellence; Organisation of training events at national level on subjects within national responsibilities.
PT	The fulfilment of the EU objectives could be achieved by a wide and comprehensive crisis response exercise, involving EUMS and Military Staff of EU Members at all planning levels.
RO	(MoI) 1. Larger involvement into the CSDP training at EU level, i.e. ESDC, CEPOL and ENTRi, both by sending staff to training programmes and supporting the training at by providing own lecturers and experts (sharing experiences, knowledge and professional expertise) 2. Creation of consortium at national level , between National College for Home Affairs (Ministry of Internal Affairs), National College of Defence (Ministry of

	National Defence) and Centre for Formation on Post-Conflict Reconstruction (CeFor, Ministry of Foreign Affairs), with the aim of provide a common (integrated) curricula and training and to sharing the resources available at different institutions (experts, information, training centre, etc.).
EU	
CPCC	<p>At present, CPCC looks to address this matter in the context of the Annual 2014 lessons learned process and also in the context of the ongoing EU CSDP Training Policy review.</p> <p>CPCC contributes to preserving the operational planning focus in the SPOPCOP training curriculum.</p> <p>But more, clearly, is needed. We therefore look to raise the awareness of the need to introduce more 'system' and standard of civilian CSDP planning methodology training through responding to this very questionnaire. Ideally, we would one day make it compulsory, eventually, for civilian planners serving CSDP to have passed adequate and dedicated planner courses that would have to be designed and organised on a regular basis.</p>
CEPOL	N/A
NATO	
ACO	N/A
Multinational, CoE	
MILENG COE	N/A
JAPCC	N/A
CMDR CoE	<p>First, individual training activities related to EU Operations Planning for CSDP (course, workshops, etc.) to be held in Bulgaria and more potential participants in such operations to be involved in order to enrich their knowledge and preparedness.</p> <p>Second, collective training in the respected area (different exercises) to be organized in order to enhance the level of common understanding in operations planning and execution and to heighten the level of interoperability among the all players.</p>

6. What role do you see for the EU in covering training gaps? Do you see any need for additional training activities at EU level, necessary to meet the training requirements for "Operations Planning for CSDP"?

MS	ANSWER
National	
AT	EU could have a role in coordination of the various national efforts.
BE	Some Belgian officers could follow any course organised by the ESDC on the subject , on an ad hoc basis.
BG	The EU CSDP Training Methodology, Formats and Instruments (for training both civilian & military personnel) should be the key contributor to covering the training gaps ; In Advanced planning - (MoE and MoP definition); Crises management planning in the CSDP Mission area - planning the next 24 /48 hours; Battle rhythm running.
CZ	From our view, we do not see any gaps in training to meet civ/mil requirements at this area to be covered at EU level at this time.
CY	The EU plays an important role as concerns the covering of training gaps, due to the fact that Members States have the opportunity to participate in different Courses relating to "Operations Planning for CSDP". At the current stage the PoC considers that there is no need for additional training activities at the EU level, taking in to account our needs as a country.
DE	(Air) If training gaps are identified which can be related to a shortage of appropriate courses/training offered, EU could support (e.g. with funding) interested nations in establishing additional training opportunities.
ES	(Navy) Having the need of experts in CSDP Planning Process, UE has to assure that the requirements are met. Therefore UE should match the requirements and the courses and training activities available just to identify the gaps. Afterwards, these gaps should be filled in with new courses/ training activities led by UE bodies and offered to the member states.
EL	-
FR	Due to operational burden already mentioned, it could be interesting to have some individual trained during activities at EU level.
HU	EU should give: <ul style="list-style-type: none"> pre-arranged training packages; develop trainers for this task, organise train the trainer courses, provide assigned mentors in preparation for the EUBG/FHQ level; EU centrally organised courses for the EUMS/OHQ level in order to facilitate common understanding and procedures.
IT	EUMS should play a key role in the training of the Primary Augmentees Multinational (PAMN). MS provide EU HQ with a number of PAMN that are part of the core staff of an activated EU HQ. In this remit, the PAMN should work together in a common training event before being employed in an EU HQ. Having in mind that EUMS is custodian of the PAMN list, EUMS could

	organize training event for this PAMN.
LT	Similar as COPD course in NATO school would be welcomed.
PL	<p>Within the training domain, the EU can perform the following functions:</p> <ul style="list-style-type: none"> • Identification of high priority training needs for personnel; • Requesting authority for organization of NATO/EU specialised or advanced courses on subject matters beyond national responsibility; • Allocation of places on specialised or advanced NATO/EU courses according to training needs and training capabilities; • Organisation/ arrangement of mobile training teams.
PT	<p>The EU role should comply and integrated strategic communication campaign and an effort to alter military planning objectives through EU main objectives. The fulfilment of the EU objectives could be achieved by a wide and comprehensive crisis response exercise, involving EUMS and EU Member Staff Military Staffs at all planning levels.</p>
RO	<p>(CMMOD) EU should select training facilities that can host training sessions in order to keep national authorities connected to the developments in this field. If possible, the EUMS should even fund courses/training sessions to cover the training gaps that are recognized both by the EU staff and by national authorities.</p> <p>(MoI) More programmes should be designed/dedicate (especially under the auspices of ESDC and CEPOL) to the strategic planning of CSDP mission and operations, along with similar courses addressing the participation of experts/forces from EU Member States to UN and NATO missions and operations. A deeper understanding of differences between planning procedures at EU/NATO/UN level is desirable, along with the ability of working/planning in different environment, under different command (including when switching from UN to EU mandate, if necessary) – the reason is the following: at national levels, more or less the same staff plan both involvement into EU and NATO/UN missions and operations.</p> <p>A course to address the links between operational/strategic planning of missions/operations at national level (including participation of national forces to CSDP missions), and the way of planning at EU level, would be very useful for national planners which are involved in both types of activities and must understand correctly commonalities and differences.</p> <p>A common curriculum for all institutions providing training on CSDP at European level.</p>
EU	
CPCC	<p>As outlined, the need on the civilian side is huge as to date systematic and standardised operational planning training basically is non-existent. The CPCC will have to be a key stakeholder in the development of any such standardised training curricula. The ESDC could be a key facilitator, but MS too could offer the organisation of such courses dedicated to civilian CSDP operational planning training.</p> <p>It should however be kept in mind that CPCC resources remain very limited with only one training expert who also deals with other files, and only three permanent planners.</p>

CEPOL	<p>At EU level, the lessons learnt from missions and operations suggest a need for better coordination and efficiency in training for CSDP.</p> <p>The European Law Enforcement Training Scheme/LETS (COM(2013)172final) promotes CEPOL's coordinating role in terms of providing possibilities for pre-deployment trainings for law enforcement officials who take part in EU civilian missions in third countries.</p> <p>CEPOL could help in training law enforcement officials from Member States that do not have national training institutes by providing pre-deployment training to law enforcement officials who take part in EU civilian missions in third countries – thereby ensuring the same level of preparedness of all law enforcement staff deployed.</p>
NATO	
ACO	N/A
Multinational, CoE	
MILENG COE	None
JAPCC	<p>From an Air Power perspective, this aspect seems already to be covered by current NATO education and training activities. JAPCC does not deem additional, separate EU activities, in this particular area of interest of any added value. A few non-NATO states (Austria, Sweden, Finland) have NATO PfP status and are already deeply involved in NATO education and training activities.</p>
CMDR CoE	<p>Financing (partially or fully) of the activities above mentioned;</p> <p>Co-ordination between trainers and trainees;</p> <p>Accreditations of the EU Courses.</p>

Questionnaire respondents

- **AT** - MoD, National Defence Academy
- **BE** - Royal Higher Institute for Defence
- **BG**
 - NDC – “G.S.Rakovski” National Defense College (NDC)
 - BDI – The Diplomatic Institute to the Minister of Foreign Affairs of Bulgaria
- **CY** - Ministers Military Staff/ Defence Policy and International Affairs Directorate
- **CZ** - MOD/Foreign Activities Directorate
- **DE**
 - German Federal Armed Forces Command and Staff College
 - Air Operations Command
 - CIMIC - Bundeswehr CIMIC Centre
- **EL** - Hellenic Supreme Joint War College
- **ES**
 - Navy
 - Air Force
 - Spanish Centre for National Defence Studies (CESEDEN)
- **FR** - EMA / CPCO/Adjoint NC OHQ – EU OHQ
- **HU** – Hungarian Defence Forces TRADOC
- **IT** – Italian Joint Operations HQ
- **LT** – Joint Staff of Lithuanian Armed Forces
- **PL** – General Staff of the Polish Armed Forces. J3/J7
- **PT** - Ministry of the Defence
- **RO**
 - CMMOD - Crisis Management and Multinational Operations Department
 - MoI - Ministry of Internal Affairs, General Directorate for Human Resources
- **CPCC** – Civilian Planning and Conduct Capability
- **CEPOL** - European Police College, Operations Department / Training and Research Unit
- **ACO** – Allied Command Operations
- **MILENG CoE** - NATO Military Engineer Centre of Excellence
- **JAPCC** - Joint Air Power Competence Centre
- **CMDR CoE** – NATO Crisis Management and Disaster Response Centre of Excellence

Note

Some MS have provided composite answers of several training providers. References are made with regard to the training provider, when required.

MS suggestions from other sources/ questionnaires

SE¹³

A **single Planning Process**, agreed by both NATO and CSDP, would enhance training/education of the staff and would simplify the planning of the training/education.

DE¹⁴

Training audience should have a basic knowledge of EU organization, structure and principles as well as of EU Headquarters principles. Therefore **attendance of a CSDP Foundation Course (by EUMS) or CSDP Orientation Course (by ESDC) is a prerequisite.**

Knowledge of NATO's Comprehensive Operations Planning Directive (COPD) is desirable; attendance of an Operational Planning Course (individual training, e.g. NATO school) is desirable (note: *with reference to prerequisites for the course Operational Planning Team Training Course, see annex G*).

DE, ES, FR, LV, LT, NL, PL, FI, SE¹⁵

Would be interested to cooperate in training for operations planning.

LV¹⁶

Was interested to take the lead.

Potential solution

MS offering OHQ, FHQ to develop a common operations planning capability since this is a critical training requirement and deficient capability, required by the EUHQ Training Guide. This could involve LV, FI which are MS with expertise in the area.¹⁷

IG AT Chairman interview

IMAF Common Modules B and C refer to national MDMPs - a Common MDMP on tactical level simply does not exist. Because of this lack, in 2012 Austria proposed within the Implementation Group to elaborate a "Common EU MDMP on tactical level". The need for this was also seen as being important because in present operations officers from different EU Member States have to work together (e.g. within a multinational staff) on tactical level. Although interoperability is mostly obvious at the operational level, there is room for it at the tactical level. One of the main obstacles is its mastering in English language.

Rationale:

- National MDMP within EU MS differ from each other
- The outcome of the MDMP (order[s]) differs too in sequence and content
- Just after graduation young officers have to deal with "some" MDMP
 - In operations (missions) / exercises

¹³ Answers to the EUMS letter & questionnaire: "European training and Education Picture", doc. EEAS 00641/13 dated 22 March 2013.

¹⁴ *ibidem*.

¹⁵ Answers to EUMS questionnaire: "Pooling and Sharing in the area of Training and Education", EEAS 01042/12 dated 2 February 2012.

¹⁶ *ibidem*.

¹⁷ EUMS analysis captured by "Pooling and Sharing in the area of Training and Education Questionnaire 2 – State of Play" EEAS 01072/2/12 dated 29 August 2012

- In a combined (multinational) environment
 - Within a Staff as “S-Function”
 - On Company-level (in some cases even on Platoon-level)
 - Mainly within Army Service, exception: Air Force & Navy Services
- Proposal
- To facilitate combined (multinational) work of young officers:
 - Develop a “Common European Union (Tactical) Military Decision Making Process”
 - Implement & educate it during Basic Officer Education
 - Offer it as a “Common Module”?
 - Proposal: CMO/PSO Sub-Module B
 - Subsequent implementation in national doctrines

Task Analysis

Individual Training

Organization	Individuals	Tasks on the job, associated to planning	Thematics	Performance Objectives/ Enabling (after training)	Depth of Knowledge 1 basics – 5 expert	Remarks
Political-strategic						
Phase 1 of CMP – Identification of a crisis and development of an overall EU approach (from the detection of crisis)						
EUMC/ EUMCWG	MILREPs MILREP Staff	<ul style="list-style-type: none"> Provide advice to support the EU political decision-making process (achieving Member State consensus) May provide advice on Council "owned" competences within the PFCA as required. 	<ul style="list-style-type: none"> Legal basis/ Procedures Situation awareness Conflict analysis (Comprehensive) Operations design 	<ul style="list-style-type: none"> Describe the phases of CMP and the role of EUMS Describe PFCA Describe the Military Advice on the PFCA Using a scenario (vignette) on a fictitious crisis (real life), discuss/ consider the potential role and availability of the military CSDP instrument and practice the provision of military advice on PFCA to the PSC 	2-3	
EUMS	DG/DDG and directors EUMS	<ul style="list-style-type: none"> Provide advice to support the EU political decision-making process; Agree the Military 	<ul style="list-style-type: none"> Legal basis/ Procedures Situation awareness 	<ul style="list-style-type: none"> Describe the phases of CMP and describe the role of EUMS Describe PFCA Describe the Military Advice on the 	2-3	

Organization	Individuals	Tasks on the job, associated to planning	Thematics	Performance Objectives/ Enabling (after training)	Depth of Knowledge 1 basics – 5 expert	Remarks
		Contribution to PFCA.	<ul style="list-style-type: none"> Conflict analysis (Comprehensive) Operations design 	PFCA <ul style="list-style-type: none"> Using a scenario (vignette) on a fictitious crisis (real life), analyse the potential role and availability of the military CSDP instrument and practice the provision of military advice on PFCA to the PSC 		
O/M/HQ	Current, designated or potential EU O(F/M)HQ commanders and their deputies	<ul style="list-style-type: none"> Maintain situation awareness Contribute, as required, to provide advice to support the EU political decision-making process 	<ul style="list-style-type: none"> Legal basis/ Procedures Situation awareness Conflict analysis (Comprehensive) Operations design 	<ul style="list-style-type: none"> Describe the phases of CMP and the role of EUMS Describe PFCA Describe the Military Advice on the PFCA Using a scenario (vignette) on a fictitious crisis (real life), analyse the potential role and availability of the military CSDP instrument and practice the provision of military advice on PFCA to the PSC 	2-3	
EUMS	All BC, MA, action officers	<ul style="list-style-type: none"> Be prepared to support a CPT (to contribute with military expertise to planning at the political-strategic level) on request 	<ul style="list-style-type: none"> Legal basis/ Procedures Situation awareness Conflict analysis 	<ul style="list-style-type: none"> Describe the phases of CMP and explain the role of EUMS Describe the "Mil contribution to PFCA" Describe the role of CPT and the estimate process 	1-2	

Organization	Individuals	Tasks on the job, associated to planning	Thematics	Performance Objectives/ Enabling (after training)	Depth of Knowledge 1 basics – 5 expert	Remarks
			<ul style="list-style-type: none"> (Comprehensive) Operations design (Military) Estimate Writing & Communicating Operations Planning Products 	<ul style="list-style-type: none"> Describe the EU conflict analysis process and identify the CSDP dimension of a conflict analysis Describe the Military Advice on the PFCA and the process of production 		
EUMS	CPT members	<p>Contributing military planning expertise to CMPD, as required.</p> <p>Military Contribution to PFCA.</p>	<ul style="list-style-type: none"> Legal basis/ Procedures Situation awareness Conflict analysis 	<p>Describe the phases of CMP and explain the role of EUMS</p> <p>As required, assist in defining the potential role and availability of the military CSDP instrument.</p> <p>Using a scenario on a fictitious crisis: Describe and analyse <u>the military dimension of the crisis</u>, its actors and possible impact on EU interests, values and objectives in the region:</p> <ul style="list-style-type: none"> Describe the root causes Describe the parties to the crisis (objectives, strengths and 	3-4	CPT - Crisis Planning Team (Ops in lead, all directorates and ACOS)

Organizational	Individuals	Tasks on the job, associated to planning	Thematics	Performance Objectives/ Enabling (after training)	Depth of Knowledge 1 basics – 5 expert	Remarks
		Supports the production of Military advice on the PFCA,	<ul style="list-style-type: none"> (Comprehensive) Operations design (Military) Estimate Writing & Communication 	<p>weaknesses)</p> <ul style="list-style-type: none"> Describe the security challenges that need to be addressed Describe humanitarian and economic situations and their challenges Describe the political situation and the international involvement in the crisis <p>Defining the potential <u>role and availability of the military CSDP instrument</u>, as part of EU comprehensive response to a crisis (Military Contribution to the Political Framework for Crisis Approach - PFCA).</p> <ul style="list-style-type: none"> Analyse the military dimension of the crisis Identify the unacceptable conditions Explain the impact of the crisis on EU actions Analyse the risks of EU taking or not taking action 		

Organizational	Individuals	Tasks on the job, associated to planning	Thematics	Performance Objectives/ Enabling (after training)	Depth of Knowledge 1 basics – 5 expert	Remarks
		if tasked	g Operations Planning Products	<ul style="list-style-type: none"> Develop mil strategic objectives/ lines of engagement write "Mil contribution to PFCA" Describe the Military Advice on the PFCA and the process of production 		
Phase 2 of CMP – Development of the CMC and establishment of the mission/operation						
EUMC/ EUMCWG	MILREPs MILREP Staff	<ul style="list-style-type: none"> Provide advice to support the EU political decision-making process (achieving Member State consensus) Advice on CMC Provide advice on MSOs Provide guidance on/ approves IMD 	<ul style="list-style-type: none"> Legal basis/ Procedures Situation awareness Conflict analysis (Comprehensive) Operations design Writing & Communicating Operations Planning Products 	<ul style="list-style-type: none"> Describe CMC, MSO and IMD Describe the Military Advice on the CMC <p>Using a scenario (vignette) on a fictitious crisis (real life)</p> <ul style="list-style-type: none"> discuss/ consider a detailed military contribution to the crisis resolution assess several alternate MSO and select a preferred one discuss potential guidance to EUMS to develop IMD 	2-3	
EUMS	DG/DDG and directors	<ul style="list-style-type: none"> Provide advice to support the EU political decision- 	<ul style="list-style-type: none"> Legal basis/ Procedures 	<ul style="list-style-type: none"> Describe CMC, MSO and IMD Describe the Military Advice on the 	2-3	

Organization	Individuals	Tasks on the job, associated to planning	Thematics	Performance Objectives/ Enabling (after training)	Depth of Knowledge 1 basics – 5 expert	Remarks
	EUMS	<ul style="list-style-type: none"> making process; Agree the Military Contribution to CMC Validate MSO and IMD for further consideration by the PSC 	<ul style="list-style-type: none"> Situation awareness Conflict analysis (Comprehensive) Operations design 	<p>CMC</p> <p>Using a scenario (vignette) on a fictitious crisis (real life)</p> <ul style="list-style-type: none"> discuss/ consider a detailed military contribution to the crisis resolution assess several alternate MSO and select a preferred one assess EUMC guidance on the development of IMD 		
O/M/HQ	Current, designated or potential EU O(F/M)HQ commanders and their deputies	<ul style="list-style-type: none"> Maintain situation awareness Contribute, as required, to provide advice to support the EU political decision-making process 	<ul style="list-style-type: none"> Legal basis/ Procedures Situation awareness Conflict analysis (Comprehensive) Operations design 	<ul style="list-style-type: none"> Describe CMC, MSO and IMD <p>Using a scenario (vignette) on a fictitious crisis (real life)</p> <ul style="list-style-type: none"> discuss/ consider a detailed military contribution to the crisis resolution assess several alternate MSO and select a preferred one assess EUMC guidance on the development of IMD 	2-3	
EUMS	All BC, MA, action officers	<ul style="list-style-type: none"> Be prepared to support a CPT (to contribute with military expertise to planning at the political-strategic level) on request 	<ul style="list-style-type: none"> Legal basis/ Procedures Situation awareness Conflict analysis 	<ul style="list-style-type: none"> Describe CMC, Military Advice on the CMC, MSO and IMD and their production process Describe (know terminology) unacceptable conditions; CSDP end-state and strategic objectives (from 	1-2	

Organization	Individuals	Tasks on the job, associated to planning	Thematics	Performance Objectives/ Enabling (after training)	Depth of Knowledge 1 basics – 5 expert	Remarks
			<ul style="list-style-type: none"> • (Comprehensive) Operations design • (Military) Estimate • Writing & Communicating Operations Planning Products 	CMPD input); military strategic objectives, military strategic effects and military strategic actions		
EUMS	Action officers eligible to reinforce CPT members	<p>Military contribution to CMC</p> <p>Support CMPD, as required, with specialist advice on any potential military operation. This may be conducted by:</p> <ul style="list-style-type: none"> • Analysing and evaluating the military parameters of the envisaged operation; • Assisting CMPD with informal force sensing, as required; • Evaluating the feasibility of the options and 	<ul style="list-style-type: none"> • Operations design • Military Estimate 	<p>Using a scenario on a fictitious crisis:</p> <p>Contribute, as required, to the definition of the:</p> <ul style="list-style-type: none"> • unacceptable conditions • CSDP end-state and strategic objectives (from CMPD input) • type of engagement, estimate the size of the force and duration of the operation • military strategic objectives, military strategic effects and military strategic actions 	3-4	CPT - Crisis Planning Team (Ops in lead, all directorates and ACOS)

Organization	Individuals	Tasks on the job, associated to planning	Thematics	Performance Objectives/ Enabling (after training)	Depth of Knowledge 1 basics – 5 expert	Remarks
		provides an initial estimate of the military capabilities required.	<ul style="list-style-type: none"> Writing & Communicating Operations Planning Products 	<ul style="list-style-type: none"> write "Mil contribution to CMC" Describe the Military Advice on the CMC and the process of production 		
EUMS	CPT members OHQ planners	<ul style="list-style-type: none"> Develop and prioritise the Military Strategic Options (MSO), which describe the military actions designed to achieve the EU objectives as defined in the CMC. Develops an Initiating Military Directive (IMD) toward the military OpCdr / MCdr, with a view to ensuring that the CMC is well translated into military direction and guidance with the appropriate level of detail. 	<ul style="list-style-type: none"> Operations design Military Estimate 	<p>Using a scenario on a fictitious crisis:</p> <p>Elaborate on the military contribution to the crisis resolution by initiating the planning at the strategic level (Military Strategic Options -MSOs and Initiating Military Directive - IMD).</p> <ul style="list-style-type: none"> Contribute to the development of the MSO, by: Describe the mission framework Draft the military mission, military strategic objectives, military strategic effects and military strategic actions Recognize Complementary non-Military Actions (from partly filled MSO) Recognize Strategic 	3-4	CPT - Crisis Planning Team (Ops in lead, all directorates and ACOS)

Organizational	Individuals	Tasks on the job, associated to planning	Thematics	Performance Objectives/ Enabling (after training)	Depth of Knowledge 1 basics – 5 expert	Remarks
			<ul style="list-style-type: none"> Writing & Communicating Operations Planning Products 	<p>Communication Strategy requirements (from partly filled MSO)</p> <ul style="list-style-type: none"> Recognize Force Capability requirements (from partly filled MSO) Recognize Main Logistic and Medical requirements (from partly filled MSO) Define a Preliminary Command and Control structure Recognize Legal Requirements (from partly filled MSO) Recognize Interactions with partners (from partly filled MSO) Recognize Indication of forces that might be made available by Member and Third States (from partly filled MSO) Recognize criteria for evaluation <p>write "MSO"</p>		

Organization	Individuals	Tasks on the job, associated to planning	Thematics	Performance Objectives/ Enabling (after training)	Depth of Knowledge 1 basics – 5 expert	Remarks
				<ul style="list-style-type: none"> Describe the Military Advice on the MSO and the process of production 		
EUMS	CPT members OHQ planners	Develops an Initiating Military Directive (IMD) toward the military OpCdr / MCdr, with a view to ensuring that the CMC is well translated into military direction and guidance with the appropriate level of detail.	Writing & Communicating Operations Planning Products	Discuss real-life operations IMD and analyse them against the template Describe the IMD process and contents	3-4	CPT - Crisis Planning Team (Ops in lead, all directorates and ACOS)
Strategic						
Phase 3 of CMP – Operation Planning of the CSDP mission/ operation and decision to launch						
EUMC/ EUMCWG	MILREPs MILREP Staff	<ul style="list-style-type: none"> Provide advice to support the EU political decision-making process (achieving Member State consensus) May provide advice on Council "owned" competences within the CONOPS/ OPLAN/ ROE 	<ul style="list-style-type: none"> Legal basis/ Procedures Situation awareness Conflict analysis (Comprehensive) Operations design 	<ul style="list-style-type: none"> Describe the EU operations planning process at the military strategic level Discuss the critical aspects of the ROE process and challenges of the mil advice to CONOPS/ OPLAN 	2-3	

Organization	Individuals	Tasks on the job, associated to planning	Thematics	Performance Objectives/ Enabling (after training)	Depth of Knowledge 1 basics – 5 expert	Remarks
		as required.	<ul style="list-style-type: none"> Comprehensive (Grand) Strategy 			
EUMS	DG/DDG and directors EUMS	<ul style="list-style-type: none"> Provide advice to support the EU political decision-making process Validate internal production of the Mil Advice on CONOPS/ OPLAN/ ROE as required. 	<ul style="list-style-type: none"> Legal basis/ Procedures Situation awareness Conflict analysis (Comprehensive) Operations design Comprehensive (Grand) Strategy 	<ul style="list-style-type: none"> Describe the EU operations planning process at the military strategic level Discuss the critical aspects of the ROE process and challenges of the mil advice to CONOPS/ OPLAN 	2-3	
O/M/HQ	Current, designated or potential EU O(F/M)HQ commanders and their deputies	<ul style="list-style-type: none"> Approve CONOPS/ OPLAN/ SOR/ ROE If invited, brief and update EUMC on the appropriate planning steps Consult with EEAS, CION, third states other organizations Engage with Brussels 	<ul style="list-style-type: none"> Legal basis/ Procedures Situation awareness Conflict analysis (Comprehensive) Operations design 	<ul style="list-style-type: none"> Describe the EU operations planning process at the military strategic level Discuss the critical aspects of the ROE process and challenges of the mil advice to CONOPS/ OPLAN <p><u>Using a scenario on a fictitious crisis:</u></p> <ul style="list-style-type: none"> Discuss the salient aspects of the OpCdr Planning Guidance/ similar 	2-3	<p><i>Lessons from Mali and Somalia – Cdrs not appropriately trained.</i></p> <p><i>ESML may not cover all needs on planning</i></p>

Organization	Individuals	Tasks on the job, associated to planning	Thematics	Performance Objectives/ Enabling (after training)	Depth of Knowledge 1 basics – 5 expert	Remarks
		level	<ul style="list-style-type: none"> Comprehensive (Grand) Strategy 	<ul style="list-style-type: none"> Discuss the selection process of various courses of action Discuss the military role in a comprehensive planning setting 		<i>for Military Op/ Msn Cdrs. MS should prepare a pool of op/msn cdrs.</i>
EUMS	All BC, MA, action officers (except double hatted)	<ul style="list-style-type: none"> BPT reinforce EU OPSCEN at mil strategic level 	<ul style="list-style-type: none"> Legal basis/ Procedures 	<ul style="list-style-type: none"> Describe the operations planning process at the political-strategic level and EUMS role Describe the operations planning process at the military-strategic level 	1-2	
EUMS	CPT members	<ul style="list-style-type: none"> Provides planning support for the operation planners in OHQ to assist in a smooth transition of the planning process from Brussels to OHQ (hand over planning) In due course drafts Mil advice to CONOPS, OPLAN Drafts ROEAUTH BPT offer support to or undertake post launch 	<ul style="list-style-type: none"> Legal basis/ Procedures (Comprehensive) Operations design (Military) Estimate Writing & Communicating Operations Planning Products 	<ul style="list-style-type: none"> Describe the EU operations planning process at the military strategic level Prepare the strategic analysis to be handed over to OHQ (brief) Describe the ROE process Describe the mil advice to CONOPS/ OPLAN 	2-3	CPT - Crisis Planning Team (Ops in lead, all directorates and ACOS)

Organization	Individuals	Tasks on the job, associated to planning	Thematics	Performance Objectives/ Enabling (after training)	Depth of Knowledge 1 basics – 5 expert	Remarks
		military planning.				
O/M/HQ	APT	<ul style="list-style-type: none"> Anticipate the IMD and Interact with EUMS Takes over from CPT the IMD and implement it at OHQ Start force generation 	<ul style="list-style-type: none"> Legal basis/ Procedures 	<ul style="list-style-type: none"> Describe the EU operations planning process at the political-strategic level Describe the force generation process 	2-3	APT – Advance Planning Team (J2, J4, J5, J8, LNOs to Bx1 level) OC/CSDP Foundation Training mandatory, prerequisite
O/M/HQ EUMS (OPSCEN)	<p>MNCPT</p> <p>Staff officers engaged in the planning process¹⁸</p> <p>EUMS double hatted personnel for OPSCEN</p>	<p>Contribute, as required , to the planning effort of OHQ for a given crisis</p> <ul style="list-style-type: none"> Develop the CONOPS and the OPLAN at the military-strategic level, including deployment and force flow in coordination with FHQ in a collaborative manner Develop SOR 	<ul style="list-style-type: none"> Legal basis/ Procedures 	<ul style="list-style-type: none"> Describe the operations planning process at the political-strategic level and EUMS role <ul style="list-style-type: none"> Recall the CSDP decision making process Describe the EUMS role in contributing to planning at this level and initiating planning at the military strategic level Describe the operations planning 	3-4	<p>Multinational Core Planning Team (MNCPT): ACOS J 5 in lead, multidivisional team</p> <p>EUMS double hatted (approx.</p>

¹⁸ KN, PA and AA involved in the planning process.

Organization	Individuals	Tasks on the job, associated to planning	Thematics	Performance Objectives/ Enabling (after training)	Depth of Knowledge 1 basics – 5 expert	Remarks
		<ul style="list-style-type: none"> Conduct force generation Develop ROE request Plan the redeployment by making use of the specific tools which support collaborative operations planning (e.g. TOPFAS) 	<ul style="list-style-type: none"> Situation awareness Conflict analysis Military) 	<p>process conducted by the OHQ at the strategic level</p> <ul style="list-style-type: none"> Discuss the transfer of planning from EUMS (initiation phase) Explain the interaction with other instruments of comprehensive approach Discuss the EU operations planning process at the strategic level <p><u>Using a scenario on a fictitious crisis:</u></p> <ul style="list-style-type: none"> Apply the principles of operational art to determine the strategic level problem and determine the conditions to be achieved, using a fictitious crisis (scenario) <ul style="list-style-type: none"> Describe the situation and actors, using EUMS existing products, where available Describe the EUMC guidance through IMD Conduct mission analysis Describe the OpCdr Planning 		25 + 6 PKN)

Organizational	Individuals	Tasks on the job, associated to planning	Thematics	Performance Objectives/ Enabling (after training)	Depth of Knowledge 1 basics – 5 expert	Remarks
			<ul style="list-style-type: none"> Estimate Operations design Writing & Communicating Operations Planning Products 	<p>Guidance/ similar</p> <ul style="list-style-type: none"> Design the strategic approach to resolving the crisis (Strategic Design) and understand how it leads to the operational design <ul style="list-style-type: none"> Develop the operations design Develop CCIR Estimate force requirements Design and compare multiple courses of action and justify a final recommendation <ul style="list-style-type: none"> Develop, analyse and compare COAs Describe the main characteristics of the operations planning conducted by the FHQ at the operational level of command Describe operations assessment Describe CONOPS (SOR, ROE) and OPLAN production Explain the tools which support collaborative operations planning (e.g. TOPFAS) 		

Organization	Individuals	Tasks on the job, associated to planning	Thematics	Performance Objectives/ Enabling (after training)	Depth of Knowledge 1 basics – 5 expert	Remarks
Phase 4 of CMP – Deployment of the mission/ operation						
EUMC EUMS O/M/F/ HQ	MILREPs Staff OpCdr DG/DDG, Dirs MMT OHQ planning staff	<ul style="list-style-type: none"> Monitors the execution of mil ops Reports regularly to the PSC on the mil implementation of the operation Provides, in co-ordination with the military Op Cdr, information and assessment to the PSC 	<ul style="list-style-type: none"> Legal basis/ Procedures Comprehensive (Grand) Strategy 	<ul style="list-style-type: none"> Discuss the critical aspects of the operations assessment Discuss the main challenges of the OHQ Progress review and Periodic Review 	2-3	
Phase 5 of CMP – Strategic review of the CSDP mission/ operation – refocusing and/ or termination of operations						
EUMC EUMS O/M/F/ HQ	MILREPs Staff OpCdr DG/DDG, Dirs MMT OHQ planning staff	Provide advice/ recommendations on the Strategic Review	<ul style="list-style-type: none"> Legal basis/ Procedures Comprehensive (Grand) Strategy 	<ul style="list-style-type: none"> Discuss the challenges of the mission/ termination discuss strategic communication issues 	2-3	

Organization	Individuals	Tasks on the job, associated to planning	Thematics	Performance Objectives/ Enabling (after training)	Depth of Knowledge 1 basics – 5 expert	Remarks
EUMS	MMT Planning Staff	Provide military implications of continuing, changing or terminating the operation Support CMPD, as required, with specialist reporting on the military operation Provide lessons from operation	Legal basis/ Procedures	Describe the operation strategic review process	1-2	
OHQ	MNCPT	<ul style="list-style-type: none"> Produce a Termination Plan Provide a final report, including lessons and an evaluation about the achievements of the military objectives. Produce a communication strategy for closing the mission 	Legal basis/ Procedures	Describe the process of producing a termination plan Develop strategic communication messages	1-2	
Operational						
Phase 3 of CMP – Operation Planning of the CSDP mission/ operation and decision to launch						
FHQ	MNCPT Staff officers	Contribute, as required , to the planning effort of FHQ for a	<ul style="list-style-type: none"> Legal basis/ Procedures 	<ul style="list-style-type: none"> Describe the operations planning process at the political-strategic 	3-4	

Organization	Individuals	Tasks on the job, associated to planning	Thematics	Performance Objectives/ Enabling (after training)	Depth of Knowledge 1 basics – 5 expert	Remarks
	engaged in the planning process ¹⁹	<p>given crisis</p> <ul style="list-style-type: none"> Develop the CONOPS and the OPLAN at the operational level, including deployment and force flow in coordination with OHQ in a collaborative manner Contribute to SOR Develop ROE request ICCW OHQ Draft CONOPS and OPLAN in close co-operation with the OHQ in a collaborative manner, by making use of the specific tools which support collaborative operations planning (e.g. TOPFAS) 	<ul style="list-style-type: none"> Situation awareness Conflict analysis Military Estimate Operations design Writing & Communicating Operations Planning Products 	<p>and military strategic levels</p> <ul style="list-style-type: none"> Using a scenario on a fictitious crisis: <ul style="list-style-type: none"> Describe the situation Review EU OHQ commander's guidance Analyse the mission Develop the operations design Estimate the force requirements Design and compare multiple courses of action and justify a final recommendation Produce CONOPS Describe OPLAN and operations assessment Describe operations assessment <p>Explain the tools which support collaborative operations planning (e.g. TOPFAS)</p>		
Tactical						

¹⁹ KN, PA and AA involved in the planning process.

Organizational	Individuals	Tasks on the job, associated to planning	Thematics	Performance Objectives/ Enabling (after training)	Depth of Knowledge 1 basics – 5 expert	Remarks
Phase 3 of CMP – Operation Planning of the CSDP mission/ operation and decision to launch						
CC HQ BG	Staff officers engaged in the planning process	<ul style="list-style-type: none"> Draft CONOPS and OPLAN 	<ul style="list-style-type: none"> Legal basis/ Procedures Military Estimate Operations design Writing & Communicating Operations Planning Products 	<ul style="list-style-type: none"> Describe the operations planning process at the military strategic and operational levels Using a scenario on a fictitious crisis: <ul style="list-style-type: none"> Describe the situation Review EU OHQ commander's guidance Analyse the mission Develop the operations design Estimate the force requirements Design and compare multiple courses of action and justify a final recommendation Produce CONOPS Describe OPLAN and operations assessment 	3-4	

Collective Training

Organization	Teams/ Groups	Tasks on the job, associated to planning	Thematics	Performance Objectives/ Exercise Objectives	Depth of Knowledge 1 basics – 5 expert	Remarks
Political-strategic						
EUMC/ EUMCWG	MILREPs MILREP Staff	<ul style="list-style-type: none"> Provide advice to support the EU political decision-making process (achieving Member State consensus) May provide advice on Council "owned" competences within the PFCA as required. 	<ul style="list-style-type: none"> Legal basis/ Procedures Situation awareness Conflict analysis (Comprehensive) Operations design Comprehensive (Grand) Strategy 	<ul style="list-style-type: none"> Using a scenario on a fictitious crisis (real life), practice key decisions during conduct phase of the military operation, focusing on the potential role and availability of the military CSDP instrument 	3-4	Table Top Exe POLEX?
EUMS	DG/DDG and directors EUMS	<ul style="list-style-type: none"> Provide advice to support the EU political decision-making process (achieving Member State consensus) May provide advice on Council "owned" competences within the PFCA as required. 	<ul style="list-style-type: none"> Legal basis/ Procedures Situation awareness Conflict analysis (Comprehensive) Operations 	<ul style="list-style-type: none"> Using a scenario on a fictitious crisis (real life), practice key decisions during conduct phase of the military operation, focusing on the potential role and availability of the military CSDP instrument 	3-4	Table Top Exe POLEX?

Organization	Teams/ Groups	Tasks on the job, associated to planning	Thematics	Performance Objectives/ Exercise Objectives	Depth of Knowledge 1 basics – 5 expert	Remarks
			design <ul style="list-style-type: none"> Comprehensive (Grand) Strategy 			
O/M/HQ	Current, designated or potential EU O(F/M)HQ commanders and their deputies	<ul style="list-style-type: none"> Maintain situation awareness Contribute, as required, to provide advice to support the EU political decision-making process 	<ul style="list-style-type: none"> Legal basis/ Procedures Situation awareness Conflict analysis (Comprehensive) Operations design Comprehensive (Grand) Strategy 	<ul style="list-style-type: none"> Using a scenario on a fictitious crisis (real life), practice key decisions during conduct phase of the military operation, focusing on the potential role and availability of the military CSDP instrument 	3-4	Table Top Exe POLEX?
EUMS	CPT Directorates pool of potential CPT members	Maintain the EUMS capability to contribute to planning at the political-strategic level and initiate planning at the military strategic level for CSDP operations in various	<ul style="list-style-type: none"> Situation awareness Conflict analysis Military Estimate 	Practice the military aspects of EU crisis management planning procedures, by providing military contribution to planning at the politico-strategic level and initiating planning at the military strategic level	3-4	CPT - Crisis Planning Team (Ops + 5 Dirs) ML

Organization	Teams/Groups	Tasks on the job, associated to planning	Thematics	Performance Objectives/ Exercise Objectives	Depth of Knowledge 1 basics – 5 expert	Remarks
		<p>circumstances:</p> <ul style="list-style-type: none"> • small-scale, rapid response (Battle Group size) operation • large scale, with and without recourse to NATO common assets and capabilities, by: <ul style="list-style-type: none"> ○ Providing military contribution to PFCA and CMC ○ Developing MSOs ○ Producing IMD ○ Handing over planning to OHQ 	<ul style="list-style-type: none"> • Operations design • Writing & Communicating Operations Planning Products 	<p>, leading to the presentations of a Mil contribution to PFCA, CMC, MSO, IMD to the OCE or the EUMC under the following conditions:</p> <ul style="list-style-type: none"> • Making use of scenario describing a fictitious crisis; • On the basis of a shared conflict analysis; • Under the need to co-ordinate with the CSDP and CION civilian instruments; • Co-ordinating and interacting with OHQ; • Using the standard planning process; <p>...in accordance with the provisions of the EU Concept for Military planning at the Political Strategic level and EUMS Crisis Management Manual (standards).</p>		
EUMS	MMT	Monitors the strategic environment and to provide assessment and analysis at the	<ul style="list-style-type: none"> • Situation awareness • Conflict 	<i>TBC. Can we train mission conduct through exercises?</i>	3-4	MMT - Mission Monitoring

Organization	Teams/ Groups	Tasks on the job, associated to planning	Thematics	Performance Objectives/ Exercise Objectives	Depth of Knowledge 1 basics – 5 expert	Remarks
		Political Strategic level.	<ul style="list-style-type: none"> analysis Military Estimate Operations design Writing & Communicating Operations Planning Products 			Team
Strategic						
EUMC/ EUMCWG	MILREPs MILREP Staff	<ul style="list-style-type: none"> Provide advice to support the EU political decision-making process (achieving Member State consensus) May provide advice on Council "owned" competences within the CONOPS/ OPLAN/ ROE as required. 	<ul style="list-style-type: none"> Legal basis/ Procedures Situation awareness Conflict analysis (Comprehensive) Operations design Comprehensive (Grand) Strategy 	<ul style="list-style-type: none"> Using a scenario on a fictitious crisis (real life), practice key decisions during conduct phase of the military operation – CONOPS, OPSPLAN, ROE 	2-3	

Organization	Teams/ Groups	Tasks on the job, associated to planning	Thematics	Performance Objectives/ Exercise Objectives	Depth of Knowledge 1 basics – 5 expert	Remarks
EUMS	DG/DDG and directors EUMS	<ul style="list-style-type: none"> Provide advice to support the EU political decision-making process Validate internal production of the Mil Advice on CONOPS/ OPLAN/ ROE as required. 	<ul style="list-style-type: none"> Legal basis/ Procedures Situation awareness Conflict analysis (Comprehensive) Operations design Comprehensive (Grand) Strategy 	Using a scenario on a fictitious crisis (real life), practice key decisions during conduct phase of the military operation – CONOPS, OPSPLAN, ROE	2-3	
O/M/HQ	Current, designated or potential EU O(F/M)HQ commanders and their deputies	<ul style="list-style-type: none"> Approve CONOPS/ OPLAN/ SOR/ ROE If invited, brief and update EUMC on the appropriate planning steps Consult with EEAS, CION, third states other organizations Engage with Brussels level Provide guidance and direction to subordinates/ HQ for planning 	<ul style="list-style-type: none"> Legal basis/ Procedures Situation awareness Conflict analysis (Comprehensive) Operations design Comprehensive (Grand) Strategy 	Using a scenario on a fictitious crisis, practice the OpCdr Planning Guidance/ similar; the selection process of various courses of action and approval of CONOPS, OPLAN, SOR and ROE	2-3	Decision – making Exe POLEX for BG package?

Organization	Teams/ Groups	Tasks on the job, associated to planning	Thematics	Performance Objectives/ Exercise Objectives	Depth of Knowledge 1 basics – 5 expert	Remarks
OHQ EUMS OPSCEN	APT MNCPT EUMS double hatted personnel HQ CJ branches Functional structures Specialist staff ²⁰	Maintain the OHQ capability to plan for CSDP operations in various circumstances: <ul style="list-style-type: none"> • small-scale, rapid response (Battle Group size) operation • large scale, with and without recourse to NATO common assets and capabilities, by: <ul style="list-style-type: none"> ○ Interacting with and taking over the planning from EUMS; ○ Implementing IMD in and developing strategic level planning products - CONOPS, SOR and OPLAN; ○ Conducting collaborative planning with FHQ 	<ul style="list-style-type: none"> • Situation awareness • Conflict analysis • Military Estimate • Operations design • Writing & Communicating Operations Planning Products 	<p>Practice the military aspects of EU crisis management planning procedures at the OHQ level, by conducting military planning at the military strategic level, leading to the presentations of a draft Concept of Operations (CONOPS), and a Strategic OPLAN, Provisional Statement of Requirements (PSOR) to the OCE or the EUMC under the following conditions:</p> <ul style="list-style-type: none"> • Making use of scenario describing a fictitious crisis; • Co-ordinating and interacting with EUMS and FHQ and relevant EU civilian crisis response and management entities; • Using the standard planning process; • Based on the input provided by the Initiating Military Directive (IMD) to the OpCdr... <p>...in accordance with the provisions of</p>	3-4	<p>APT – Advance Planning Team (J2, J4, J5, J8, LNOs to Bx1 level); Multinational Core Planning Team (MNCPT) – a multidivisional planning team within EU OHQ led by CJ5. Its size and nature will be adapted to the need of the situation.</p> <p>ML MILEX</p>

²⁰ These structures are manned by pre-identified position in the manning database, filled by KN, PA and AA.

Organization	Teams/ Groups	Tasks on the job, associated to planning	Thematics	Performance Objectives/ Exercise Objectives	Depth of Knowledge 1 basics – 5 expert	Remarks
		and handing over planning to FHQ.		the latest EU HQ SOPs on planning (standards).		
Operational						
FHQ	Command Group	<ul style="list-style-type: none"> Approve CONOPS/ OPLAN Brief and update OHQ Cdr on the appropriate planning steps Provide guidance and direction to subordinates/ HQ for planning 	<ul style="list-style-type: none"> Legal basis/ Procedures Situation awareness Conflict analysis (Comprehensive) Operations design 	Using a scenario on a fictitious crisis, practice the planning guidance, selection process of various courses of action and approval of CONOPS, OPLAN	2-3	Decision – making Exe
FHQ	MNCPT Planning team HQ CJ branches Functional structures Specialist staff ²¹	Maintain the FHQ capability to collaboratively plan with the EU OHQ for CSDP operations. Develop CONOPS and OPLAN	<ul style="list-style-type: none"> Situation awareness Conflict analysis Military Estimate Operations design 	Practice the military aspects of EU crisis management planning procedures at the FHQ level, by conducting military planning at the operational level , leading to the presentations of a draft Concept of Operations (CONOPS) and/or an OPLAN to the OpCdr, under the following conditions :	3-4	ML MILEX

²¹ These structures are manned by pre-identified position in the manning database, filled by KN, PA and AA.

Organization	Teams/ Groups	Tasks on the job, associated to planning	Thematics	Performance Objectives/ Exercise Objectives	Depth of Knowledge 1 basics – 5 expert	Remarks
			<ul style="list-style-type: none"> Writing & Communicating Operations Planning Products 	<ul style="list-style-type: none"> Making use of scenario describing a fictitious crisis; Co-ordinating and interacting with OHQ and CC HQ/ BG staff and relevant EU civilian crisis response and management entities; Using the standard planning process; Based on the input provided by the strategic level Planning Guidance/ CONOPS to the FCdrin accordance with the provisions of the latest EU HQ SOPs on planning (standards). 		
Tactical						
CC BG	Command Group	Provide guidance and direction to subordinates/ HQ for planning	<ul style="list-style-type: none"> Military Estimate 	Discuss and interact on planning related issues Practice making decisions on proposed courses of action	4-5	Decision – making Exercise Studies
CC HQ BG HQ	Planning team Staff officers	Maintain the CC capability to collaboratively plan with the EU FHQ for CSDP operations.	<ul style="list-style-type: none"> Situation awareness 	Practice the operations planning capability and its interaction with FHQ, by conducting military planning	4-5	Certification exercises? FN certifies

Organization	Teams/ Groups	Tasks on the job, associated to planning	Thematics	Performance Objectives/ Exercise Objectives	Depth of Knowledge 1 basics – 5 expert	Remarks
	involved in planning	Develop CONOPS and OPLAN	<ul style="list-style-type: none"> • Conflict analysis • Military Estimate • Operations design • Writing & Communicating Operations Planning Products 	at the tactical level , leading to the presentations of a draft Concept of Operations (CONOPS) to the FCdr, under the following conditions : <ul style="list-style-type: none"> • Making use of scenario describing a fictitious crisis; • Co-ordinating and interacting with FCdr/ BG staff and relevant EU civilian crisis response and management entities; • Using the standard planning process; • Based on the input provided by the operational level Planning Guidance/ CONOPS to the CC Cdr in accordance with the provisions of national/ multinational SOPs in force (standards).		BG

Step 1

Task analysis – Performance Objectives

Civilian audience – CPCC input

Individual Training

Organization	Individuals	Tasks on the job, associated to planning	Thematics	Performance Objectives/ Enabling (after training)	Depth of Knowledge 1 basics – 5 expert	Remarks
Political-strategic						
Phase 1 of CMP – Identification of a crisis and development of an overall EU approach (from the detection of crisis)						
CPCC	CPCC staff	Provide civilian contribution to PFCA	<ul style="list-style-type: none"> Procedures, CMP Situation awareness Conflict analysis 	<p>Describe the phases of civilian mission planning and explain the role of CPCC</p> <p>Using a scenario on a fictitious crisis: Describe and analyse <u>the civilian dimension of the crisis</u>, its actors and possible impact on EU interests, values and objectives in the region:</p> <ul style="list-style-type: none"> Describe the root causes and influences Describe the parties to the crisis (objectives, strengths and 	3-4	CPCC.A2 OPS

Organization	Individuals	Tasks on the job, associated to planning	Thematics	Performance Objectives/ Enabling (after training)	Depth of Knowledge 1 basics – 5 expert	Remarks
		Supports the production of CPCC advice on the PFCA, if tasked	Writing & Communicating Operations Planning Products	<p>weaknesses)</p> <ul style="list-style-type: none"> Describe the security challenges that need to be addressed Describe humanitarian and economic situations and their challenges Describe the political situation and the international involvement in the crisis Analyse the EU strategic interest Analyse the EU strategic aim Analyse the EU strategic options <p>• write CPCC contribution to PFCA"</p> <p>Describe the CPCC Advice on the PFCA and the process of production</p>		
Phase2 of CMP – Development of the CMC and establishment of the mission// operation						
CPCC	CPCC staff	<ul style="list-style-type: none"> Support CMPD, as required, with specialist advice on any potential civilian mission by Evaluating the feasibility of the options, the objectives 	<ul style="list-style-type: none"> Mission design Civilian Estimate 	<p>Using a scenario on a fictitious crisis:</p> <p>Contribute, as required, to the definition of the:</p> <ul style="list-style-type: none"> conditions CSDP end-state and strategic objectives (from CMPD input) 	3-4	CPCC.A2 OPS

Organization	Individuals	Tasks on the job, associated to planning	Thematics	Performance Objectives/ Enabling (after training)	Depth of Knowledge 1 basics – 5 expert	Remarks
		and the lines of operation to provide an initial estimate of the civilian capabilities required.	<ul style="list-style-type: none"> Writing & Communicating Operations Planning Products 	<ul style="list-style-type: none"> type of engagement, estimate the size and duration of the mission write "CPCC contribution to CMC" Describe the Advice on the CMC and the process of production 		
Strategic						
Phase 3 of CMP – Operation Planning of the CSDP mission/ operation and decision to launch						
CPCC	CPCC staffs (all divisions) Heads of civilian CSDP missions	Draft civilian CONOPS, then OPLAN	<ul style="list-style-type: none"> Legal basis/ Procedures 	<ul style="list-style-type: none"> Describe the CMP Describe the EU operations planning process at the civilian strategic and operational level Describe the CPCC CONOPS/ OPLAN Describe the hierarchy of planning 		CPCC.A 2 OPS

Organizational	Individuals	Tasks on the job, associated to planning	Thematics	Performance Objectives/ Enabling (after training)	Depth of Knowledge 1 basics – 5 expert	Remarks
	Civilian CSDP mission 'core staffs'			<ul style="list-style-type: none"> Describe the MIP management 		
Phase 4 of CMP – Deployment of the mission/ operation						
CPCC	Core team	<ul style="list-style-type: none"> Deployment, not launching the mission 	<ul style="list-style-type: none"> Role of mandate SOMA Duty of care 	<ul style="list-style-type: none"> 		
Phase 5 of CMP – Strategic review of the CSDP mission/ operation – refocusing and/ or termination of operations						
CPCC		Support CMPD, as required, with specialist reporting on the civilian mission.	<ul style="list-style-type: none"> Procedures, Mission mandate Oplan, MIP Weekly and monthly reports 			<ul style="list-style-type: none"> CPCC. A1 Operations Senior Management Team
Operational						

Organization	Individuals	Tasks on the job, associated to planning	Thematics	Performance Objectives/ Enabling (after training)	Depth of Knowledge 1 basics – 5 expert	Remarks
Phase 3 of CMP – Operation Planning of the CSDP mission/ operation and decision to launch						
Civilian Mission HQ		<ul style="list-style-type: none"> • Support SOMA, • Establish IOC, • Design MIP • Establish reporting protocols 	<ul style="list-style-type: none"> • Legal basis/ Procedures • Situation awareness • Conflict analysis • Mission design 			

Collective Training

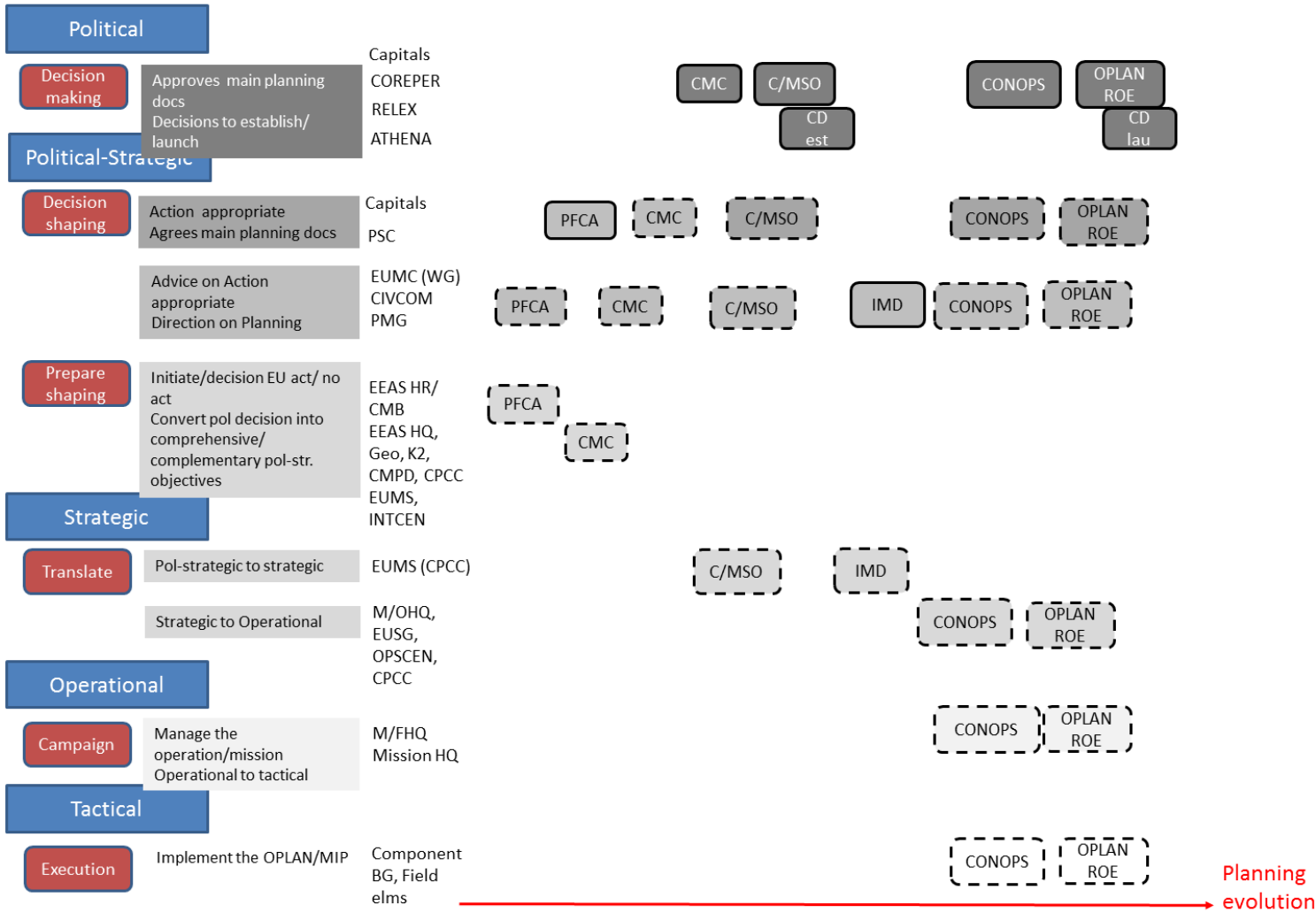
Organization	Teams/ Groups	Tasks on the job, associated to planning	Thematics	Performance Objectives/ Exercise Objectives	Depth of Knowledge 1 basics – 5 expert	Remarks
Political-strategic						
CPCC						
Strategic						
CPCC						
Operational						
Tactical						

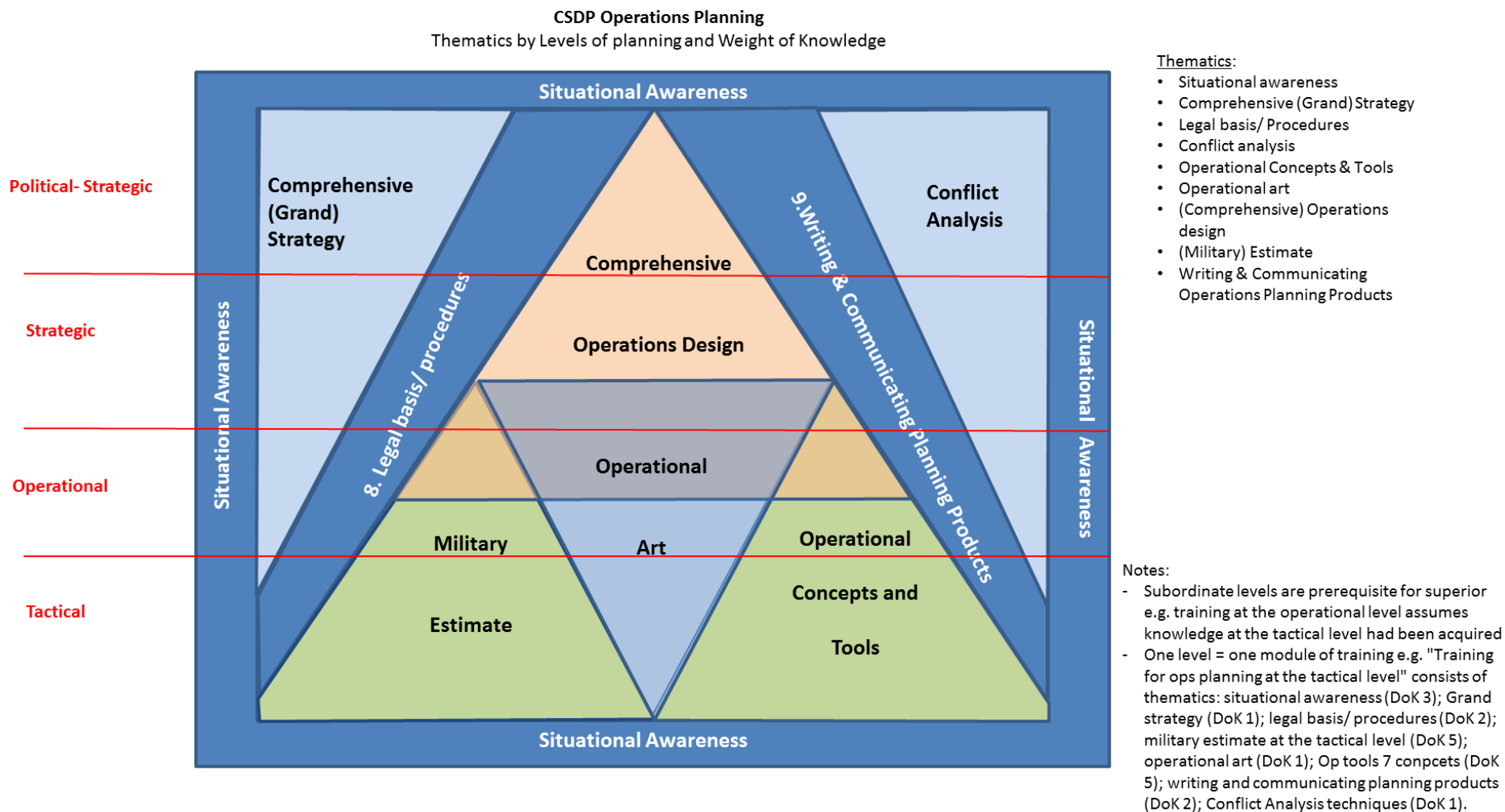
Depth of Knowledge (DoK)²²

Level	DoK Title	Description	Key Word
500	Master Skills and Competences Concept Knowledge Level	Requires a learner to have the full extent of comprehension that will enable a level of forward leadership reasoning and strategic thinking skills to see outward and immediately plan for today to achieve strategic goals of the future in the most effective, efficient and affordable way possible.	Leadership and Command
400	Expert Skills and Competences Concept Knowledge Level	Requires a level of comprehension that will enable a learner to investigate and apply solutions to complex problems. This requires the ability to research and process multiple conditions of the problem or task, based on in-depth complex reasoning, planning and development skills that have been acquired across disciplines and over an extend period of time.	Excel
300	Advanced Skills and Competences Concept Knowledge Level	Requires a level of comprehension that will enable a learner to reason, analyse and interpret concepts, patterns and relationships to develop a plan and sequenced steps. This requires the ability to make some decisions and justification using abstract and complex analytical thinking skills and to offer more than one possibility to solve a problem.	Apply
200	Foundation Skills and Competences Concept Knowledge Level	Requires a level of comprehension that will enable a learner to use foundational conceptual and procedural knowledge in a controlled working environment with ease and with minimum supervision.	Understand
100	General Knowledge	Requires a level of understanding that will enable a learner to recall elements and details of structure or process and recognise or identify specific information.	Remember

²² Cf NATO BI-SC Directive 75-2,2 October 2013.

Organizational Structure





Discipline Common Core Curriculum

Training Discipline Objectives

To prepare the specific training audience for the effective conduct of Operations Planning for CSDP military missions and operations.

Aim of the Discipline Common Core Curriculum

To suggest to the training providers (EU and MS level) the learning objectives/ outcomes and subordinated enabling objectives that have to be attained by the relevant audiences, to ensure them a minimum level of preparation for an effective contribution to the planning effort of the relevant headquarters or organization.

Structure of the Discipline Common Core Curriculum

Module 1 – Introduction to planning at the political-strategic level

Module 2 – Military Contribution to Planning at the Political-Strategic Level

Module 3 – Civilian Contribution to Planning at the Political-Strategic Level ²³

Module 4 – EU HQ Operations Planning

Module 5 – Planning Fundamentals

²³ to be developed by the CPCC

Module 1 – Introduction to planning at the political-strategic level

1. Aim of module: To introduce the audience to the planning at the political-strategic level.
2. Audience: Military personnel at the EU political-strategic level (EUMCWG delegates; EUMS branch chiefs, military assistants and all action officers for general competences in military contribution to planning at the political-strategic level for CSDP operations).
3. Prerequisites:
 - (a). Module 4 – Planning Fundamentals (national)
 - (b). CSDP Orientation Course/ CSDP Foundation Training
4. Thematics
 - (a). Situational awareness
 - (b). Comprehensive (Grand) Strategy
 - (c). Legal basis/ Procedures
 - (d). Conflict analysis
 - (e). Operational Concepts & Tools
 - (f). Operational art
 - (g). (Comprehensive) Operations design
 - (h). (Military) Estimate
 - (i). Writing & Communicating Operations Planning Products
5. Learning Objectives/Outcomes (LO) and subordinated Enabling Objectives (EOs).

Courses organized to accomplish the aim of this module should prepare the audience to be able to:

a.LO1 – summarize the main processes associated to planning at the political-strategic level

- (1). describe the EU conflict analysis process and identify the CSDP dimension of a conflict analysis
- (2). describe the phases of CMP and explain the role of EUMS
- (3). describe the "Mil contribution to PFCA", Military Advice on the PFCA
- (4). describe CMC, Military Advice on the CMC, MSO and IMD and their production process
- (5). describe the operations planning process at the political-strategic level

and EUMS role

- (6). describe the operations planning process at the military-strategic level

(b).LO2 – describe the main planning concepts and tools

- (1). describe (know terminology) unacceptable conditions; CSDP end-state and strategic objectives; military strategic objectives, military strategic effects and military strategic actions

(c).LO3 - describe the role of CPT and its role throughout the estimate process

6. Frequency: permanent

7. Recommended method: e-learning.

8. Suggested references

- (a). Suggestions for crisis management procedures for CSDP crisis management operations, doc. 7660/2/13, dated 18 June 2013
- (b).EU concept for military planning at the pol-strategic level (6432/15)
- (c). Conflict Analysis in EEAS
- (d).Conflict Analysis Handbook, Swedish National Defence College
- (e). EUMS Crisis Management Manual (EEAS (2015) 58)

Module 2 – Military Contribution to planning at the political-strategic level

1. Aim of module: To improve the staff work skills of the EUMS personnel eligible to be part of a Crisis Planning Team, in order to enable them to contribute to the crisis response planning at the political-strategic level. The outcome will be a better understanding of the role EUMS plays during the initial phases of the crisis management process, particularly in contributing to the drafting of the planning documents at this level.
2. Audience: EUMS Core Planning Team personnel – CPT (EUMS action officers in the operations Directorate and the action officers eligible to join a CPT for competences in military contribution to planning at the political-strategic level for CSDP operations)
3. Prerequisites:
 - (a). Module 2 – Introduction to planning at the political-strategic level
 - (b). Module 3 – EU O/FHQ Ops Planning Course (NATO, national or EU on-line part)
 - (c). Module 4 – Planning Fundamentals (national)
 - (d). CSDP Orientation Course/ CSDP Foundation Training
4. Thematics
 - (a). Situational awareness
 - (b). Comprehensive (Grand) Strategy
 - (c). Legal basis/ Procedures
 - (d). Conflict analysis
 - (e). Operational Concepts & Tools
 - (f). Operational art
 - (g). (Comprehensive) Operations design
 - (h). (Military) Estimate
 - (i). Writing & Communicating Operations Planning Products
5. Learning Objectives/Outcomes (LO) and subordinated Enabling Objectives (EOs).
Courses organized to accomplish the aim of this module should prepare the audience to be able to:
 - (a). LO1 – summarize the planning process and associated activities/ documents at the political-strategic level**

- (1). Summarize the phases of CMP and explain the role of EUMS
- (2). Summarize the EU operations planning process at the military strategic level
- (3). Explain the ROE process
- (4). Prepare the strategic analysis to be handed over to OHQ (brief)
- (5). Describe the content and the production process of:
 - a). Military Advice on the PFCA
 - b). Military Advice on the CMC
 - c). Military Advice on the MSO
 - d). IMD
 - e). Mil advice to CONOPS/ OPLAN
- (6). Using a scenario on a fictitious crisis, recognize the elements of the (write main/ selected paras) of the:
 - a). "Mil contribution to PFCA"
 - b). "Mil contribution to CMC"
 - c). "MSO"

(b).LO2 - Using a fictitious scenario, analyse the military dimension of the crisis, its actors and possible impact on EU interests, values and objectives in the region

- (1). Apprise the root causes
- (2). Assess the objectives, strengths and weaknesses of the parties to the crisis
- (3). Infer the security challenges that need to be addressed
- (4). Assess the humanitarian and economic situations and their challenges
- (5). Investigate the political situation and the international involvement in the crisis

(c).LO3 - Using a fictitious scenario, construct the potential role and availability of the military CSDP instrument, as part of EU comprehensive response to a crisis (Military Contribution to the Political Framework for Crisis Approach - PFCA)

- (1). Analyse the military dimension of the crisis

- (2). Assess the unacceptable conditions
- (3). Explain the impact of the crisis on EU actions
- (4). Assess the risks of EU taking or not taking action
- (5). Develop logic mil strategic objectives/ lines of engagement
- (6). Draw meaningful conclusions from the initial analysis
- (7). predict CSDP end-state and strategic objectives (from CMPD input)
- (8). formulate type of engagement, estimate the size of the force and duration of the operation
- (9). design military strategic objectives, military strategic effects and military strategic actions

(d).LO4 - Using a fictitious scenario, elaborate on the military contribution to the crisis resolution by initiating the planning at the strategic level

(Military Strategic Options -MSOs and Initiating Military Directive - IMD)

- (1). Construct the mission framework
- (2). Formulate and design the military mission, military strategic objectives, military strategic effects and military strategic actions
- (3). Recognise Complementary non-Military Actions (from partly filled MSO)
- (4). Recognize Strategic Communication Strategy requirements (from partly filled MSO)
- (5). Recognize Force Capability requirements (from partly filled MSO)
- (6). Recognize Main Logistic and Medical requirements (from partly filled MSO)
- (7). Define a Preliminary Command and Control structure
- (8). Recognize Legal Requirements (from partly filled MSO)
- (9). Recognize Interactions with partners (from partly filled MSO)
- (10). Recognize Indication of forces that might be made available by Member and Third States (from partly filled MSO)
- (11). Recognize criteria for evaluation
- (12). Give examples/ discuss real-life operations IMD and analyse them against the template

6. Frequency: once year/ 30 officers.
7. Recommended method: blended, mentoring.
8. Suggested references
 - (a). Suggestions for crisis management procedures for CSDP crisis management operations, doc. 7660/2/13, dated 18 June 2013
 - (b). EU concept for military planning at the pol-strategic level (6432/15)
 - (c). Conflict Analysis in EEAS
 - (d). Conflict Analysis Handbook, Swedish National Defence College
 - (e). EUMS Crisis Management Manual (EEAS (2015) 58)

Module 3 – Civilian Contribution to planning at the political-strategic level

To be developed by the CPCC

Module 4 – EU HQ Operations Planning

1. Aim of module: To develop the staff work skills of the military personnel involved in the CSDP military planning at the military strategic and operational levels.
2. Audience: O/FHQ staff officers, EUMS double hatted personnel.
3. Prerequisites:
 - (a). Module 4 – Planning Fundamentals (national)
 - (b). CSDP Orientation Course/ CSDP Foundation Training
4. Thematics
 - (a). Situational awareness
 - (b). Legal basis/ Procedures
 - (c). Conflict analysis
 - (d). Operational Concepts & Tools
 - (e). Operational art
 - (f). (Comprehensive) Operations design
 - (g). (Military) Estimate
 - (h). Writing & Communicating Operations Planning Products
5. Learning Objectives/Outcomes (LO) and subordinated Enabling Objectives (EOs).

Courses organized to accomplish the aim of this module should prepare the audience to be able to:

 - (a). LO1 – summarize the planning process and associated activities/ documents at the political-strategic level, strategic and operational levels**
 - (1). Describe the operations planning process at the political-strategic level and EUMS role
 - a). Recall the CSDP decision making process
 - b). Describe the EUMS role in contributing to planning at this level and initiating planning at the military strategic level
 - (2). Discuss the operations planning process conducted by the OHQ at the strategic level
 - a). Discuss the transfer of planning from EUMS (initiation phase)
 - b). Explain the interaction with other instruments of comprehensive approach

- (3). Describe the main characteristics of the operations planning conducted by the FHQ at the operational level of command
- (4). Describe operations assessment and give examples of situations that were assessed, identify patterns
- (5). Describe the process of producing a termination plan and give examples of situations that required termination
- (6). Develop strategic communication messages and give examples of strategic communication campaigns/ messages used in real life operations
- (7). Describe CONOPS (SOR, ROE) and OPLAN production

(b).LO2 - Using a scenario on a fictitious crisis, describe the situation and actors, using EUMS existing products, where available

- (1). Apprise the root causes
- (2). Assess the objectives, strengths and weaknesses of the parties to the crisis
- (3). Infer the security challenges that need to be addressed
- (4). Assess the humanitarian and economic situations and their challenges
- (5). Investigate the political situation and the international involvement in the crisis

(c).LO3 - Using a scenario on a fictitious crisis, apply the principles of operational art to determine the strategic level problem and determine the conditions to be achieved

- (1). interpret the EUMC guidance through IMD
- (2). analyse the mission/ mission analysis
- (3). interpret the OpCdr Planning Guidance/ similar
- (4). Design the strategic approach to resolving the crisis (Strategic Design) and understand how it leads to the operational design
 - a). Develop the operations design
 - b). Formulate CCIR
 - c). Estimate force requirements
- (5). Design and compare multiple courses of action and justify a final

recommendation

a). Develop, analyse and compare COAs

(d).LO4 - Explain and give examples of the operational concepts and tools

- (1). End-states
- (2). Objectives
- (3). Centres of Gravity
- (4). Critical Capabilities, Requirements and Vulnerabilities
- (5). Decisive Points
- (6). Direct or Indirect Approach
- (7). Lines of Operation
- (8). Operational Geometry
- (9). Offensive and Defensive Operations
- (10). Sequencing and Phases (Synchronisation, Synergy and Leverage; Simultaneity and Depth; Manoeuvre; Operational Tempo; Culmination; Operational Pause; Branches and Sequels; Conflict Termination

(e).LO5 - Use the tools which support collaborative operations planning (e.g. TOPFAS, EUCCIS) by applying them into short practical situations

6. Frequency: twice a year/ 30 officers.

7. Recommended method: blended

8. Suggested references

- (f). Suggestions for crisis management procedures for CSDP crisis management operations, doc. 7660/2/13, dated 18 June 2013
- (g). EU concept for military planning at the pol-strategic level (6432/15)
- (h). Conflict Analysis in EEAS
- (i). Conflict Analysis Handbook, Swedish National Defence College
- (j). EU HQ SOP
- (k). NATO COPD

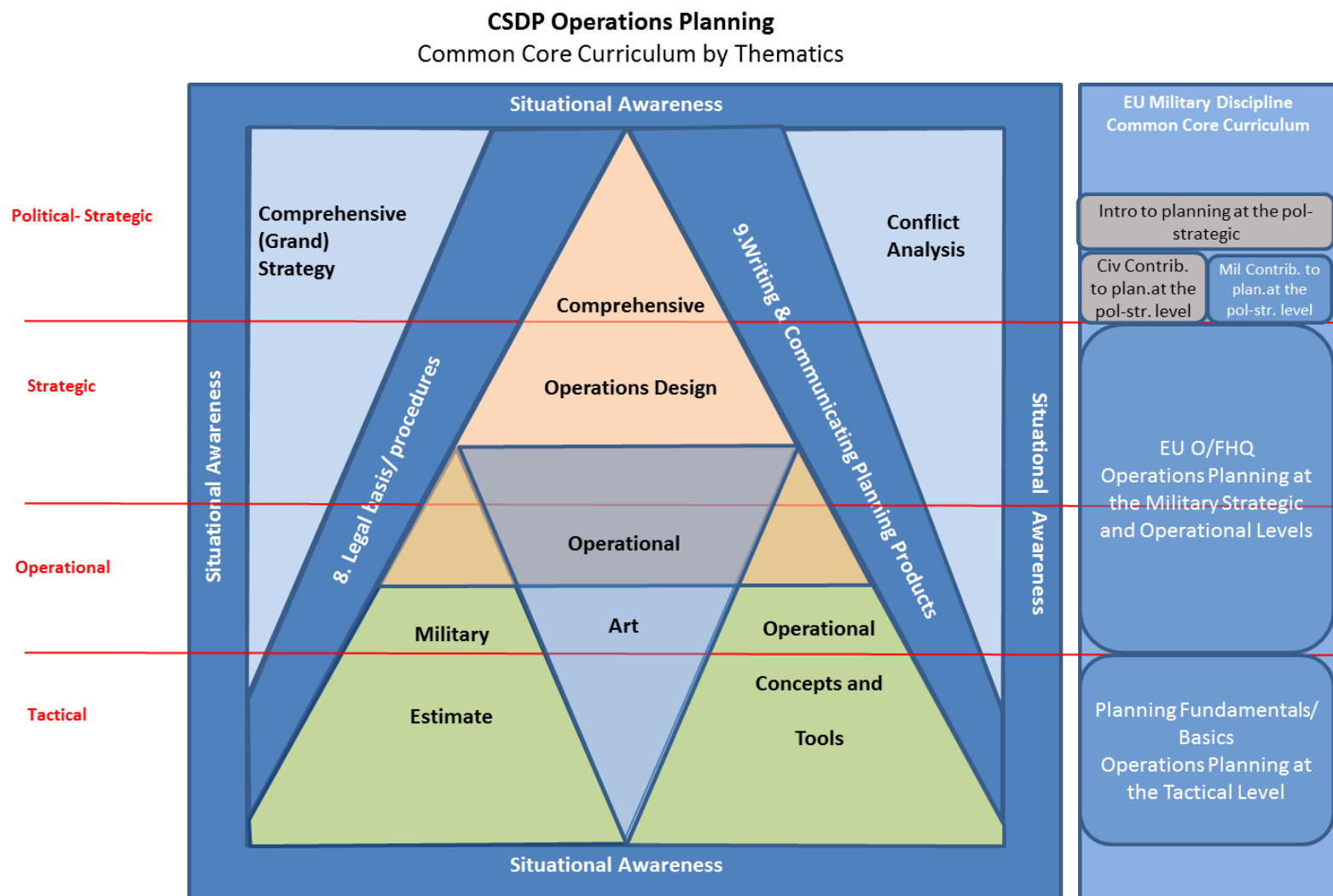
Module 5 – Planning Fundamentals

1. Aim of module: To provide selected audience with the basic knowledge, skills and attitudes required to conduct/ contribute to the planning process.
2. Audience: Officers appointed/selected/ eligible to join tactical level HQ earmarked for CSDP operations (CC, BG)
3. Prerequisites: N/A
4. Thematics
 - (a). Legal basis/ Procedures
 - (b). Operational Concepts & Tools
 - (c). Operational art
 - (d). (Military) Estimate
 - (e). Writing & Communicating Operations Planning Products
5. Learning Objectives/Outcomes (LO) and subordinated Enabling Objectives (EOs).

Courses organized to accomplish the aim of this module should prepare the audience to be able to:

 - (a). LO1 - Describe the military decision making process/ operations planning process at the tactical level and the OPLAN production
 - (b). LO2 - Describe the planning (related) terminology
 - (1). Objectives
 - (2). Mission Command
 - (3). Mission, tasks, activities
 - (4). Commander's intent
 - (5). Scheme of manoeuvre
 - (6). Centres of Gravity
 - (7). Critical Capabilities, Requirements and Vulnerabilities
 - (8). Direct or Indirect Approach
 - (9). Offensive and Defensive Operations
 - (10). Sequencing and Phases (Synchronisation, Synergy and Leverage; Simultaneity and Depth; Manoeuvre; Operational Tempo; Culmination; Operational Pause; Branches and Sequels; Conflict Termination
 - (c). LO3 - Using a scenario on a fictitious crisis:

- (1). Describe the situation
 - (2). Review higher commander's guidance
 - (3). Analyse the mission
 - (4). Develop the scheme of manoeuvre
 - (5). Estimate the force requirements (troops to tasks)
 - (6). Design and compare multiple courses of action and justify a final recommendation
 - (7). produce CONOPS/ OPORD
6. Frequency: national responsibility.
 7. Recommended method: blended.
 8. Suggested references. N/A



TRAINING OPPORTUNITIES ON OPERATIONS PLANNING FOR CSDP²⁴

Individual Training

Serial	MS/ Training Provider	Course Code ²⁵ Name of the course Audience	Course aim/ Content/ Methodology	Course learning/training/ enabling objectives	Operations planning procedures/ Classification	Course Format/ duration/ frequency	Open to EU MS? Seats for foreign participants?	Equivalent Core Common Curriculu m
1.	AT National Defence Academy (ANDA)	AT OPLAN Operational Level Planning Course (in cooperation with NATO School OAG) module in training programme Military	According to NATO School Oberammergau (NSO) Mobile Education Training Team (METT).	According to NATO School Oberammergau (NSO) Mobile Education Training Team (METT).	NATO procedures (COPD, AJP 1, 3, 5; AD/ 80-70) Unclassified	Residential course/ module at ANDA 2 weeks (following regular training schedule of NSO METT) one course every three years	Within limitations (capacity) 5-10 depending on number of Austrian attendants to the courses	Planning Fundament
2.	AT National Defence Academy (ANDA)	AT OPINTRO Operational Level Introduction module in training programme (for different courses) Military	Initial understanding of interdependencies, coordination and synchronisation of services and joint functions in an operational environment.	<ul style="list-style-type: none"> Levels of command (strategic to tactical) and their responsibilities; Capabilities and specific requirements of Army, Air Force, Navy and SOF; Joint Functions and their role in Op-Lvl Planning and Execution. 	NATO procedures (COPD, AJP 1, 3, 5; AD/ 80-70) Unclassified	Residential course/ module at ANDA 1-2 weeks (depending on the course level) once a year	Within limitations (capacity) 5-10 depending on number of Austrian attendants to the courses	Planning Fundament
3.	AT Military Academy ²⁶ ESDC Military ERASMUS	AT MAPEX Map Exercise (MAPEX) with topic Crisis management operations (CMO) -Sub-module B PSO - Common module	Learning military decision making process (MDMP) for a security and defence operation at the Battalion level. To reach that goal the model of a reinforced APC-Infantry Battalion within the frame of a Multinational Brigade was used. <u>Content</u> Pre-course Preparation (IDL) Basic Lecture MDMP Orientation MDMP Concept Development	<ul style="list-style-type: none"> Knowledge of security and defence operations on battalion level (mission tailored task force) in a multinational framework in CMO and the co-operation with combat-support, service-support and combat-service support troops as well as other international organizations, governmental and non-governmental organizations and local authorities, operational principles of Infantry and mechanized Infantry forces in a security 	No info Unclassified	Blended 1 week AT Military Academy offers this modules once a year	Yes, As an exchange programme under military ERASMUS	Planning Fundament

²⁴ According to the answers to EUMS & MN JHQ Questionnaire on Training opportunities for "Operations Planning for CSDP", 1 April 2015, sent out as a "Note for the Attention of the European Union Military Committee", unless stated otherwise.

²⁵ This conventional code has been created to facilitate cross reference to Appendix 8 to Annex A - Target Audience analysis – Gaps, Deficiencies and Redundancies

²⁶ According to Harald Gell, Sylvain Paile (Eds.) Lessons Learnt from the international Military Academic Forum 2014 (IMAF Handbook), pp.150-154 and AT Military Academy website <http://campus.milak.at/campus/iep/module.php>

Serial	MS/ Training Provider	Course Code ²⁵ Name of the course Audience	Course aim/ Content/ Methodology	Course learning/training/ enabling objectives	Operations planning procedures/ Classification	Course Format/ duration/ frequency	Open to EU MS? Seats for foreign participants?	Equivalent Core Common Curriculu m
		Officers cadet and young officers	MDMP OpPlan Development Service Support Self-studies and preparation	and defence operation, <ul style="list-style-type: none"> execute the MDMP finalised with an OPLAN & Task Organization. Skills in using the steps of the MDMP for the purpose of solving standard tasks in a security and defence operation, under consideration of the C2 and operational principles, explain parts of the OPORDER. Act as a member of a Battalion's staff during the MDMP (with focus on the parts of S2 and S3). 				
4.	AT Military Academy ²⁷ ESDC Military ERASMUS	AT TEWT Tactical Exercise without Troops (TEWT) in an CMO-Scenario Sub-module C PSO - Common module Officers cadet and young officers	Learning leadership skills for PSO on Company-level. To reach that goal the model of an Infantry Company within the frame of a Battalion is used. <u>Content</u> Tactical scenario training <ul style="list-style-type: none"> Mission briefing, Military Decision Making Process (Company-level), transfer of tactical principles (unknown terrain), issue of orders, dealing with media, planning and tasking of airlift-transport, planning and tasking of deployment, planning and tasking of area and object security, planning and tasking of escorting, planning and tasking of CRC, planning and tasking of attack, delay and defence operations, considering mine-, UXO- and IED-threat, synchronization of own Platoons, combat support and logistic elements. considering ROE, International Humanitarian Law (IHL), Law of Armed Conflict (LOAC) and Human Rights Law (ECHR), cooperation with international organizations, governmental and non-governmental organizations and local authorities, cooperation with non-national elements of own Force. 	<ul style="list-style-type: none"> Use operational principles and principles of war of Infantry in an area and border security operation, attack, delay and defence operation, assure sustainability, cooperate with combat-support, service-support, combat-service support troops, Special Forces as well as with other international organizations, governmental and non-governmental organizations and local authorities, considering cultural differences, legal aspects and force protection. Implementation of operational principles and Military Decision Making Process (MDMP) for the purpose of solving standard tasks in PSO, issue of orders for the purpose of synchronization of own Platoons, combat support and logistic elements. Act as a Company Commander in PSO. 	No info Unclassified	Blended 1 week AT Military Academy offers this modules once a year	Yes, As an exchange programme under military ERASMUS	Planning Fundament

²⁷ ibidem.

Serial	MS/ Training Provider	Course Code ²⁵ Name of the course Audience	Course aim/ Content/ Methodology	Course learning/training/ enabling objectives	Operations planning procedures/ Classification	Course Format/ duration/ frequency	Open to EU MS? Seats for foreign participants?	Equivalent Core Common Curriculu m
			<u>Methodology</u> • TEWT under harsh conditions (time-pressure, day & night, longer working hours).					
5.	BE Royal Higher Institute for Defence	BE SENIOR Candidate Senior Officer Course – Module on operational planning Mil	Introduction to operational planning procedures/ NATO COPD	Outline the operational planning procedures used by NATO.	Exclusively NATO procedures/ Unclassified	Residential 1 week Once a year	BE/NL co- organised courses, ad hoc EU member States 7 (African countries)	Complemen t EU O/FHQ Operations Planning
6.	BE Royal Higher Institute for Defence	BE ADVANCED Advanced Staff Course Includes an Operational planning exercise Military Civilian (Civilian ad hoc partner countries)	In depth learning of NATO operational planning procedures. Practise the NATO Comprehensive Operational Planning Directive	Understand and implement NATO operational planning procedures.	Exclusively NATO procedures/ Unclassified	entire course 1 year 3 times 1 week Once a year	BE/NL co- organised courses, ad hoc EU member States 18 (African and partner countries)	Complemen t EU O/FHQ Operations Planning
7.	BG “G.S.Rakovs ki” National Defence College (NDC)	BG STAFF Staff officer professional development course Mil	Planning procedures in multinational and national HQ/ NATO COPD and national doctrines	Military Strategic and Operational level; Tactical level	NATO- COPD, general (EU and UN) / restricted /limited	residential 3 weeks two times per year	Yes/ up to 12	Complemen t EU O/FHQ Operations Planning

Serial	MS/ Training Provider	Course Code ²⁵ Name of the course Audience	Course aim/ Content/ Methodology	Course learning/training/ enabling objectives	Operations planning procedures/ Classification	Course Format/ duration/ frequency	Open to EU MS? Seats for foreign participants?	Equivalent Core Common Curriculu m
8.	DE Air Operations Command	DE AirC2 Basic Air Command & Control (AirC2) Training (stand- alone) Mandatory for any designated DEU Air Force staff officer and - Every staff officer without any knowledge and Experience in AirC2, but earmarked as key-personnel in a JFAC HQ. Personnel assigned for a JFAC HQ (e.g. LEGAD, CULAD, BUDFIN, etc.)	Teaching of the basic principles to plan and conduct air operations at the operational/tactical level (Component Command level). <u>Methodology</u> The training is focused on providing a broad understanding of the processes within a JFAC HQ and the interactions with a Joint Force Command, other Component Commands or subordinate units. The course is driven by the planning process for air operations and organized mainly on the four sections (ISR, STRATEGY, COMBAT PLANS and COMBAT OPERATIONS) with practical examples. The training is focused on providing a broad understanding of the subject material rather than providing training focused on a specific position.	The overall objective is to enable any Air Force staff officer to assume air-specific tasks and functions in a national or multinational command post at the tactical and/or operational level. The operational Command and Control (C2) process and the planning and the execution of complex air operations in a Joint Force Air Component Headquarters (JFAC HQ) are the key elements of the training program.	All courses have been fully adapted to NATO standards (AJP 3.3 (A), ACO Comprehensi ve Operations Planning Directive V2.0) NATO restricted	All courses will be conducted at the AirOpsCmd in Kalkar (residential). 2 weeks up to 8 times per year	Within capacity limits, all AirC2 Courses are available for EU Member States Currently there is no fixed number of seats for foreign personnel. Empty seats may be filled with foreign participants on a “first come, first serve”	Out of scope Functional area - Air Ops Planning
9.	DE Air Operations Command	DE AOPG Specialty AirC2 Module STRATEGY (AOPG) Personnel earmarked for a post in a Joint Force Air Component Headquarters (JFAC HQ) Personnel assigned for a JFAC HQ (e.g. LEGAD, CULAD, BUDFIN, etc.)	To receive further training tailored to the respective Planning Group (Air Operations Planning Group) and its particular tasks. The training is focused on the operational/tactical level planning (Component Command level), including theoretical and practical examples for the Operational Planning Process.	The overall objective is to enable designated JFAC personnel to execute the tasks to be conducted within his/her planning group or division of a JFAC HQ.	All courses have been fully adapted to NATO standards (AJP 3.3 (A), ACO Comprehensi ve Operations Planning Directive V2.0) NATO restricted	All courses will be conducted at the AirOpsCmd in Kalkar (residential). 1 week once every second year	Within capacity limits, all AirC2 Courses are available for EU Member States. Currently there is no fixed number of seats for foreign personnel. Empty seats may be filled with foreign participants on a “first come,	Out of scope Functional area - Air Ops Planning

Serial	MS/ Training Provider	Course Code ²⁵ Name of the course Audience	Course aim/ Content/ Methodology	Course learning/training/ enabling objectives	Operations planning procedures/ Classification	Course Format/ duration/ frequency	Open to EU MS? Seats for foreign participants?	Equivalent Core Common Curriculu m
		The training modules with their mission tailored elements are offered for each division within a standard JFAC structure (JFAC-level exclusively). The training is focused on the specific position.					first serve”	
10.	DE Air Operations Command	DE AOD Specialty AirC2 Module STRATEGY (AOD) The training modules with their mission tailored elements are offered for each division within a standard JFAC structure (JFAC-level exclusively). The training is focused on the specific position.	To receive further training tailored to the respective divisions (Strategy Division, Combat Plans Division) in a JFAC HQ and their particular tasks. The training is focused on the operational/tactical level planning (Component Command level).	The overall objective is to enable designated JFAC personnel to execute the tasks to be conducted within his/her planning group or division of a JFAC HQ	All courses have been fully adapted to NATO standards (AJP 3.3 (A), ACO Comprehensive Operations Planning Directive V2.0) NATO restricted	All courses will be conducted at the AirOpsCmd in Kalkar (residential). 1 week once every second year	Within capacity limits, all AirC2 Courses are available for EU Member States. Currently there is no fixed number of seats for foreign personnel. Empty seats may be filled with foreign participants on a “first come, first serve”	Out of scope Functional area - Air Ops Planning
11.	DE Air Operations Command	DE ATO Specialty AirC2 Module COMBAT PLANS (ATO) The training modules with their mission tailored elements are offered for each division	To receive further training tailored to the respective divisions (Strategy Division, Combat Plans Division) in a JFAC HQ and their particular tasks. The training is focused on the operational/tactical level planning (Component Command level).	The overall objective is to enable designated JFAC personnel to execute the tasks to be conducted within his/her planning group or division of a JFAC HQ	All courses have been fully adapted to NATO standards (AJP 3.3 (A), ACO Comprehensive Operations Planning	All courses will be conducted at the AirOpsCmd in Kalkar (residential). 2 weeks Up to 3 times a year	Within capacity limits, all AirC2 Courses are available for EU Member States. Currently there is no fixed	Out of scope Functional area - Air Ops Planning

Serial	MS/ Training Provider	Course Code ²⁵ Name of the course Audience	Course aim/ Content/ Methodology	Course learning/training/ enabling objectives	Operations planning procedures/ Classification	Course Format/ duration/ frequency	Open to EU MS? Seats for foreign participants?	Equivalent Core Common Curriculum
		within a standard JFAC structure (JFAC-level exclusively). The training is focused on the specific position.			Directive V2.0). NATO restricted		number of seats for foreign personnel. Empty seats may be filled with foreign participants on a “first come, first serve”	
12.	DE German Federal Armed Forces Command and Staff College ²⁸	DE BASIC OP Seminar No. 4009, Basic training on Operation Planning (stand-alone course) Mil SO OF3 - OF5	Enabling staff officers to execute the OPP as a member of a Joint Operational Planning Group (JOPG) on the level of a Joint Headquarter (JHQ). <u>Methodology</u> Basic knowledge training and syndicate work on OPP within a JOPG carried out by a designated JHQ embedded in the NATO Crises Management Process.	Training on Operations Planning Procedures (OPP) used within NATO and EU on the operational level	NATO ACO COPD Unclassified	Residential, executed at German Federal Armed Forces Command and Staff College in HAMBURG 2 weeks of training / 10 days 2 courses per year	In principle, the course is open to all international staff officers with posts in JHQ, which includes EU Member States For capacity reasons, no dedicated seat contingents blocked for foreign participants (“first come - first serve”).	Complement EU O/FHQ Operations Planning
13.	DE Bundeswehr CIMIC Centre ²⁹	DE CIMIC OPP CIMIC Contribution to the Operational Planning Process MII	To prepare CIMIC Staff workers for duties in international Headquarters <u>Content</u> Introduction Operational Planning IAW COPD - CIMIC Functional Planning Guide - COPD Phase 1 – 4 - Planning Products (Briefings, OPLAN, CONOPS) Course available in German and English language.	Basic knowledge about Operational planning - Basic knowledge about OPP (COPD) - knowledge about CIMIC Functional planning Guide (CFPG) - Ability to contribute to OPP in international HQ	NATO (COPD, CFPD) unclassified	residential 1 Week/ 5 days 4 times per year	Yes up to 10	Out of scope Functional area - CIMIC Planning

²⁸ German (briefings und doctrines: English), language may be changed to English on a mid-term perspective

²⁹ German/English

Serial	MS/ Training Provider	Course Code ²⁵ Name of the course Audience	Course aim/ Content/ Methodology	Course learning/training/ enabling objectives	Operations planning procedures/ Classification	Course Format/ duration/ frequency	Open to EU MS? Seats for foreign participants?	Equivalent Core Common Curriculu m
14.	DE MN JHQ Ulm EU O/FHQ ³⁰	DE BST Battle Staff Training (BST) CJOC/ Campaign Synchronization/ JCO CJOC and boards/ WGs personnel	Maintain expertise on conduct of operations	Focus of the BST is on current ops/ campaign synchronisation. Focus of training objectives alter between procedural approach (e.g. CJOC procedures) and product orientation (FRAGOs, WG/boards develop JCO), including short term/mid term planning.	NATO COPD unclassified	Twice per year	If in preparation of an EUBG, contributing MS are invited to participate.	Out of scope Prerequisite for planning
15.	EE, LV, LT Baltic Defence College Estonia	BDC JCGSC Joint Command and General Staff Course (Operational Level) Mil Civ	The aim of the Joint Command and General Staff Course is to focus on the operational level to prepare commanders and general staff officers for joint, service, interagency and multinational environments to confront complex security challenges from Baltic and Euro-Atlantic perspectives	<u>Extract, with relevance for Operations Planning:</u> <ul style="list-style-type: none"> Understand and analyse the factors which shape the international system and how these affect small/medium states' security context. Understand and analyse the use of military capability across the full spectrum of conflict in single service, joint, interagency and multinational environments; and its practical application at the operational level. Apply research and problem-solving skills in the institutional and operational context within national and multinational frameworks. 	NATO unclassified	Residential from 4 to 10 months once every year	YES, also for NATO and partner nations approx. 17	Out of scope Prerequisite for planning

³⁰ Opportunities communicated in response to the EUMS letter EEAS 00641/13 dated 22 March 2013.

Serial	MS/ Training Provider	Course Code ²⁵ Name of the course Audience	Course aim/ Content/ Methodology	Course learning/training/ enabling objectives	Operations planning procedures/ Classification	Course Format/ duration/ frequency	Open to EU MS? Seats for foreign participants?	Equivalent Core Common Curriculu m
16.	EE, LV, LT Baltic Defence College Estonia	BDC HCSC Higher Command Studies Course (Strategic Level, military and civilians) Mil Civ	To educate military officers and government officials from the Baltic states, their allies and partners, for executive responsibilities at the strategic level. It will enable comprehension of the multifaceted actions necessary for the accomplishment of national and Allied strategic objectives, within an uncertain international environment. It will produce creative, proactive and agile commanders, policymakers and managers, capable of making sound, decisive and future-oriented strategic decisions	<u>Extract, with relevance for Operations Planning</u> <ul style="list-style-type: none"> • Create written documents and oral presentations to facilitate communication at the strategic level (Module 1 – Framing Higher Command); • Formulate high strategy (Module 5 – Strategy Formulation); • Assess the geopolitical situation in the Baltic Neighbourhood (Module 3 – Russia and the Baltic Neighbourhood) • Examine the theories and evolution of higher command to facilitate better skills of strategic leadership (Module 7 – Exercising Higher Command). 	NATO unclassified	residential from 4 to 10 months once every year	YES, also for NATO and partner nations approx. 8	Out of scope Prerequisite for planning
17.	EE, LV, LT Baltic Defence College Estonia	BDC CSC Civil Servants Course (operational level, civilians only) Civ	To enhance knowledge and skills of the Civil Servants necessary for the development and implementation of national security and defence policies through professional civil-military partnership and cooperation at the operational and strategic level.	<u>Extract, with relevance for Operations Planning</u> <ul style="list-style-type: none"> • Develop the ability to analyse security policy and strategy from national and international perspectives. • Foster an understanding of the full spectrum of conflict and complex operational environments. • Describe operational level planning and apply key elements of it to solve problems in a contemporary operational environment. • Enable critical thinking to evaluate and create innovative solutions to complex problems and communicate ideas in oral and written form with clarity and precision. 	NATO Unclassified	residential from 4 to 10 months once every year	YES, also for NATO and partner nations	Out of scope Prerequisite for planning
18.	EL Hellenic Supreme Joint War College	EL IJOPC International Joint Operations Planning Course (Stand Alone Course) Mil	To study, from the Greek perspective, the principles, the tools and the application of operational planning process in joint operations at the Operational Level. <u>Content</u> The curriculum of the course is comprised of theory studying, multiple short lectures, followed by practical exercise on a given CPX which was planned to assist this	Understand the methodology of Operational Planning process - Understand the operational environment - Demonstrate ability of applying the principles of operational art - Determine- prepare –analyse and compare Courses of Action (COAs) - Develop CONOPS	NATO and national/ unclassified	Residential Four weeks One per year	Yes 20 – 24 seats	Complemen t EU O/FHQ Operations Planning

Serial	MS/ Training Provider	Course Code ²⁵ Name of the course Audience	Course aim/ Content/ Methodology	Course learning/training/ enabling objectives	Operations planning procedures/ Classification	Course Format/ duration/ frequency	Open to EU MS? Seats for foreign participants?	Equivalent Core Common Curriculu m
			course's learning objectives	- Develop OPLAN - Distinguish and describe the phases of operational planning process/				
19.	FI FINCENT Conducted jointly with the NATO School O'gau	FI NATO JOPG NATO JOPG Comprehensive Operations Planning Course ³¹ • Military officers (OF-3 through OF-5), who are assigned to NATO and Partner positions that involve the planning of combined joint operations.	The aim of this course is to prepare students to contribute to NATO's operations planning process, either as an operational-level or functional-area planner, while serving within a joint operational-level headquarters.	<ul style="list-style-type: none"> Understand NATO's OPP System: Given references, students will describe the main characteristics of NATO's operations planning system in accordance with MC 133/4 Understand NATO's OPP Strategic Environment: Following initial notice of an international crisis, students will appraise the nature of the situation in order to contribute to the appreciation of the strategic environment in accordance with NATO's comprehensive approach. Demonstrate the Principles of Operational Art within the COPD: Applying the principles of operational art, students will be able to analyse a crisis in order to define the operational-level problem and determine the necessary operational conditions to be achieved in accordance with the COPD. Prepare and Analyse Courses of Action: Given references, students will be able to design and compare multiple courses of action for resolution, justifying a final recommendation in accordance with commander's guidance. Describe Remaining Phases of NOPP: Given references, students will be able to describe the main characteristics of the remaining phases of NATO's operations planning process in accordance with the COPD. 	NATO COPD No info	2 weeks? Annually	National authorities are to appoint nominees for application to NATO school, Oberammergau, according to the bidding system.	Complement EU O/FHQ Operations Planning

³¹ According to the FINCENT website <http://www.fincen.fi/html/en/COPC.html>

Serial	MS/ Training Provider	Course Code ²⁵ Name of the course Audience	Course aim/ Content/ Methodology	Course learning/training/ enabling objectives	Operations planning procedures/ Classification	Course Format/ duration/ frequency	Open to EU MS? Seats for foreign participants?	Equivalent Core Common Curriculu m
20.	FR EU OHQ	FR EUHQ OPC Operations Planning Course (Dec 14, Sep 15) Mil Personnel likely to be involved in the operations planning process with priority to the FR OKQ KN, PA and AA.	To enable EU OHQ staff personnel to contribute to the OPP and to understand the EU planning method based on the NATO Comprehensive Operations planning Directive (COPD). <u>Content</u> <ul style="list-style-type: none"> • EU decision making process • COPP development • SCENARIO MILEX 14 • COPP phase 4, Section 2, INITIATE STRATEGIC PLANNING <ul style="list-style-type: none"> ◦ Review IMD, planning milestones ◦ OpCdr's strategic intent & guidance ◦ Review strategic design • Strategic analysis brief (SAB) <u>Methodology</u> Application of the planning process based on MILEX 14 scenario	To provide potential EU OHQ staff with a basic knowledge of the EU OPP and the current status of the EU COPP. At the end of the course the participants should be able to take part in an EU SOPG.	NATO adjusted to EU specification: “COPP” unclassified	Residential (Paris, FR OHQ). 50 seats 1 week Once a year	Yes 20 out of a total of 50 seats (based on 2015 FR OHQ OPC offer).	EU O/FHQ Operations Planning
21.	IT Italian Joint Operations HQ	IT NATO COPC NATO Comprehensive Operational Planning Course Mil	As for NSO Syllabus	As for NSO Syllabus	NATO unclassified	Residential with a Mobile Training Team from NSO 50 seats 2 weeks	N/A	Complemen t EU O/FHQ Operations Planning
22.	LT Lithuanian Military Academy	LT ACSC Army Command and Staff Course (Tactical level) Mil	To raise professional qualification of the Lithuanian and foreign senior officers of land component, develop leadership skills and consistently acquaint the officers with contemporary methods of warfare, command and control and train the officers to adopt these methods in practice, foster loyalty to the Homeland and promote the values of the Armed Forces.	No info	NATO Unclassified	Residential from 4 to 10 months once every year	Yes, also for NATO and partner nations approx. 15	Out of scope Prerequisite for planning
23.	LV National Defence Academy ³²	LV COPOC Comprehensive Operations Planning Orientation Course	To provide students a basic overview of operations planning at operational level, applying NATO COPD and the principles of comprehensive approach. <u>Content</u> NATO operations planning process in crisis response	No info	NATO COPD unclassified	1 week	Yes	Complemen t EU O/FHQ Operations Planning

³² Pooling and sharing in the area of Training and Education Questionnaire 2 – State of Play. Methodology and State of Play (answers to topics 1-16) REV 2, doc. 01072/2/12, dated 29 August 2012.

Serial	MS/ Training Provider	Course Code ²⁵ Name of the course Audience	Course aim/ Content/ Methodology	Course learning/training/ enabling objectives	Operations planning procedures/ Classification	Course Format/ duration/ frequency	Open to EU MS? Seats for foreign participants?	Equivalent Core Common Curriculu m
		OF 3 - 5, civilian equivalent	operations and the principles of operational art in accordance with the ACO Comprehensive Planning Directive (COPD) and current NATO policy and doctrine.					
24.	LV National Defence Academy ³³	LV NATO KDC NATO OPP Knowledge Development Course OF 3 - 5, civilian equivalent	To introduce students to Knowledge Development a part of the OPP, using the System Analysis Tool (SAT) as part of TOPFAS tool suite. <u>Content</u> The course will focus on knowledge development in the OPP and the use of associated techniques and tools.	No info	NATO COPD unclassified	1 week	Yes	Complemen t EU O/FHQ Operations Planning
25.	LV National Defence Academy ³⁴	LV NATO COPC NATO Comprehensive Operations Planning Course OF 3 - 5, civilian equivalent	To prepare students to contribute to operations planning at operational level, applying NATO COPD and the principles of comprehensive approach. <u>Content</u> NATO operations planning process in crisis response operations and the principles of operational art in accordance with the ACO Comprehensive Planning Directive (COPD) and current NATO policy and doctrine.	No info	NATO COPD unclassified	2 weeks	Yes	Complemen t EU O/FHQ Operations Planning
26.	LV National Defence Academy ³⁵	LV NICSC Baltic Naval Intermediate Command and Staff Course (NICSC) Junior naval officers	The mission of Baltic Naval Intermediate Command and Staff Course (NICSC) is to develop the naval officers able to plan and conduct operations up to the task group level across the spectrum of conflict. <u>Content</u> (relevant to operations planning) Module on procedures	- to educate and train naval officers for the staff work and the officers with operational background to be ready for command officer positions; - to provide second level education to Baltic States naval officers, prepare them for subsequent studies at Baltic Defence College (BALTDEFCOL) Joint Command and General Staff Course.	No info	22 weeks	Yes	Out of scope Prerequisite for planning

³³ ibidem.

³⁴ ibidem.

³⁵ ibidem.

Serial	MS/ Training Provider	Course Code ²⁵ Name of the course Audience	Course aim/ Content/ Methodology	Course learning/training/ enabling objectives	Operations planning procedures/ Classification	Course Format/ duration/ frequency	Open to EU MS? Seats for foreign participants?	Equivalent Core Common Curriculum
27.	PT MoD	PT JSC Operational Planning Module – Joint Staff Course Military (senior officers)	The Portuguese capability on providing training in “Operations Planning” relies on the Joint Staff Course. Although this module is not taught in English, the standard operating procedures are EU and NATO. For advanced formation and combined environments, senior staff officers attend NATO School. At the end of this course, the students should be able to applying EU and NATO standards in the operations planning processes. EU and NATO operations planning process	<ul style="list-style-type: none"> • Draw a campaign operational picture • Describe the operations planning process • Plan a crisis response operation • Plan an operation in a combined joint exercise frame 	EU and NATO Restricted	Residential 200 hours for this module Once a year ! Language Portuguese (with English Standard Operating Procedures)	Yes 5 seats are available for foreign participants	Out of scope Not in English
28.	RO Crisis Management and multinational Operations Department (CMMOD)/ National Defence University “CAROL I”	RO COP Comprehensive Operational Planning (stand-alone) Mil acting in the defence and national security field of activity at operational/ strategic levels	To train officers in applying the NATO compatible operational planning procedures. <u>Content</u> COP-Fundamentals of planning, the operating environment, planning theory, operational design, operational planning process and products	Skilled in Applying Operational Art to Joint (respective tactical, Crisis Management, PSO, SSTR Ops.), Interagency & Multinational Warfighting (respective PSO and SSTR Ops.) Skilled in Operation Planning at Component/Tactical and Joint/Operational levels of war	NATO unclassified	residential 2 weeks 1 iteration/ year	YES (NATO, Pfp). 5 seats/ iteration	Complement EU O/FHQ Operations Planning
29.	RO CMMOD	RO AJOSOC Advanced Joint Operations staff Officer course (operations planning module) Joint Capstone Exercise (part of AJOSOC) Mil acting in the defence and national security field of activity at operational/ strategic levels	To train participants for command and staff appointments in a joint multinational environment at operational level <u>Content</u> AJOSOC, Doctrine & Joint operations planning module: Decision making & military planning, operational art and design	<u>Extract, with relevance for Operations Planning</u> Skilled in Applying Operational Art to Joint (respective tactical, Crisis Management, PSO, SSTR Ops.), Interagency & Multinational Warfighting (respective PSO and SSTR Ops.) Skilled in Operation Planning at Component/ Tactical and Joint/ Operational levels of war	NATO unclassified	residential 2 weeks planning module 1 week Joint Exe 2 iterations / year	YES (NATO, Pfp). 6 seats/ iteration	Complement EU O/FHQ Operations Planning

Serial	MS/ Training Provider	Course Code ²⁵ Name of the course Audience	Course aim/ Content/ Methodology	Course learning/training/ enabling objectives	Operations planning procedures/ Classification	Course Format/ duration/ frequency	Open to EU MS? Seats for foreign participants?	Equivalent Core Common Curriculu m
30.	RO CMMOD	RO BSOC Brigade Staff Officers Course – tactical planning module Mil	To train officers in NATO compatible approach to command, staff, operational and logistic procedures up to Brigade level <u>Content</u> BSOC – tactical level planning module	<u>Extract, with relevance for Operations Planning</u> Skilled in Applying Operational Art to Joint (respective tactical, Crisis Management, PSO, SSTR Ops.), Interagency & Multinational Warfighting (respective PSO and SSTR Ops.) Skilled in Operation Planning at Component/Tactical and Joint/ Operational levels of war	NATO unclassified	residential 2 weeks planning module 1 iteration/ year	Yes (NATO, Pfp) 6 seats/ iteration	Planning Fundament
31.	RO CMMOD	RO PSO Peace Support Operations Course Mil acting in the defence and national security field of activity at operational/ strategic levels	Give an understanding of the concepts, planning and conduct of PSO and to familiarize them with current staff procedures in order to enable them to work within or to a NATO-led multinational Headquarters <u>Content</u> Peace Support Operations Course: Current security environment, planning procedures applied in PSO, Capstone Exercise	<u>Extract, with relevance for Operations Planning</u> Skilled in Applying Operational Art to Joint (respective tactical, Crisis Management, PSO, SSTR Ops.), Interagency & Multinational Warfighting (respective PSO and SSTR Ops.) Skilled in Operation Planning at Component/Tactical and Joint/ Operational levels of war	NATO unclassified	residential Peace Support Operations Course planning module 12 hours 2 iterations / year	Yes (NATO, Pfp) 5 seats/ iteration	Planning Fundament
32.	RO CMMOD	RO NSOC NATO Staff Operations Course Mil acting in the defence and national security field of activity at operational/ strategic levels	Brief officers, NCOs and civilians on NATO current political and military issues, as well as its command and staff procedures, in order to prepare them for a NATO appointment. <u>Content</u> NATO Staff Operations Course: NATO current political and military issues, command and staff procedures, in order to prepare them for a NATO appointment	<u>Extract, with relevance for Operations Planning</u> Skilled in Applying Operational Art to Joint (respective tactical, Crisis Management, PSO, SSTR Ops.), Interagency & Multinational Warfighting (respective PSO and SSTR Ops.) Skilled in Operation Planning at Component/Tactical and Joint/Operational levels of war	NATO unclassified	residential NATO Staff Operations Course planning module 12 hours 1 iteration/ year	Yes (NATO, Pfp) 10 seats/ iterations	Planning Fundament

Serial	MS/ Training Provider	Course Code ²⁵ Name of the course Audience	Course aim/ Content/ Methodology	Course learning/training/ enabling objectives	Operations planning procedures/ Classification	Course Format/ duration/ frequency	Open to EU MS? Seats for foreign participants?	Equivalent Core Common Curriculum
33.	RO CMMOD	RO CMC Crisis Management Course Mil acting in the defence and national security field of activity at operational/strategic levels	Crisis Management Course: train professionals who will serve in the broad area of Crisis management and who will have to interact with national and international agencies involved in Crisis management;	<u>Extract, with relevance for Operations Planning</u> Skilled in Applying Operational Art to Joint (respective tactical, Crisis Management, PSO, SSTR Ops.), Interagency & Multinational Warfighting (respective PSO and SSTR Ops.) Skilled in Operation Planning at Component/Tactical and Joint/ Operational levels of war	NATO unclassified	residential Crisis Management Course planning module 12 hours 1 iteration/ year	Yes (NATO, PfP) 5 seats/ iteration	Planning Fundament
34.	SE EU FHQ ³⁶ Swedish Defence College	SE MOPP Multinational Operational Planning Process	No info.	No info	NATO COPD unclassified	Training on adapted COPD for SE/EU use	Yes	EU O/FHQ Operations Planning
35.	SE SWEDINT ³⁷	SE MTJSOC NATO/Partnership Multinational Tactical Junior Staff Officer Course (MTJSOC) The primary target audience is identified as military staff officers (OF1- OF3) who will have, or is appointed to positions in HQs on tactical level.	The aim of the course is to prepare students from NATO and partner countries to serve as staff officer within a battalion level headquarters in a NATO led Peace Support Operation (PSO) while applying the Operational Planning Process (OPP) based on the Comprehensive Operations Planning Directive (COPD) and the principles of a Comprehensive Approach. <u>Methodology</u> MTJSOC consists of three main building blocks: General Orientation and Staff Duties followed by practising of the Operational Planning Process (OPP) consisting of two map exercises (MAPEX 1-2) and one command post exercise (CPX). The General Orientation part will give the students the basic knowledge on two main topics; (1) Characteristics of the PSO environment, (2) The NATO Policy and doctrines for PSO. The Staff Duties part will give students the basic knowledge on following topics: Generic battalion staff functions and roles and responsibilities of the staff members. General Orientations and Staff Duties will build the fundament for the execution of the third block, Practice OPP	<ul style="list-style-type: none"> • Comprehend the characteristics of the PSO environment • Comprehend NATO policy and doctrines for PSO • Comprehend generic battalion staff roles and responsibilities • Comprehend the Operational Planning Process (OPP) based on the Comprehensive Operations Planning Directive (COPD) 	NATO COPD No info	3 weeks Annually	No info	Planning Fundament

³⁶ Opportunities communicated in response to the EUMS letter EEAS 00641/13 dated 22 March 2013.

³⁷ All SWEDINT's opportunities communicated in response to the EUMS letter EEAS 00640/13 dated 22 March 2013 and according to the website <http://www.forsvarsmakten.se/en/swedint/>

Serial	MS/ Training Provider	Course Code ²⁵ Name of the course Audience	Course aim/ Content/ Methodology	Course learning/training/ enabling objectives	Operations planning procedures/ Classification	Course Format/ duration/ frequency	Open to EU MS? Seats for foreign participants?	Equivalent Core Common Curriculu m
36.	SE SWEDINT	SE MTPC NATO/Partnership Multinational Tactical Planning Course – Brigade The primary target audience is identified as military staff officers (OF 2-5) who will have or is appointed to positions in HQs on the tactical level. Civilian officer equivalents are also eligible for nomination.	The aim of the course is to prepare students from NATO and other partner countries to serve as a planner within a tactical level headquarter in a NATO led Peace Support Operation (PSO) while applying the Operational Planning Process (OPP) based on the Comprehensive Operations Planning Directive (COPD) and the principles of a Comprehensive Approach. The course also provides excellent information for students requiring information on how NATO conducts PSO. <u>Methodology</u> MTPC consists of two main building blocks: General Orientation followed by practising of the Operational Planning Process (OPP), consisting of three map exercises (MAPEX 1-3). The General Orientation part will give the students the basic knowledge on three main topics; (1) The nature of modern conflict, (2) The NATO Operational level organization and doctrines, (3) Brigade organization, capabilities and tactics. These three topics will build the fundament for the execution of the second block, Practice OPP, which is the main focus during the course.	<ul style="list-style-type: none"> To comprehend the nature of modern conflict. To comprehend the NATO Operational level organization and doctrines. To comprehend a brigade organization, capabilities and tactics in a PSO. To apply the Operational Planning Process (OPP) based on the Comprehensive Operations Planning Directive (COPD). 	NATO COPD No info	3 weeks Twice a year	No info	Planning Fundament
37.	SE SWEDINT Conducted jointly with the NATO School O'gau	SE NATO COPC NATO Comprehensive Operational Planning Course (COPC) Level: Joint or component HQ Ranks: Maj – Col (OF 3 to OF 5) or Civilian equivalent.	The aim of the course is to prepare students to contribute to operations planning as an operational planner or related staff officer serving within an operational level headquarters while applying the Comprehensive Operations Planning Directive (COPD) and the principles of a Comprehensive Approach.	Participants will acquire a fundamental understanding of: <ul style="list-style-type: none"> Comprehend NATO operational organisation and NATO Crisis Response System. Analyse the nature of modern conflict and NATO's contribution to a comprehensive approach. Comprehend the organisation, roles and processes in a joint NATO-led multinational HQ conducting crisis response operation. Apply the NATO operations planning process in crisis response operations and the principles of operational art in accordance with the ACO Comprehensive Operations Planning Directive (COPD) and current NATO policy and doctrine. 	NATO COPD No info	2 weeks? Annually	National authorities are to appoint nominees for application to NATO school, Oberammergau, according to the bidding system.	Complemen t EU O/FHQ Operations Planning

Serial	MS/ Training Provider	Course Code ²⁵ Name of the course Audience	Course aim/ Content/ Methodology	Course learning/training/ enabling objectives	Operations planning procedures/ Classification	Course Format/ duration/ frequency	Open to EU MS? Seats for foreign participants?	Equivalent Core Common Curriculu m
38.	SK Armed Forces Academy ³⁸ 1st Lt, Capt. and Maj from all services who have some experience from working at Coy/ Bn level	SK ISOC International Staff Officers Course	To provide staff training for officers in English language in order to enable them to participate in planning and conducting of military activities throughout the full spectrum of conflict in multinational environment according to NATO standards. <u>Content</u> (relevant to operations planning) Operational Planning Process – OPP (information and skills needed for Decision Making Process),	No info	No info	11 weeks	Yes 8	Planning Fundament
39.	UK (F)HQ and BG ³⁹	UK OLPM Operational Level Planning Module (OLPM) (12-15 Jan 16) PN staff	To prepare the EU BG package	No info	No info	Residential 4 days In preparation of BG package	No info	EU HQ Planning
40.	ES Joint Staff	ES CJEX CESEDEN: Combined Joint European Exercise Mil Civ Operational level - CPCC (as de facto civilian Operation Headquarters), the national headquarters earmarked to CSDP missions and operations (EU HQ -	To enhance Staff Course students' knowledge about EU Combined and Joint Operations. <u>Methodology</u> A limited Operational Planning Process within a given scenario, specific EU Crisis Management Concept for the Operation and the subsequent Strategic Planning Directive as starting point to begin the Operational Planning Process in the Operational Level	– To practice operational level planning using NATO's Comprehensive Operational Planning Directive (COPD). – To improve Staff Course students working skills in an interagency and international environment. – To address developments in European Security and Defence Policy. – To foster better understanding and mutual knowledge between the future staff officers of the participating European nations.	NATO under EU structure and decision process umbrella	8 consecutive working days Once a year, (early May)	Yes, under some conditions provided by the five members of the Exercise Group. (National representatives from France, Germany, Italy, Spain and United Kingdom)	EU HQ Planning

³⁸ Pooling and sharing in the area of Training and Education Questionnaire 2 – State of Play. Methodology and State of Play (answers to topics 1-16) REV 2, doc. 01072/2/12, dated 29 August 2012.

³⁹ Letter UK MoD, EUBG 2016/2 – Request for EUMS Support to EU Foundation Training Briefings in UK on 11 Jan and 27 Apr and a Central Seminar in Jun 2016, doc. DISP/11/05/15/01

Serial	MS/ Training Provider	Course Code ²⁵ Name of the course Audience	Course aim/ Content/ Methodology	Course learning/training/ enabling objectives	Operations planning procedures/ Classification	Course Format/ duration/ frequency	Open to EU MS? Seats for foreign participants?	Equivalent Core Common Curriculu m
		OHQ and FHQ), including the core staff and potential additional augmentees to the EU HQ						

Notes:

Spain - The individual training on “Operations Planning” is included in the Joint Command and Staff Course which is run in Spanish. We also attend some NATO and UE courses on “Operational Planning”

Hungary – No courses run in English or French

Lithuania - All courses have own module or some part of module dedicated for planning.

EU

Serial	MS/ Training Provider	Name of the course Audience	Course aim/ Content/Methodology	Course learning/training/ enabling objectives	Operations planning procedures/ Classification	Course Format/ duration/ frequency	Open to EU MS? Seats for foreign participants?	Equivalent Core Common Curriculum
41.	ESDC	ESDC SMPC ESDC Strategic (Civilian) CSDP Mission Planning Course ⁴⁰ Middle & Senior Senior Police and Military personnel (rank OF-5 equivalent) from EU MS likely to be deployed to a civilian crisis management mission/ operation, or to relevant EU bodies.	The course aims to provide participants with: -An understanding of the conditions of the strategic planning of EU missions and operations with a focus on EU capabilities. -A familiarity with level planning to ensure a wider comprehension of planning terminology and EU Crisis Response procedures, as well as of planning methodology at strategic level. -An opportunity to develop a better understanding of the EU Crisis Response mechanism. -A familiarity with planning within the EEAS and the wider field, developing better procedural linkages with other parts of the EU and greater coordination with international organisations (UN, NATO, AU, NGOs) to increase the comprehensiveness of CSDP challenges. -Clearly identified CSDP standards and procedures. <u>Content:</u> <u>Extract, with relevance for Operations Planning</u> - Crisis management procedures - Civilian – military planning process - Financing CSDP operations and missions - Case study about missions with different cooperation partner	<u>Extract, with relevance for Operations Planning</u> By the end of the training participants should be able to discuss and outline the various planning steps of CSDP missions and operations (civilian and military) at a strategic level	EU Crisis Management Procedures	Residential IDL component AKU on planning days Once a year	yes	CPCC to confirm (Civilian Contribution to planning at the political strategic level?)
42.	ESDC SE FBA	EU SML EU Senior Mission Leaders Course Future Heads of Mission, Deputy Heads of Mission, Force Commanders and other senior personnel such as Heads of Component in EU missions and operations	To prepare potential future senior leaders of CSDP missions and operations working in highly complex political and security environments. <u>Content</u> (decision making & ops planning –related) • Decision-making process in the CSDP: the Political and Security Committee (PSC) • Decision-making process in the CSDP: EUMC, CIVCOM and PMG • EU crisis response and operational co-ordination • The role of CMPD, CPCC and EUMS in strategic planning and operational guidance	Key Course learning objectives (decision making & ops planning –related). To enhance/ develop the understanding of: a. Global political environment in which the EU operates; b. EU systems/ institutions/ agencies in the field of EU external action c. Legal frameworks for CSDP missions and operations, planning processes	EU Crisis Management Procedures	Residential 7-10 days (including a weekend) Biennially	Yes	TBD

⁴⁰ According to SCHOOLMASTER; course objectives and content may slightly differ from one course to another to fit the target audience (civilian, police, common civilian-military).

Serial	MS/ Training Provider	Name of the course Audience	Course aim/ Content/Methodology	Course learning/training/ enabling objectives	Operations planning procedures/ Classification	Course Format/ duration/ frequency	Open to EU MS? Seats for foreign participants?	Equivalent Core Common Curriculum
			<ul style="list-style-type: none"> Case study: Mali – planning for a CSDP mission Implementing the strategic mandate in military operations Implementing an operation plan (OPLAN) Exercise: mission implementation planning <p><u>Methodology</u> Highly interactive, combining plenary presentations and discussions with both individual and syndicate work. Scenarios and exercises based on current conflicts and ongoing EU crisis management will allow participants to further develop their learning and practice tools required for successful mandate implementation. Sharing experience and best practice between participants, speakers and directing staff will be a leitmotif throughout the course.</p>					
43.	ESDC	ESDC AKU6 Planning for CSDP Missions and Operations Autonomous Knowledge Unit (AKU) 6	<p>This AKU concerns planning for CSDP crisis–response missions and operations. This is shorthand for saying this discussion is about the planning of CSDP military operations and civilian missions, with a focus on the political and strategic level. The AKU6 consists of an introductory part, of 5 chapters focusing on relevant aspects of the planning mechanism and a concluding part.</p> <p><u>Content</u> Chapter 1 About Planning – planning functions, levels, type of planning and procedural foundations at EU political and strategic level. Chapter 2 Advance Planning – the purpose and types of advance planning and who is doing what at the EU political and strategic level. Chapter 3 Crisis–response Planning – sequence of events and documents for planning CSDP military operations and civilian crisis–response missions. Chapter 4 Introduction to Operational Planning – operational level command options, force generation process and operational design tools, which further shape the outcome of the CSDP mission planning process.</p>	Once you have completed AKU6, you are expected to be able to explain the CSDP planning mechanism at the political and strategic level, and to describe the basic document elaboration processes.	EU Crisis Management Procedures	Internet-based Distance Learning 6 hrs of study time	Yes, unlimited	Introduction to Planning at the pol-strategic level

Serial	MS/ Training Provider	Name of the course Audience	Course aim/ Content/Methodology	Course learning/training/ enabling objectives	Operations planning procedures/ Classification	Course Format/ duration/ frequency	Open to EU MS? Seats for foreign participants?	Equivalent Core Common Curriculum
			Chapter 5 Challenges and Prospects – directions and challenges in the likely development of the EU’s mission planning practice and procedures.					
44.	ESDC	ESDC OC ESDC Orientation Course ESDC HLC ESDC High Level Course Mil Civ	CSDP Orientation Advanced CSDP topics	Lectures on CSDP Procedures & Decision Making Processes	CSDP	Residential & IDL under ESDC 1 week OC 1 year HLC 1 every 2-3 years	Yes, unlimited	Out of scope Prerequisite for planning
45.	CPCC	CPCC IOP Induction – Operational Planning ⁴¹ CPCC staffs (all divisions), Heads of civilian CSDP missions, civilian CSDP mission 'core staffs'	To familiarise CPCC and mission staffs with basic understanding of the role of planning in mission delivery and the methodology/procedures applied in civilian CSDP.	Explain the CMP, chain of command, CONOPS/OPLAN/MIP templates and reporting guidelines, the benchmarking methodology etc.	CPCC planning methodology which is inspired by the NATO COPD	Residential 1 day irregular, needs based, at mission start up	Not as such, unless these are mission members or Heads of Mission	CPCC to confirm Introduction to Planning at the pol-strategic level
46.	EUMS	EUMS MCPPS Military (EUMS) Contribution to Planning at the Political-Strategic Level Course All action officers (AOs) in the	To improve the staff-work skills of the EUMS personnel eligible to be part of a Crisis Planning Team, in order to enable them to contribute to the crisis response planning at the political-strategic level. The outcome will be a better understanding of the role EUMS plays during the initial phases of the crisis management process, particularly in contributing to the drafting of the planning documents at this level.	At the end of the course, participants will be able to: <ul style="list-style-type: none"> • assess the nature of a crisis, its actors and possible impact on EU interests, values and objectives in the region; • define the potential role and availability of the military CSDP instrument, as part of EU comprehensive response to a crisis 	EU Crisis Management Procedures EUMS Crisis Management Manual	Blended Three residential days alternated with 3 e-learning sequences of 10 days each. Once a year	The course is tailored for EUMS personnel only.	Military Contribution to planning at the political strategic level

⁴¹ CPCC has so far done one ad-hoc course on operational planning methodology for CPCC staffs. CPCC regularly includes operational planning modules in Brussels-based induction of Heads of Mission and Core teams prior deployment in-theatre for mission start up. CPCC plans to organise in 2015 a training course/workshop for concerned mission members and CPCC desks about the new Mission Implementation Plan methodology (an internal planning document written at mission level with CPCC desk support). CPCC regularly provides lectures on operational planning in ESDC/CEPOL and other training course upon request.

Serial	MS/ Training Provider	Name of the course Audience	Course aim/ Content/Methodology	Course learning/training/ enabling objectives	Operations planning procedures/ Classification	Course Format/ duration/ frequency	Open to EU MS? Seats for foreign participants?	Equivalent Core Common Curriculum
		Operations Directorate and other AOs earmarked by each directorate to reinforce an EUMS crisis planning team, if required.	<p><u>Content:</u></p> <p>Preparatory module - Scenario – Crisis in African North Eastern Quarter (ANEQ)</p> <p>Module A - Introduction to Planning at the Political-Strategic Level</p> <p>Module B - Military contribution to Political Framework for Crisis Approach (PFCA)</p> <p>Module C - Military contribution to the Crisis Management Concept (CMC)</p> <p>Module D - Military strategic planning at the political-military level (MSO,IMD)</p> <p><u>Methodology</u></p> <p>The course, which is a blended learning activity, commences with a 2 hour residential session aimed at refreshing the participants' knowledge of the Crisis Management Procedures and providing them with the initial necessary administrative and technical guidance. On their own time and pace, participants will then take three e-learning sequences, alternated with three half day residential sessions. E-learning modules will provide the learners with the relevant information, examples and templates so that they are able to complete short practical tasks (e.g. fill in the main section of the planning documents), on an individual basis, regardless of their specialization. In residential sessions, learners will consolidate the knowledge and skills by discussing critical issues and getting the necessary feedback and potential solutions from the mentoring team. Collaborative learning will be achieved via the course forum embedded into the e-learning platform on an asynchronous manner. A course tutor (from Exercises/ Training/Analysis Branch - ETA) will monitor learning progress and ensure the overall coordination.</p>	<p>(Military Contribution to the Political Framework for Crisis Approach - PFCA);</p> <ul style="list-style-type: none"> design broad military options and objectives in support to EU CSDP military operation (Military Contribution to the Crisis Management Concept - CMC); elaborate on the military contribution to the crisis resolution by initiating the planning at the strategic level (Military Strategic Options -MSOs and Initiating Military Directive - IMD). 				
47.	EEAS External training	EUCCIS TRG EU Command and	Provide EUCCIS Users with fundamental aspects of every EUCCIS tool and FAS.	Basic Course (Introduction, Portal, Tactical Viewer, WebCOP) Advanced Course (Administration,	EU Secret or unclassified (according to	Residential Basic Course: 3 days	Yes	EU O/FHQ Operations Planning

Serial	MS/ Training Provider	Name of the course Audience	Course aim/ Content/Methodology	Course learning/training/ enabling objectives	Operations planning procedures/ Classification	Course Format/ duration/ frequency	Open to EU MS? Seats for foreign participants?	Equivalent Core Common Curriculum
	provided by EUCCIS contractor	Control Information System (EUCCIS) Training EUCCIS Users	Briefing	Security and Access Control, Advanced Portal, Content Management System, Advanced Tactical Viewer) Specialist: Operational Planning FAS Specialist: Civilian Planning FAS Specialist: INTEL FAS Specialist: Civilian FAS Specialist: Electromagnetic compatibility FAS	the availability of a Training Environment)	Advanced Course: 2 days Specialist: Operational Planning FAS: 2 days Specialist: Civilian Planning FAS: 2 days Specialist: INTEL FAS: 0.5 day Specialist: Civilian Reporting FAS: 2 days Specialist: Electromagnetic compatibility FAS: 0.5 day On request		
48.	EEAS External training provided by EUCCIS contractor	EUCCIS REF EUCCIS Refresher Training EUCCIS Users	Provide EUCCIS Users with a refresh on the basics of EUCCIS Briefing	Similar to EUCCIS Training, but limited to a refresh of the topics for already trained Users	EU Secret or unclassified (according to the availability of a Training Environment)	Residential 1 day On request	Yes	EU O/FHQ Operations Planning
49.	EEAS Internal training provided by EEAS MDR.B.3	EUCCIS IND EUCCIS Induction Training Previous students of the "Military Contribution to Planning at the Political-Strategic Level"-Course / Double-hatted personnel / mandatory for every EUCCIS user with a permanent access to EUCCIS.	Refresh / enhance the basic knowledge + some hands on Briefing + hands-on	Short introduction of the most common tools / FAS within EUCCIS	EU Secret or unclassified (according to the availability of a Training Environment)	Residential 3 days of 4 hours Approximately 4 times a year / on request	Yes	EU O/FHQ Operations Planning
50.	EEAS Internal training provided by	EUCCIS SCEN EUCCIS Scenario Training Double-hatted personnel / SME (for	Advanced knowledge, specifically related to the EUCCIS Operational Planning FAS	To improve the skills in using of a specific EUCCIS FAS, to perform a trainer-driven, totally hands-on, exercise	EU Secret or unclassified (according to the availability of	Residential 3 days of 4 hours Approximately 4 times a year / on request	Yes	EU O/FHQ Operations Planning

Serial	MS/ Training Provider	Name of the course Audience	Course aim/ Content/Methodology	Course learning/training/ enabling objectives	Operations planning procedures/ Classification	Course Format/ duration/ frequency	Open to EU MS? Seats for foreign participants?	Equivalent Core Common Curriculum
	EEAS MDR.B.3 in cooperation with EUMS SME.	instance: OPPFAS, GIS, ...)	Hands-on, scenario to be solved by students		a Training Environment)			
51.	EEAS Internal training provided by EEAS MDR.B.3	EUCCIS AUG EUCCIS Augmentees Training Augmentees	Short introduction specifically tailored to augmentees of exer/oper Briefing	To know the main tools of EUCCIS, with a special accents to the Operational Planning FAS	EU Secret or unclassified (according to the availability of a Training Environment)	Residential 3 modules of 55 minutes each when needed	Yes	EU O/FHQ Operations Planning
52.	EEAS Self-Training, provided by EUCCIS Contractor	EUCCIS CBT EUCCIS Computer Based Training EUCCIS Users	Provide very basic knowledge and hands on main EUCCIS functionalities CBT	To learn about EUCCIS and get accustomed to its main tools, use of keyboard and mouse within its context	Public content	e-learning At User own pace (about 3 hours in total)	Yes	EU O/FHQ Operations Planning
53.	EEAS External provider / EEAS contribution	EUCCIS AKU EUCCIS eLearning module (AKU) EUMS newcomers	To provide basic knowledge related to EUCCIS CBT	What is a C2 system? History/ Who are the users? / Features of EUCCIS	Public content	e-learning At User own pace (about 3 hours in total)	Yes	EU O/FHQ Operations Planning
54.	European Police College (CEPOL)	CEPOL SPOPCOP Senior Police Officer Planning and Command course for crisis management Operations/Missions (SPOPCOP) ⁴² Senior Law Enforcement Officials, preferably possessing the relevant competences (e.g.	To provide command and control competences in terms of mission planning, implementation, management and evaluation to Senior Law Enforcement Officials eligible for high level positions within the EU crisis management missions and operations` <u>Content</u> <u>Extract, with relevance for Operations Planning</u> 1. General crisis management awareness 2. CSDP planning and decision-making processes Week-end to be considered - workshop on Saturday morning	At the end of the course the participants will: o Understand CSDP, in particular the EU institutional framework as well as the current policies; o Be able to contribute to the CSDP planning and better understand the decision-making processes; o Be capable of implementing the mission's mandate in concrete actions, mainstreaming Human Rights and other EU fundamental principles; o Be able to contribute to reporting and	EU procedures	Blended learning (residential + distance learning) 10 residential days + mandatory e-learning prior the course, using 9 Autonomous Knowledge Units (AKUs) - 15 hours, minimum 15`/ day, during 2 months prior the course	All EU Member States have one place secured at the course covered by CEPOL budget. CEPOL is inviting to attend the course all the Partners with	CPCC to confirm

⁴² In March 2013 the European Commission published its communication on European Law Enforcement Training Scheme (LETS) emphasizing the role of EU level training on missions. Common curriculum on civilian crisis management was updated under the leadership of France in 2013 featuring a specific role for the course within the comprehensive training programme. These developments called for assessment of the current SPOPCOP curriculum in close cooperation with European External Action Service (EEAS) to ensure that the course is effective in preparation of EU mission leadership In this context the course is currently under re-development and intended scope subject to CEPOL Governing Board approval is the following course: Name of the course: `EU CSDP Police Command and Planning Course`

Serial	MS/ Training Provider	Name of the course Audience	Course aim/ Content/Methodology	Course learning/training/ enabling objectives	Operations planning procedures/ Classification	Course Format/ duration/ frequency	Open to EU MS? Seats for foreign participants?	Equivalent Core Common Curriculum
		CSDP, Peace-keeping, Peace-support), likely to be deployed to a CSDP civilian crisis management mission or to relevant EU bodies dealing with crisis management, with positions on the level of high management, planning or command. The course is also open to EU Police planning personnel and National Heads of Non-Military Crisis Management Training`	Workshop also on CSDP planning EU civilian Capabilities Headline Goal Political Strategic planning (CMC CONOPS) CSDP Planning Concept and Procedure OPLAN, Benchmarking Command and Control options 3. Implementation of Mission’s mandate Mission model structure (functions of the staff) Mission implementation Plan (MIP) 4. Reporting and evaluation of the missions Reporting (weekly, monthly, 6 months) Evaluation, impact assessment and accountability 6. Scenario based training <u>Methodology</u> The course has been developed based on a story telling mission scenario “Utopia” - Existing EULEX case with a daily active involvement of the participants.	evaluation of missions; o Be able to use appropriate tools in managing and leading the Police components of missions, including aspects of cooperation and coordination with stakeholders.		Once per year	whom it has a Cooperation Agreement (MoU) in place. These Partners will have to pay for the course costs. Course syllabus is attached.	
55.	ENTRi	ENTRI CACS Conflict Analysis & Conflict Sensitivity ⁴³ Middle & Senior Civilian only? Participants will be selected on the basis of relevant field experience and English language competency (since the course will be delivered in English). There will be a maximum of 22 participants.	The aim of the course is to enable participants to use their skills, competencies and experience to conduct a conflict analysis and to devise conflict sensitive approaches to civilian crisis management. <u>Content</u> The course will cover the following core topics: <ul style="list-style-type: none">• Conflict sensitivity in civilian crisis management;• Key concepts: peace, conflict, violence;• Evolving nature of civilian crisis management;• Conflict analysis tools and methodologies;• Conflict sensitivity principles and practice;• Skills and competencies for conflict	By the end of the course, participants will be able to: 1.Explain the relevance of concepts such as peace, conflict and violence to civilian crisis management; 2.Conduct a conflict analysis; 3.Describe the key principles underpinning the conflict-sensitive approach; 4.Explain the relationship between conflict analysis and conflict sensitivity; 5.Devise conflict sensitive approaches to issues faced in civilian crisis management; 6. Identify the benefits and limitations of the conflict-sensitive approach.	EEAS?	5 days Once a year	yes	Intro to Planning at the pol-strategic level

⁴³ According to SCHOOLMASTER and ENTRi <http://www.entriforccm.eu/conflict-analysis-und-conflict-sensitivity-%28june%29.html>

Serial	MS/ Training Provider	Name of the course Audience	Course aim/ Content/Methodology	Course learning/training/ enabling objectives	Operations planning procedures/ Classification	Course Format/ duration/ frequency	Open to EU MS? Seats for foreign participants?	Equivalent Core Common Curriculum
			<p>sensitivity.</p> <p>Course content will be customised to fit the learning needs of participants as identified through a training needs assessment questionnaire.</p> <p><u>Methodology</u></p> <p>The course focus will be on ‘learning by doing’ and supporting learning activities with current theory, policy and practice discourse on the key concepts and principles underpinning conflict analysis and conflict sensitivity.</p> <p>This residential course will use experiential learning and reflection to develop the skills, knowledge and competencies of participants with regard to conflict analysis and conflict sensitivity. The course methodology will use the breadth and depth of experience among participants and course facilitators to reach a shared understanding of how conflict analysis and conflict sensitivity approaches can be used most effectively.</p>					

NATO and Centres of Excellence

Serial	MS/ Training Provider	Name of the course Audience	Course aim/ Content	Course learning/training/ enabling objectives	Operations planning procedures/ Classification	Course Format/ duration/ frequency	Open to EU MS? Seats for foreign participants?	Equivalent Core Common Curriculum
56.	NATO Military Engineer Centre of Excellence	ENGCOE MEAOPC Military Engineer Advanced Operations Planning Course Military Engineer Staff Officers and NCOs being assigned to the NATO Command or Force Structure.	These courses provide only an overview of the NATO Operations Planning Process <u>Methodology</u> Classroom overview of overall OPP process with emphasis on MILENG input to it followed by syndicate work using a NATO Scenario.	<u>Extract, with relevance for Operations Planning</u> Identify / comprehend the military engineering input needed and provide Subject Matter Expertise on Military Engineering to the Operational Planning Process	NATO COPD Unclassified	Residential Two hour overview (specific to MILENG input) and three hour syndicate work (entire course length is 4.5 days) MEAOPC x2 per year	open for all NATO Nations and Nations participating in NATO led operations Priority if for personnel being assigned to the NCS/NFS, remaining seats may be filled by other personnel IAW COE SOPs. Course size is 24 students.	Out of scope Functional area - Mil Eng Planning
57.	NATO Military Engineer Centre of Excellence	ENGCOE NMESOC NATO Military Engineer Staff Officers Course Military Engineer Staff Officers and NCOs being assigned to the NATO Command or Force Structure.	The aim of the course is to provide working knowledge of roles, responsibilities and staffing procedures for Military Engineers working in the NATO Command Structure -NATO HQs and as part of NATO Force Structure - assigned to a deployable NATO HQ. <u>Methodology</u> Classroom overview of overall OPP process with emphasis on MILENG input to it followed by syndicate work using a NATO Scenario.	<u>Extract, with relevance for Operations Planning</u> Identify / comprehend the military engineering input needed and provide Subject Matter Expertise on Military Engineering to the Operational Planning Process/	NATO COPD Unclassified	Residential Two hour overview (specific to MILENG input) and three hour syndicate work (entire course length is 4.5 days) NMESOC x2 per year	open for all NATO Nations and Nations participating in NATO led operations Priority if for personnel being assigned to the NCS/NFS, remaining seats may be filled by other personnel IAW COE	Out of scope Functional area - Mil Eng Planning

Serial	MS/ Training Provider	Name of the course Audience	Course aim/ Content	Course learning/training/ enabling objectives	Operations planning procedures/ Classification	Course Format/ duration/ frequency	Open to EU MS? Seats for foreign participants?	Equivalent Core Common Curriculum
							SOPs. Course size is 24 students.	
58.	NATO School Oberammergau	NATO COPC NATO Comprehensive Operations Planning Course (COPC) ⁴⁴ Military officers (OF-3 through OF-5), who are assigned to NATO and Partner positions that involve the planning of combined joint operations.	To prepare students to contribute to NATO's operations planning process, either as an operational-level or functional-area planner, while serving within a joint operational-level headquarters. Operations Planning Process within the NATO Crisis Management Process (NCMP) <u>Methodology</u> Under the leadership of the lead facilitator and supported by a group of component liaison officers and functional area subject matter experts, this demanding and dynamic two-week course simulates a joint operational-level planning group. The curriculum is comprised of multiple short lectures, followed by practical exercises in sub-syndicates and back-briefs in syndicates (25% - 75%). Both weeks culminate in formal briefs to a senior mentor who performs the role of a joint commander.	Understand NATO's OPP System: Given references, students will be able to describe the main characteristics of NATO's operations planning system in accordance with MC 133/4. Understand NATO's OPP Strategic Environment: Following initial notice of an international crisis, students will be able to appraise the nature of the situation in order to contribute to the appreciation of the strategic environment in accordance with NATO's comprehensive approach. Demonstrate the Principles of Operational Art within the COPD: Applying the principles of operational art, students will be able to analyse a crisis in order to define the operational-level problem and determine the necessary operational conditions to be achieved. Prepare and Analyse Courses of Action: Given references, students will be able to design and compare multiple courses of action, justifying a final recommendation in accordance with commander's guidance. Describe Remaining Phases of NOPP: Given references, students will be able to describe the main characteristics of phases 4-6 of NATO's operations planning process.	NATO COPD NATO restricted, with one COPC at PfP	Residential 2 weeks 3 times a year 1 iteration at FINCENT	Usually the PfP variant but depends on nationality	Complement EU O/FHQ Operations Planning
59.	NATO School Oberammergau	NATO SOPC Strategic Operations	To prepare NATO and partner officers to serve within a strategic level headquarters as operations planners, applying the Comprehensive Operations	NATO Operations Planning Process (OPP): Describe the main characteristics of NATO's Operations Planning Process	NATO COPD NATO	Residential 1 week	Usually the PfP variant but depends on	Complement Mil contrib.

⁴⁴ Information offered by the NATO ETOC <https://e-itep.act.nato.int/Guest/> and NSO website at <http://www.natoschool.nato.int/Academics/Resident-Courses/Course-Catalogue/Course-description?ID=55>

Serial	MS/ Training Provider	Name of the course Audience	Course aim/ Content	Course learning/training/ enabling objectives	Operations planning procedures/ Classification	Course Format/ duration/ frequency	Open to EU MS? Seats for foreign participants?	Equivalent Core Common Curriculum
		Planning Course (SOPC) ⁴⁵ OF-3 to OF-5 or civilian equivalent working primarily in the Strategic NATO Headquarters or more generally in an assignment related to strategic level planning.	Planning Directive (COPD) within the framework of a Comprehensive Approach. Operations Planning Process within the NATO Crisis Management Process (NCMP) <u>Methodology</u> This one week course is comprised of modules which complement each other in the understanding of NATO's strategic planning environment. Within each module, discrete subject topics may vary depending on NATO guidance. Each lecture ends with an interactive Q & A to enable students to develop and consolidate their understanding of the subject topic. Syndicate work and panel discussions are used to enable in-depth discussions, develop assessment techniques and generate formal back briefs for subsequent syndicate discussion. Course material (lecture notes) will be available through the NATO School portal on completion for reference.	(OPP) in accordance with the NATO Crisis Response System (NCRS) manual. Strategic Level Problem Analysis: Apply the principles of operational art to understand the strategic level problem and the conditions to be achieved. Instruments of Power: Identify the potential contribution to crisis resolution that military, political, economic and civil instruments of power (comprehensive approach). Create and Evaluate Courses of Action (COA): Design and compare multiple courses of action in order to justify a final recommendation to the NATO political/military level Interactions with the Operational Level of Command: Describe the main characteristics of phase 4 of the operations planning process and the applicable interactions with the operational level of command.	unclassified	Once a year	nationality	to plan at the ol str. Level EU O/FHQ Operations Planning
60.	NATO School Oberammergau	NATO SCOT SHAPE Crisis Operations Training Allied Command Operations (ACO)	Operations Planning Process within the NATO Crisis Management Process (NCMP)	No info	NATO COPD NATO unclassified	Residential 3 days	Usually the PfP variant but depends on nationality	Complement EU O/FHQ Operations Planning

⁴⁵ Information offered by the NATO ETOC <https://e-itep.act.nato.int/Guest/> and NSO website at <http://www.natoschool.nato.int/Academics/Resident-Courses/Course-Catalogue/Course-description?ID=115&TabId=155&keyword=planning&code=&startdate=&enddate=&exactdatematch=False&durationfrom=1&durationto=3084&residentcourse=True&onlinecourse=False&adlmodules=True&department=&language=en-US#20aid-aid>

Serial	MS/ Training Provider	Name of the course Audience	Course aim/ Content	Course learning/training/ enabling objectives	Operations planning procedures/ Classification	Course Format/ duration/ frequency	Open to EU MS? Seats for foreign participants?	Equivalent Core Common Curriculum
61.	NATO ACT	NATO ADL 131 Introduction to Comprehensive Operations Planning Directive ⁴⁶	<p>Module 1: Introduction</p> <ul style="list-style-type: none"> • Background and Overview • NATO Strategic Concept • NATO Crisis Management Process • NATO Operations Planning System • Joint Operations in Changing Conflict Environments • NATO's Contribution to a Comprehensive Approach • Commander and his Staff <p>Module 2: Situational Awareness and Knowledge Dev.</p> <ul style="list-style-type: none"> • Introduction to Knowledge Development • Operational Art and Design <p>Module 3: Strategic Level</p> <ul style="list-style-type: none"> • Introduction to the Strategic Level <p>Module 4: Operational Level</p> <ul style="list-style-type: none"> • Introduction to Operational Level Planning • TOPFAS Operational Planning Tool <p>Module 5: Operations Assessment</p> <ul style="list-style-type: none"> • Introduction to Operations Assessment <p>Glossary of terms</p>	This introductory level course provides familiarity with the basic tools and concepts of the Allied Command Operations (ACO) Comprehensive Operations Planning Directive (COPD). The COPD provides the procedures and responsibilities governing the preparation, approval, assessment, implementation and review of operations planning activities at the strategic and operational levels of command within the NATO Command Structure. It may also be adapted to the component/ tactical level, as well as the appropriate elements of the NATO Force Structure in order to enhance collaborative planning activities.	NATO COPD NATO unclassified	Internet-based Distance Learning	TBD Access to the ACT web portal https://jadr.act.nato.int/ on request and upon registration	Complement EU O/FHQ Operations Planning
62.	NATO ACT	NATO ADL 132 Strategic Comprehensive Operations Planning ⁴⁷	<p>Ch 1: Introduction</p> <ul style="list-style-type: none"> • Background and Overview • NATO Strategic Concept • NATO Crisis Management Process • NATO Operations Planning System • NATO's Contribution to a Comprehensive Approach <p>Ch 2: Situational Awareness and Knowledge Development</p> <ul style="list-style-type: none"> • Knowledge Development • Operational Art and Design <p>Ch 3: Strategic Level</p> <ul style="list-style-type: none"> • Phase 1: Situation Awareness • Phase 2: Strategic Assessment 	This course provides familiarity with the basic tools and concepts of strategic comprehensive operations planning. The Comprehensive Operations Planning Directive (COPD) provides the procedures and responsibilities governing the preparation, approval, assessment, implementation and review of operations planning activities at the strategic and operational levels of command within the NATO Command Structure. This course focuses on Chapter 3, Strategic Planning. This course is a prerequisite to the Strategic Comprehensive Operations Planning resident course.	NATO COPD NATO unclassified	Internet-based Distance Learning	TBD Access to the ACT web portal https://jadr.act.nato.int/ on request and upon registration	Complement Mil contrib. to plan at the ol str. Level

⁴⁶ <https://jadr.act.nato.int/> upon registration.

⁴⁷ <https://jadr.act.nato.int/> upon registration.

Serial	MS/ Training Provider	Name of the course Audience	Course aim/ Content	Course learning/training/ enabling objectives	Operations planning procedures/ Classification	Course Format/ duration/ frequency	Open to EU MS? Seats for foreign participants?	Equivalent Core Common Curriculum
			<ul style="list-style-type: none"> Phase 3: Military Response Options Phase 4A: Strategic CONOPS Phase 4B: Force Generation Phase 4B: Strategic OPLAN Development Phase 5: Execution and Phase 6: Transition Ch 4: Operational Level Introduction to Operational Level Planning TOPFAS Operational Planning Tool Ch 5: Operations Assessment Introduction to Operations Assessment 					
63.	NATO ACT	NATO ADL 133 Comprehensive Operations Planning Course (COPC) ⁴⁸	<p>Chapter 1: Introduction</p> <ul style="list-style-type: none"> Background and Overview NATO Strategic Concept NATO Crisis Management Process NATO Operations Planning System Joint Operations in Changing Conflict Environments NATO's Contribution to a Comprehensive Approach Commander and His Staff <p>Chapter 2: Situational Awareness and Knowledge Dev...</p> <ul style="list-style-type: none"> Knowledge Development Operational Art and Design <p>Chapter 3: Strategic Level</p> <ul style="list-style-type: none"> Introduction to the Strategic Level <p>Chapter 4: Operational Level</p> <ul style="list-style-type: none"> Overview, Purpose and Organisations Phase 1: Situational Awareness Phase 2: Operational Appreciation - Step 1 Phase 2: Operational Appreciation - Step 2 Phase 3: Operational Orientation – Overview Phase 3: Operational Orientation – Process Phase 4A: Operational CONOPS Development TOPFAS Operational Planning Tool <p>Chapter 5: Operations Assessment</p> <ul style="list-style-type: none"> Introduction to Operations Assessment 	This course provides familiarity with the basic tools and concepts of comprehensive operations planning. The Comprehensive Operations Planning Directive (COPD) provides the procedures and responsibilities governing the preparation, approval, assessment, implementation and review of operations planning activities at the strategic and operational levels of command within the NATO Command Structure. This course focuses on Chapter 4, the Operational Level. This course is a prerequisite to the Comprehensive Operations Planning Course (COPC) resident course.	NATO COPD NATO unclassified	Internet-based Distance Learning	TBD Access to the ACT web portal https://jadr.act.nato.int/ on request and upon registration	Complement EU O/FHQ Operations Planning

⁴⁸ <https://jadr.act.nato.int/> upon registration.

Serial	MS/ Training Provider	Name of the course Audience	Course aim/ Content	Course learning/training/ enabling objectives	Operations planning procedures/ Classification	Course Format/ duration/ frequency	Open to EU MS? Seats for foreign participants?	Equivalent Core Common Curriculum
64.	NATO ACT	NATO ADL 134 Commander and Staff in Comprehensive Operations Planning and Decision-Making⁴⁹	<p>Introduction</p> <ul style="list-style-type: none"> • NATO Strategic Concept • NATO Crisis Management Process • NATO Operations Planning System • Joint Operations in Changing Conflict Environments • NATO's Contribution to a Comprehensive Approach <p>Comprehensive Planning in ACO</p> <ul style="list-style-type: none"> • Knowledge Development • Operational Art and Design • Commander and His Staff • TOPFAS Operational Planning Tool <p>General Situation</p> <ul style="list-style-type: none"> • Introduction • Crisis in Cerasia • International Engagement in Cerasia <p>ODE 1: Operational Advice</p> <ul style="list-style-type: none"> • Prepare and Issue Commander's Guidance • Commander's Perspective • Syndicate Work & Activity <p>ODE 2: Initiate Operational Orientation</p> <ul style="list-style-type: none"> • Introduction • Draft Commander's Initial Guidance • Commander's Perspective • Syndicate Work & Activity <p>ODE 3: Operational Orientation-Mission Analysis</p> <ul style="list-style-type: none"> • Commander's Planning Guidance • Commander's Perspective • Receive Mission Analysis Brief from Staff • Syndicate Work & Activity <p>ODE 4: Operational CONOPS Development</p>	This advanced level course provides outstanding opportunities for Commanders and senior staff to gain valuable training and familiarity with the higher level operations planning process at the operational level.	NATO COPD NATO unclassified	Internet-based Distance Learning	TBD Access to the ACT web portal https://jadr.act.nato.int/ on request and upon registration	Complement EU O/FHQ Operations Planning

⁴⁹ <https://jadr.act.nato.int/> upon registration.

Serial	MS/ Training Provider	Name of the course Audience	Course aim/ Content	Course learning/training/ enabling objectives	Operations planning procedures/ Classification	Course Format/ duration/ frequency	Open to EU MS? Seats for foreign participants?	Equivalent Core Common Curriculum
			<ul style="list-style-type: none"> • Force Generation and Deployment • COA Comparison/Selection and Risk Assessment • Commander's Perspective • COA Decision Brief From Staff • Syndicate Work & Activity <p>ODE 5: CDR's Guidance for Campaign Review</p> <ul style="list-style-type: none"> • Develop and Issue CDR's Guidance for Campaign Revi... • Scenario Update-Situation 2 • SRSB Scenario Update 2 • Situation Awareness Update • Campaign Review • Commander's Perspective • Syndicate Work & Activity <p>ODE 6: CDR's Direction for Campaign Coordination/P...</p> <ul style="list-style-type: none"> • Prepare CDR's Direction for Campaign Coordination ... • Campaign Review Briefing • Commander's Perspective • Syndicate Work & Activity 					
65.	NATO School Oberammergau ⁵⁰	<p>NATO MLOPC Movement and Logistics Operational Planning Course</p> <p>Military officers (OF-2 through OF-4) or their civilian equivalents who are assigned to NATO or national positions that involve logistic and movement planning in multinational joint operations.</p> <p>Academic</p>	<p>The aim of this course is to prepare candidates to confidently perform their duties as J4 planners within a larger Joint Operational Planning Group (JOPG), or as a member of a Logistic Operational Planning Group (LOPG).</p> <p><u>Methodology</u></p> <p>This two-week course is comprised of lectures, syndicate work, and student presentations. Days 1-2 are primarily lectures on NATO logistics topics with days 3-10 being primarily syndicate work, student presentations, and some lectures on Zoran Sea Scenario and COPD phase overviews. The Crisis in the Zoran Sea Scenario provides the backdrop against which students conduct the NATO operational planning process as members of an operational-level DCOS support logistics plans</p>	<p>Comprehend NATO Logistics Core Competencies: Given a scenario students will recall elements, details, structures or process and recognize or identify specific information related to the NATO logistics core competencies.</p> <p>Explain limitations and considerations of NATO operational logistics and movement planning: Given a scenario students will explain the considerations for and limitations to logistics and movement planning for potential NATO operations in accordance with NATO logistics doctrine.</p> <p>Explain logistical capabilities and limitations: Given a scenario students will</p>	NATO COPD NATO Unclassified	Residential 2 weeks Twice a year	See audience	Out of scope Functional area - Log/Mov Planning

⁵⁰ Information offered by the NATO ETOC <https://e-itep.act.nato.int/Guest/> and NSO website at <http://www.natoschool.nato.int/Academics/Resident-Courses/Course-Catalogue/Course-description?ID=90>

Serial	MS/ Training Provider	Name of the course Audience	Course aim/ Content	Course learning/training/ enabling objectives	Operations planning procedures/ Classification	Course Format/ duration/ frequency	Open to EU MS? Seats for foreign participants?	Equivalent Core Common Curriculum
		prerequisites: must have national and/or international officers' education or civilian equivalent in logistics and/or movement. Students must have previously completed the NATO Logistics Course M4-94, and/or M4-14 NATO Movements Course. Waivers for prerequisites and for applications by perspective students not included in the intended target population will be reviewed on a case by case basis.	group. The operational planning process as driven by the COPD ver 2.0 is conducted from Phase 1 through Phase 3B with an overview lecture and guided discussion on Phase 4.	explain the unique logistics capabilities and limitations of the air, land, maritime and SOF component commands in accordance with NATO doctrine. Apply NATO OPP: Given the "Crisis in the Zoran Sea" scenario students will successfully apply the NATO Operational Planning Process (OPP) as operational-level J-4 planners, in accordance with the ACO comprehensive operations planning directive (COPD) ver 2.0 and functional planning guidance for logistics.				
66.	NATO School Oberammergau ⁵¹	NATO PLAN PSY NATO Operations Planners' PSYOPS Course Military officers (OF-1 through OF-5) and NCOs (OR-7 through OR-9), or civilian equivalent who are assigned to a NATO or PfP Headquarters or Agency, NATO / PfP, or a Ministry of Defence, Foreign Affairs department, or	The aim of this course is to provide students with knowledge of PSYOPS contributions to NATO operations, and to enable an understanding of PSYOPS in operational-level planning procedures. <u>Methodology</u> This two-week course is comprised of six modules which build upon each other according to a systematic approach to comprehensive operations planning as well as NATO PSYOPS. Within each module, discrete steps in the process are first explained, demonstrated, and then practiced by students during breakout sessions. General topics will be illustrated with in-class lectures, examples, and exercises. Students will work as part of a team to deliver products for each phase of the COPD.	Introduction to NATO PSYOPS Policy and Doctrine and the History of Influence: Given a set of references, students will summarize NATOs main reference documents for PSYOPS and the overarching functions of information operations and strategic communication in accordance with NATO policy and doctrine NATO PSYOPS and its Relation to Other Disciplines: Given a set of references and lectures, students will describe the communications related disciplines and how they support effective military psychological operations.	NATO COPD NATO Restricted Rel PfP MD	Residential 2 weeks Once a year	See audience	Out of scope Functional area - PSYOPS Planning

⁵¹ Information offered by the NATO ETOC <https://e-itep.act.nato.int/Guest/> and NSO website at <http://www.natoschool.nato.int/Academics/Resident-Courses/Course-Catalogue/Course-description?ID=9&TabId=155&keyword=planning&code=&startdate=&enddate=&exactdatematch=False&durationfrom=1&durationto=3084&residentcourse=True&onlinecourse=False&adlmodules=True&department=&language=en-US#9aid-aid>

Serial	MS/ Training Provider	Name of the course Audience	Course aim/ Content	Course learning/training/ enabling objectives	Operations planning procedures/ Classification	Course Format/ duration/ frequency	Open to EU MS? Seats for foreign participants?	Equivalent Core Common Curriculum
		subordinate military headquarters.		<p>Application of ACO COPD: Given a scenario, the student will, as part of a team, apply the contents of the NATO PSYOPS Doctrine in relation to the requirements of the Comprehensive Operations Planning Directive in accordance with COPD.</p> <p>PSYOPS Approval, Countering Propaganda, Digital Outreach and Legal Aspects: Given reference, students will demonstrate techniques to counter propaganda and use social media for PSYOPS while recognizing the legal implications of PSYOPS planning.</p> <p>Assessment of PSYOPS in Current NATO Operations and Measurement of Effectiveness: Given case studies, students will describe the different methods and models for qualitative and quantitative measurement of progress and apply them to PSYOPS.</p> <p>National PYSOPS Capabilities: Provided a set of lectures from mentoring staff and selected students, students will describe the different national PSYOPS capabilities and approaches to influence activities.</p>				
67.	NATO School Oberammergau ⁵²	<p>NATO JMPC NATO Joint Medical Planner Course</p> <p>Military officers (OF-2 through OF-5) and their civilian equivalents serving in a NATO HQ</p>	<p>To provide fundamental medical support planning knowledge for medical support planners appointed to NATO-Multinational Headquarters or as national medical support planners that interact with the NATO Command structure.</p> <p><u>Methodology</u> This one-week course is comprised of lectures and</p>	<p>Describe NATO Medical Command and Control structures: Given a scenario, students from different nations and cultures will be able to describe NATO command, control, and force structures in accordance with current practices.</p> <p>Comprehend NATO Comprehensive</p>	NATO COPD NATO unclassified	Residential 1 week Once a year	See audience	Out of scope Functional area - Medical Planning

⁵² Information offered by the NATO ETOC <https://e-itep.act.nato.int/Guest/> and NSO website at <http://www.natoschool.nato.int/Academics/Resident-Courses/Course-Catalogue/Course-description?ID=85&TabId=155&keyword=planning&code=&startdate=&enddate=&exactdatematch=False&durationfrom=1&durationto=3084&residentcourse=True&onlinecourse=False&adlmodules=True&department=&language=en-US#85aid-aid>

Serial	MS/ Training Provider	Name of the course Audience	Course aim/ Content	Course learning/training/ enabling objectives	Operations planning procedures/ Classification	Course Format/ duration/ frequency	Open to EU MS? Seats for foreign participants?	Equivalent Core Common Curriculum
		(Peacetime Establishment & Crisis Establishment).	syndicate work which result in syndicate presentations. Day 1 provides a broad overview of NATO structures and its operational and medical support planning processes. Day 2 focusses on NATO comprehensive operational planning directive (COPD) and the NATO operational planning process (OPP) with an emphasis on how Medical Support planning contributes to them. Day 3 concentrates on supporting operations in different environments and special planning considerations. Day 4 and 5 are syndicate-focused with an emphasis on developing and presenting a concept of operation for medical support within a joint multinational operation.	<p>operational planning process and medical support: Given a scenario, students will explain terms and procedures used to support the NATO comprehensive operational planning process (COPD & OPP) and multinational medical support planning.</p> <p>Understand NATO Medical Doctrine: Given a scenario, students will describe the different levels and content of medical support doctrine and policies.</p> <p>Synthesize NATO Operational Medical Planning Process: Given scenarios, students will develop a medical support plan IAW references that details the required components of a medical support plan within military, humanitarian, and joint multinational operations.</p> <p>Apply Multinational aspects of Medical Support applications: Given scenarios, students will develop a Medical ConOps IAW with references that outline key considerations for joint multinational medical support planning within military, humanitarian, and joint operations.</p>				
68.	COE Naval Mine Warfare Centre Of Excellence (NMW COE)	NMW COE OPP Operational Planning Process Intro and 7 Questions Model Planning Course (NATO)	To educate and train Officers in the NATO Operational Planning Process (intro) and the 7 Questions Model (tactical level) in order to be able to conduct the Commanders Estimate of the Situation and to produce OPLANs and OPORDs for NMW Operations and NMW Exercises		NATO SECRET	5 days Once a year	NATO Nations Only	Out of scope Functional area - Maritime Ops Planning
69.	NATO Crisis Management and Disaster Response Centre of Excellence	CMDR CROPC Crisis Response Operations Planners Professional Development Course Military officers (OF-	<p>Acquisition of knowledge and skills of theoretical-applied basis for application of (NATO) crisis response planning tools at operational level.</p> <p><u>Content</u> A package of contemporary knowledge in the NATO Crisis Management field with an emphasis</p>	<p><u>Extract, with relevance for Operations Planning</u> By the end of the course the students are supposed: to be familiar with the basic NATO documents, related to CMDR; to analyse the main concepts, terms, and definitions connected to CMDR; to</p>	NATO NATO Unclassified	Residential 5 days Once a year	Yes up to 20 seats.	Out of scope Prerequisite for planning

Serial	MS/ Training Provider	Name of the course Audience	Course aim/ Content	Course learning/training/ enabling objectives	Operations planning procedures/ Classification	Course Format/ duration/ frequency	Open to EU MS? Seats for foreign participants?	Equivalent Core Common Curriculum
		3/5). Civil equivalent experts from NATO HQs and agencies, ministries, state agencies, regional and municipal administration with BD or MD, related to the crisis and emergency management.	of the following areas: contemporary theory basis of crises and emergencies; implementation of new management options for decision making during the crises and emergencies; using NATO planning tools for Crisis Response Planning.	evaluate, to estimate, and to analyse the main risk processes; to compare and to differentiate CMDR challenges, risks and threats; to solve planning problems in conditions of time and resources deficiency.				
70.	NATO Crisis Management and Disaster Response Centre of Excellence	CMDR HIGH Strategic Decision Making for Crisis Response Operations Course Military officers (OF-3/5). Civil equivalent experts from NATO HQs and agencies, ministries, state agencies, regional and municipal administration with BD or MD, related to the crisis and emergency management.	Acquisition of knowledge related to crisis management decision-making at strategic level. <u>Content</u> Knowledge related to NATO Crisis Management with an emphasis of the following areas: modern crises and emergencies theory; crisis management process in the present-day security environment; NATO Crisis Response System and Organization, NATO Crisis Management Process, and NATO Civil Emergency Planning, NATO Crisis Response planning (at strategic level), the legal base describes the NATO Crisis Management and planning support tools.	<u>Extract, with relevance for Operations Planning</u> By the end of the course the students are supposed: to synthesize strategic level decisions; to assemble complex information required in crisis response planning; to formulate clear enough desires end state; to assess the crisis from strategic prospective.	NATO NATO Unclassified. Security Clearance is not required. Information sharing is organized according to NATO AC/35-D/1040-REV5.	Residential 5 days Once a year	Yes up to 20 seats.	Out of scope Prerequisite for planning
71.	CIMIC Centre of Excellence ⁵³	CIMICCOE CMI/CIMIC NATO Civil Military Cooperation/ Civil-Military Interaction Higher Command Course CMI/CIMIC personnel (OF 3 – OF 6) from Strategic, Joint Force	The aim of this course is to enable CMI/CIMIC personnel (OF 3 – OF 6) from Strategic, Joint Force and Component Command Level and equivalent non NATO and non-military personnel, to conduct CMI/CIMIC 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 CMI/CIMIC functional expertise to the planning and other staff processes.	<u>Extract, with relevance for Operations Planning</u> <ul style="list-style-type: none"> Contrasting CIVMIL implications in regards to the planning process and the evaluation of the impacts on the CIVMIL environment Compiling CIVMIL inputs following staff procedures and supporting the staff synchronisation process 	NATO?	Residential 2 weeks Twice a year		Out of scope Functional area - CIMIC Planning

⁵³ Opportunities communicated in response to the EUMS letter EEAS 00640/13 dated 22 March 2013 and information updated from <http://www.cimic-coe.org/>

Serial	MS/ Training Provider	Name of the course Audience	Course aim/ Content	Course learning/training/ enabling objectives	Operations planning procedures/ Classification	Course Format/ duration/ frequency	Open to EU MS? Seats for foreign participants?	Equivalent Core Common Curriculum
		and Component Command Level and equivalent non NATO and non-military personnel						
72.	CIMIC Centre of Excellence	CIMICOE COMPASS Comprehensive Approach Specialist Support Course nationally appointed COMPASS personnel	The aim of this course is to familiarize nationally appointed COMPASS personnel with the (Civil-) Military dimension. COMPASS personnel are national experts in political, reconstruction & stabilization and media areas. NATO nations contribute with this expertise to the NATO Strategic, Joint Force and Component Command (= Theatre) level on a case by case basis in order for NATO to fulfil the given tasks. The course consists of an Advanced Distributed Learning (ADL) part and a residential part (conducted at CCOE).	<u>Extract, with relevance for Operations Planning</u> <ul style="list-style-type: none"> NATO vision on Comprehensive Approach Introduction to Civil Military Cooperation / Civil Military Interaction Interpretation of the Comprehensive Operational Planning and civil expertise in military planning Introduction to the (Civil-) Military Dimension and the military perception of stabilization and reconstruction Introduction to NATO Assessment following Staff Procedures and supporting the staff's synchronisation process 	NATO?	Blended 1 week Twice a year		Out of scope Functional area - CIMIC Planning
73.	CASPOA Analysis and Simulation Centre for Air Operations ⁵⁴	CASPOA Q2 Air Battle Planning and Management Course (Q2) Tactical (Air component) OF1-OF4 French and NATO Officers, likely to take part in an air campaign planning group, or to fill positions as division chiefs, within a JFAC HQ structure.	Educate and qualify officers destined to hold positions in functional cells of an air operations Command and Control structure. Focus on the Comprehensive Operations Directive (COPD), currently applied within NATO. <u>Content</u> Relationship between the European Security and Defence Policy and NATO Command structures <input type="checkbox"/> CFAO & NRF concepts <input type="checkbox"/> Planning process <input type="checkbox"/> The Comprehensive Operations Planning Directive <input type="checkbox"/> The JFAC: COM JFAC's responsibilities, JFAC HQ role and organisation <input type="checkbox"/> AirComponent in support of other components <input type="checkbox"/> AMC/CASP, amphibious mission planning <input type="checkbox"/> Tactical data links (if need be)	No info	NATO COPD NATO restricted Note: Specific courses are dedicated to non-NATO countries. The syllabus is lightened and classification of support documents is « restricted » or « unclassified».	2 weeks	No info	Out of scope Functional area - Air Ops Planning

⁵⁴ Opportunities communicated in response to the EUMS letter EEAS 00640/13 dated 22 March 2013 and according to the website <http://www.caspoa.org/>

Serial	MS/ Training Provider	Name of the course Audience	Course aim/ Content	Course learning/training/ enabling objectives	Operations planning procedures/ Classification	Course Format/ duration/ frequency	Open to EU MS? Seats for foreign participants?	Equivalent Core Common Curriculum
			<div><input type="checkbox"/> Strategy and assessment</div> <div><input type="checkbox"/> The Air Operations Directive (AOD)</div> <div><u>Methodology</u> Study of main phases of a planning process, through a collaborative work and within an Air Operations Planning Group (AOPG). The objective is to establish and present a « mission analysis briefing », a « decision briefing » and to complete an Air Operations directive (AOD).</div>					

TRAINING OPPORTUNITIES ON OPERATIONS PLANNING FOR CSDP⁵⁵

Collective Training

Serial	MS/ Training Provider	Exe Code ⁵⁶ Name of the exercise Audience	Training/ exercise objectives	Training/ exercise specification on operations planning	Operations planning procedures/ Classification	Exercise duration/ frequency	Open to EU MS? Seats for foreign participants?	Remarks
1.	AT	AT HOA Operational Level Planning Exercise "Horn of Africa" Military Civilian (Police, if attendance is appropriate)	Operational Level Planning (Phase 1 to 4a) for a CJTF, Separation of Parties by Force (SOPF) Scenario	No Info	NATO procedures (COPD; AJP 1,3,5; AD/80-70)	2 weeks Once every 3 years	Within limitations (capacity)	
2.	ES Navy	ES NAVY EXE Battle Staff Training Table Top Exercises LIVEX Exercises HQs involved in NATO/EU standby forces (NRF and EUBG). ES FLOTEX	Main naval exercise is offered to NATO as a framework exercise but it is not done in a regular basis. Spanish Navy tries to get involved Spanish civilian bodies mainly related to maritime security matters, not always successfully.	No Info	NATO COPD	These exercises last no more than one week. 2/3 weeks.	No Info	

⁵⁵ According to the answers to EUMS & MN JHQ Questionnaire on Training opportunities for "Operations Planning for CSDP", 1 April 2015, sent out as a "Note for the Attention of the European Union Military Committee", unless stated otherwise.
⁵⁶ This conventional code has been created to facilitate cross reference to to Appendix 8 to Annex A - Target Audience analysis – Gaps, Deficiencies and Redundancies

Serial	MS/ Training Provider	Exe Code ⁵⁶ Name of the exercise Audience	Training/ exercise objectives	Training/ exercise specification on operations planning	Operations planning procedures/ Classification	Exercise duration/ frequency	Open to EU MS? Seats for foreign participants?	Remarks
3.	ES Ai Force	ES DRAGON Mil	To identify the ESP JFAC AOPG composition able to conduct an Air Operational Plan to cope with the given scenario. – To demonstrate the ability to plan an air campaign (Phase II of the Operational Conduct) Crisis Response Planning using the NATO Comprehensive Operations Planning Directive (COPD Interim V2.0)	No Info	NATO COPD	2 weeks Once per year	No	
4.	BG “G.S.Rakovski” National Defense College (NDC)	BG SEESIM EXE Organized by SEDM (South Eastern Europe Defence ministerial process Bulgarian MoD Mil	No Info	The exercise specifications and training objectives are referred to last exercises - SEESIM 14 and VIKING 14		once per 2 years	Yes	
5.	BG “G.S.Rakovski” National Defense College (NDC)	SE VIKING Sweden & Bulgarian MoD Military Civilian (Diplomatic ; Police; Rule of Law; Interior/ Border Control; Development; Humanitarian Aid; Civilian leaders and experts from ministries and NGO’s)	No Info	The exercise specifications and training objectives are referred to last exercises - SEESIM 14 and VIKING 14	EU, NATO and UN	2 weeks	Yes	
6.	IT Joint Operations HQ	IT MOLE PIT EXE Mil	To practice the activation and functioning of the IT EU OHQ - to maintain and enhance the knowledge of the national augmentees on the EU crisis management procedures for the planning of EU CSDP military operations - to conduct military planning at the military strategic level within the framework of the exercise	The MOLE PIT is the OHQ national training cycle based on an yearly event, alternately developed as a seminar and a planning exercise every other year. The 2015 edition will be conducted in a seminar form (TBC)	EU or NATO	2 weeks annual (Planning Exercise/Seminar)	NO (for the seminar iteration we are considering to invite representatives of MSs to	

Serial	MS/ Training Provider	Exe Code ⁵⁶ Name of the exercise Audience	Training/ exercise objectives	Training/ exercise specification on operations planning	Operations planning procedures/ Classification	Exercise duration/ frequency	Open to EU MS? Seats for foreign participants?	Remarks
			scenario and producing a CONOPS/OPLAN - to exercise the use of the available info-system and tools.				attend it)	
7.	LT Joint Staff of Lithuanian Armed Forces	Generally 2 exercises in national language and adopted NATO planning procedures and one exercise in English language according national defence plans, classified as “SECRET”	No Info	No Info	No Info	No Info	No Info	
8.	DE Air Operations Command	DE KALKAR SKY 2015 (16 Nov – 4 Dec 2015) JFAC personnel LEGAD, BUDFIN in JFAC positions	Aim of KALKAR SKY 2015 is to practice the planning and execution of a NA5CRO as the first step to a future NATO NRF certification of the JFAC HQ (DEU). Training objectives are: - To practice the activation, tailoring and generation of a JFAC HQ (DEU); - To exercise and qualify personnel in their respective function within the JFAC HQ (DEU); - To practice the entire spectrum of air operations (including Theatre Ballistic Missile Defence) in a complex environment (symmetrical and asymmetrical threats), based upon the joint military contribution to a comprehensive approach; - To execute a 12 hours battle cycle, simulating 24 hours of operations. - To demonstrate initial operating capability for the personnel capabilities of the JFAC HQ (DEU).	Planning according to NATO procedures, ACO Comprehensive Operations Planning Directive V2.0.	Planning according to NATO procedures, ACO Comprehensive Operations Planning Directive V2.0.	2 weeks KALKAR SKY will be planned in accordance with JFAC HQ (DEU) training requirements. In addition to KALKAR SKY 2015 there will be another exercise in 2016 (Nov/Dec). After 2016 TBD.	Participation to KALKAR SKY is in principle open to EU Member States. However, prior coordination (e.g. to synchronise JFAC HQ (DEU) and interested nation’s requirements) is necessary.	
9.	DE German Federal Armed Forces Command and Staff College	DE OPL Seminar No. 4011, Operational Perception and Leadership (stand-alone course)	Training on the perception and the leadership skills for an operational approach in a multinational, comprehensive Operation.	Enabling higher staff officers in executing chief functions in national and multinational HQ on the operational level (NATO JFC, EU Force HQ). A virtual crises scenario covers the training and is used for discussions on (military) crisis	NATO ACO COPD	5 days 1 course per year	Course is not open to international audience.	

Serial	MS/ Training Provider	Exe Code ⁵⁶ Name of the exercise Audience	Training/ exercise objectives	Training/ exercise specification on operations planning	Operations planning procedures/ Classification	Exercise duration/ frequency	Open to EU MS? Seats for foreign participants?	Remarks
		Staff Officers (OF 5) Civilians on applicable levels		management.				
10	PT	PT ORION16 EXE Multinational land forces	The Portuguese Army conduct an annual exercise on CSDP in the NATO Military Training and Exercise Plan. Execute a non-article V heavy land campaign, focused on the tactical level, with a NATO Response Force or a Battle Group Initial Entry Force and a six month follow-on-forces operation	Academics, planning, field training exercise and live fire exercise.	Supported by UN, within NATO or EU framework	15-20 days Yearly	Yes	
11	SE MN Exercise organised and conducted by SE Armed Force) EU FHQ ⁵⁷	SE VIKING CAX Series Mission HQ, Component Commands, Regional Commands (Bde and Naval task groups) and regional offices level. Military, police and civilian personnel deployed in UN, NATO and EU led operations	To train and educate participants - military, civilian and police - to meet the challenges of current and future multidimensional crisis response and peace operations. This includes planning and conducting a UN mandated Chapter VII peace operation in an unstable environment and based on a comprehensive approach. Multinational CAX with participation from a number of nations and distributed with sites in several countries. The exercise concept practices procedures for operational and tactical planning and application of doctrines, within the structures of UN, NATO and, where applicable within EU led missions and operations and others as appropriate, while emphasising a comprehensive approach to operations.	<ul style="list-style-type: none"> Conduct medium term planning, coordinated with relevant actors Conduct long term planning, coordinated with relevant actors Develop a shared situational awareness and, where appropriate, conduct common assessments of the mission area. 	NATO COPD unclassified	2 weeks Once every 2-3 years (last exe in 2014)	NATO PfP countries Countries not in NATPO PfP, but with an interest in preparing civilians, military and police in an integrated manner prior to operational deployments, may also contact exercise organisers to explore possibilities to participate.	
12	DE MN JHQ Ulm (provider of EU O/FHQ)	DE EUROPEAN EXPLORATION 2016 (prep Ex EUBG II/16)	To exercise operations planning on mil-strat and operational level for an EU operation; considering a Comprehensive Approach	Exercise operations planning procedures collaboratively (OHQ/(F)HQ) to produce a mil CONOPS/OPLAN	NATO COPD/ EU COPP (Book 2, modified)	2016 CW 4-5 (2 weeks)	Open to EUBG II/16 contributing MS	

⁵⁷ Opportunities communicated in response to the EUMS letter EEAS 00641/13 dated 22 March 2013 and according to the website <http://www.ltc.mil.se/viking14/default.aspx>.

Serial	MS/ Training Provider	Exe Code ⁵⁶ Name of the exercise Audience	Training/ exercise objectives	Training/ exercise specification on operations planning	Operations planning procedures/ Classification	Exercise duration/ frequency	Open to EU MS? Seats for foreign participants?	Remarks
		SPG/JOPG						
13	DE MN JHQ Ulm EU O/FHQ ⁵⁸	DE EUHQ OPTT Operational Planning Team Training Course Training will be aimed primarily at Joint Headquarters staff, in particular but not necessarily limited to JOPG personnel of EU OHQ/FHQ level including augmentees.	To understand the conditions of and be able to contribute to joint planning of EU missions and operations, at either military strategic or operational level, with a focus on military capabilities. <u>Content</u> The operational art; operational planning following the NATO Comprehensive Operations Planning Directive (COPD); provide basic knowledge of the TOPFAS toolset. The course offered has to be seen as complimentary to existing individual training courses on operations planning and should not interfere with such. Instead, it is aimed to apply acquired knowledge within the practical work of a Joint Operational Planning Group with the aim to prepare the training audience to participate in a EU Operations/Force Headquarters as an operational planner.	Focus of the course will be on preparing the target audience for EU missions and operations planning taking into account the comprehensive approach of the EU. Type of training will be practical work of a JOPG (collective training/battle staff training) to produce an Operation Plan (OPLAN).	NATO COPD unclassified	Residential 2 weeks (10 days) Twice per year, level depending on upcoming commitments.	Yes 10 out of 25 course participants	EU O/FHQ Operations Planning

Notes:

Lithuania - Generally 2 exercises in national language and adopted NATO planning procedures and one exercise in English language according national defence plans, classified as “SECRET”.

⁵⁸ Opportunities communicated in response to the EUMS letter EEAS 00641/13 dated 22 March 2013.

EU

Serial	MS/ Training Provider	Name of the exercise Audience	Training/ exercise objectives	Training/ exercise specification on operations planning	Operations planning procedures/ Classification	Exercise duration/ frequency	Open to EU MS? Seats for foreign participants?	Remarks
14.	EU EEAS EUMS	EU ML Multilayer Exercise (ML) 14/ Multilayer Ex (ML) 16 <ul style="list-style-type: none"> The EEAS, Member States (capitals and delegations), the Council of the European Union, the General Secretariat of the Council, relevant Council instances, the European Commission, the EU Satellite Centre, the selected EU OHQ and FHQ 	To improve the EU capacity to manage crises and to implement the EU's comprehensive approach to conflicts and crises, in particular CFSP/CSDP decision making and planning processes, as well as operational capabilities in a rapidly changing environment.	<u>Relevant to operations planning.</u> To exercise in the context of a changing operational environment: <ul style="list-style-type: none"> the capability to conduct fast track planning and effective CSDP engagement in the military and civilian arena at various levels within a limited period of time by using all civilian and military means necessary for addressing the crisis at hand; the interaction of CFSP/CSDP structures dedicated to EEAS Crisis Response System and management with relevant European Commission services throughout the planning and conduct of CSDP activities. To train and exercise the EU OHQ and EU (F)HQ staffs in EU planning procedures. To conduct operational planning at the military strategic and operational levels for a Joint Military Operation in coordination with the respective civilian bodies. The testing and evaluation of operational planning procedures could be undertaken during the exercise. To increase the awareness and the understanding of the staff of the EEAS, the Council General Secretariat, the European Commission, Member States, the EU O(F)HQ and other non-CSDP actors of the EU Crisis Management Procedures (CMP) and the overall EU approach to a crisis 	EU Crisis Management Procedure	Conduct phase – 10 days This phase covers the conduct of operational planning at the military strategic (OHQ) and operational levels (FHQ). It starts (STARTEX) with the official delivery of the Initiating Military Directive (IMD) to the EU OpCdr and finishes with the presentation of his Concept of Operations (CONOPS). biennial	Yes	

Serial	MS/ Training Provider	Name of the exercise Audience	Training/ exercise objectives	Training/ exercise specification on operations planning	Operations planning procedures/ Classification	Exercise duration/ frequency	Open to EU MS? Seats for foreign participants?	Remarks
15.	EU EEAS EUMS	EU MILEX Military Exercise (MILEX) 14 <ul style="list-style-type: none"> The EU Operation Commander (OpCdr) and his EU Operation Headquarters provided by the selected EU OHQ and reinforced by augmentees from Member States. The EU FCdr and his EU Force Headquarters provided by the selected EU FQ reinforced by augmentees from Member States 	Relevant to operations planning. <ul style="list-style-type: none"> To practice the activation and functioning of the selected EU OHQ and the EU (F)HQ; To maintain and enhance the knowledge of the selected EU OHQ and the EU (F)HQ and their respective MS augmentees of the military aspects of EU crisis management planning procedures at their respective level. To provide to EU Political Strategic actors an opportunity to enhance their knowledge of the military aspects of crisis management. 	Relevant to operations planning. <ul style="list-style-type: none"> To maintain and enhance the knowledge of the training audience of the EU crisis management procedures for the planning of EU CSDP military operations in the context of the EU Comprehensive Approach by exercising: <ul style="list-style-type: none"> The conduct of military planning from the military strategic level to the operational level within the framework of the exercise scenario; The co-ordination and interaction of the training audience with the relevant EU military and civilian crisis response and management entities; To enhance the training audience understanding of EU Political Strategic level procedures and actors. <p>Exercise objectives at the EU OHQ level:</p> <ul style="list-style-type: none"> To conduct operational planning between the selected EU OHQ and the selected EU (F)HQ starting with the release of an Initiating Military Directive (IMD) to the OpCdr leading to the presentations of a draft Concept of Operations (CONOPS), Provisional Statement of Requirements (PSOR) to the OCE or the EUMC. <p>Exercise objectives at the EU FHQ level:</p>	EU Crisis Management Procedure	Conduct phase – 3 weeks On a biennial basis	Yes	

Serial	MS/ Training Provider	Name of the exercise Audience	Training/ exercise objectives	Training/ exercise specification on operations planning	Operations planning procedures/ Classification	Exercise duration/ frequency	Open to EU MS? Seats for foreign participants?	Remarks
				<ul style="list-style-type: none">To conduct operational planning between the selected EU OHQ and the selected EU (F)HQ, leading to the presentations of a draft Concept of Operations (CONOPS) to the OpCdr.				

NATO

Serial	MS/ Training Provider	Name of the exercise Audience	Training/ exercise objectives	Training/ exercise specification on operations planning	Operations planning procedures/ Classification	Exercise duration/ frequency	Open to EU MS? Seats for foreign participants?	Remarks
16.	NATO ACT	NATO TRIDENT series Joint Force Commands, Single Service Commands and High Readiness Forces (3 Star level)	role validation	NCMP Phases 2 - 4	NATO COPD	between 3 and 20 weeks	If invited in role	

Target Audience analysis
Gaps, Deficiencies and Redundancies

Individual Training

Thematics	Performance/ Enabling Objectives	DoK	Existing Courses Serial and Course Code ⁵⁹	Conclusions
Audience: MILDEC - EU military decision making personnel (EUMC - MILREPs; DG/DDG and directors EUMS; current, designated or potential EU O(F/M)HQ commanders and their deputies)				
Comprehensive (Grand) Strategy	Using a scenario (vignette) on a fictitious crisis (real life): <ul style="list-style-type: none"> • discuss/ consider the potential role and availability of the military CSDP instrument, as part of a comprehensive approach • discuss/ consider a detailed military contribution to the crisis resolution • discuss the military role in a comprehensive planning setting • discuss the critical aspects of the operations assessment • discuss the main challenges of the OHQ Progress review and Periodic Review • discuss the challenges of the mission/ operation termination • discuss critical strategic communication issues 	3	42. EU SML	The higher end, focused on the civilian missions; limited number of seats and frequency may indicate the need for more frequent/ additional training
	Using a scenario (vignette) on a fictitious crisis (real life): <ul style="list-style-type: none"> • assess several alternate MSO and select a preferred one • discuss/ assess potential guidance to EUMS to develop IMD • discuss the critical aspects of the ROE process and challenges of 	3		There may be a need for shorter (1-2 days) reflection seminars, decision exercises on real-life missions/

⁵⁹ As per Appendix 6 to Annex A -Training Opportunities on Operations Planning for CSDP, Individual Training.

Thematics	Performance/ Enabling Objectives	DoK	Existing Courses Serial and Course Code ⁵⁹	Conclusions
	<ul style="list-style-type: none"> the mil advice to CONOPS/ OPLAN discuss the salient aspects of the OpCdr Planning Guidance/ similar discuss the selection process of various courses of action 			situations (e.g. CSDP Decision Making Seminar)
Legal basis/ Procedures	<ul style="list-style-type: none"> Describe the phases of CMP and the role of EUMS Describe CMC, MSO and IMD 	2	43.ESDC AKU 6	43.ESDC AKU 6 is outdated and incomplete.
	<ul style="list-style-type: none"> Describe PFCA Describe the Military Advice on the PFCA Describe the Military Advice on the CMC Describe the EU operations planning process at the military strategic level 	2		A short course "Intro to Planning at the pol-strategic level" could be developed (e-learning or blended) or expand existing ESDC AKU 6 - ESDC
Writing & Communicating Operations Planning Products	<ul style="list-style-type: none"> Using a scenario (vignette) on a fictitious crisis (real life), discuss/ consider the provision of military advice on PFCA to the PSC 	3		There may be a need for shorter (1-2 days) reflection seminars, decision exercises on real-life missions/ situations (e.g CSDP Decision Making Seminar)
Audience: POLSTRAT - Military personnel at the EU political-strategic level (EUMCWG delegates; EUMS branch chiefs, military assistants and all action officers for general competences in military contribution to planning at the political-strategic level for CSDP operations)				
Conflict analysis	<ul style="list-style-type: none"> Describe the EU conflict analysis process and identify the CSDP dimension of a conflict analysis 	1		POs to be covered by a short course "Intro to Planning at the pol-strategic level" (e-

Thematics	Performance/ Enabling Objectives	DoK	Existing Courses Serial and Course Code ⁵⁹	Conclusions
				learning or blended) or expand existing ESDC AKU 6 - ESDC
Legal basis/ Procedures	<ul style="list-style-type: none"> Describe the phases of CMP and explain the role of EUMS 	2	41. ESDC SMPC 43.ESDC AKU 6	Review the AKU 6 - ESDC
	<ul style="list-style-type: none"> Describe the "Mil contribution to PFCA" Describe CMC, Military Advice on the CMC, MSO and IMD and their production process Describe the operations planning process at the political-strategic level and EUMS role Describe the operations planning process at the military-strategic level 	2		POs to be covered by a short course "Intro to Planning at the pol-strategic level" (e-learning or blended). The content of the course "Military (EUMS) Contribution to Planning at the Political-Strategic Level" could be simplified/ scaled-down to fit the level of the learning objectives.
(Comprehensive) Operations design	<ul style="list-style-type: none"> Describe (know terminology) unacceptable conditions; CSDP end-state and strategic objectives; military strategic objectives, military strategic effects and military strategic actions 	2		See above In addition, these POs may be elaborated (applied/ short practical applications) in a common civ-mil sequence as part of the 2 distinct courses - Civilian and Military Contribution to Planning at the political-strategic level
(Military)	<ul style="list-style-type: none"> Describe the role of CPT and the estimate process 	2		See above

Thematics	Performance/ Enabling Objectives	DoK	Existing Courses Serial and Course Code ⁵⁹	Conclusions
Estimate				
Writing & Communicating Operations Planning Products	<ul style="list-style-type: none"> Describe the Military Advice on the PFCA and the process of production 	2		See above
Audience: EUMSCPT - EUMS Core Planning Team personnel – CPT (EUMS action officers in the operations Directorate and the action officers eligible to join a CPT for competences in military contribution to planning at the political-strategic level for CSDP operations)				
Legal basis/ Procedures	<ul style="list-style-type: none"> Summarize the phases of CMP and explain the role of EUMS 	3	41. ESDC SMPC 43.ESDC AKU 6 46. EUMS MCPPS	41. ESDC SMPC and 43.ESDC AKU 6 not at DoK 3 and without EUMS role
	<ul style="list-style-type: none"> Summarize the EU operations planning process at the military strategic level 	3	46. EUMS MCPPS	
	<ul style="list-style-type: none"> Explain the ROE process 	3	46. EUMS MCPPS	PO to be covered by "46. EUMS MCPPS"
	<ul style="list-style-type: none"> Prepare the strategic analysis to be handed over to OHQ (brief) 	3	46. EUMS MCPPS	idem
Conflict analysis	Using a scenario on a fictitious crisis: Analyse <u>the military dimension of the crisis</u> , its actors and possible impact on EU interests, values and objectives in the region: <ul style="list-style-type: none"> Apprise the root causes Assess the objectives, strengths and weaknesses of the parties to the crisis Infer the security challenges that need to be addressed 	4	46. EUMS MCPPS	This set of objectives should be better addressed. To investigate how the EEAS K2 "Conflict Analysis Seminars" and ENTRI's "Conflict Analysis & Conflict Sensitivity" can cover these

Thematics	Performance/ Enabling Objectives	DoK	Existing Courses Serial and Course Code ⁵⁹	Conclusions
	<ul style="list-style-type: none"> Assess the humanitarian and economic situations and their challenges investigate the political situation and the international involvement in the crisis 			needs.
(Comprehensive) Operations design Military Estimate	<p>Using a scenario on a fictitious crisis: Construct the potential <u>role and availability of the military CSDP instrument</u>, as part of EU comprehensive response to a crisis (Military Contribution to the Political Framework for Crisis Approach - PFCA).</p> <ul style="list-style-type: none"> Analyse de military dimension of the crisis Assess the unacceptable conditions Explain the impact of the crisis on EU actions Assess the risks of EU taking or not taking action Develop logic mil strategic objectives/ lines of engagement <p>Draw meaningful conclusions from the initial analysis Elaborate on:</p> <ul style="list-style-type: none"> unacceptable conditions predict CSDP end-state and strategic objectives (from CMPD input) formulate type of engagement, estimate the size of the force and duration of the operation design military strategic objectives, military strategic effects and military strategic actions <p>Elaborate on the military contribution to the crisis resolution by initiating the planning at the strategic level (Military Strategic Options</p>	4	<p>46. EUMS MCPPS</p> <p>59. NATO SOPC 60. NATO SCOT 61. NATO ADL 131 62. NATO ADL 132 64. NATO ADL 134</p>	The most critical of these POs (specifically the planning concepts and tools) may be developed in a common civ-mil sequence as part of the 2 distinct courses - Civilian and Military Contribution to Planning at the political-strategic level.

Thematics	Performance/ Enabling Objectives	DoK	Existing Courses Serial and Course Code ⁵⁹	Conclusions
	<p>-MSOs and Initiating Military Directive - IMD), by:</p> <ul style="list-style-type: none"> • construct the mission framework • formulate and design the military mission, military strategic objectives, military strategic effects and military strategic actions • Recognise Complementary non-Military Actions (from partly filled MSO) • Recognize Strategic Communication Strategy requirements (from partly filled MSO) • Recognize Force Capability requirements (from partly filled MSO) • Recognize Main Logistic and Medical requirements (from partly filled MSO) • Define a Preliminary Command and Control structure • Recognize Legal Requirements (from partly filled MSO) • Recognize Interactions with partners (from partly filled MSO) • Recognize Indication of forces that might be made available by Member and Third States (from partly filled MSO) • Recognize criteria for evaluation <p>Give examples/ discuss real-life operations IMD and analyse them against the template</p>			
Writing & Communicating Operations Planning	<ul style="list-style-type: none"> • Describe the content and the production process of: <ul style="list-style-type: none"> ○ Military Advice on the PFCA ○ Military Advice on the CMC ○ Military Advice on the MSO 	3	46. EUMS MCPPS	

Thematics	Performance/ Enabling Objectives	DoK	Existing Courses Serial and Course Code ⁵⁹	Conclusions
Products	<ul style="list-style-type: none"> ○ IMD ○ Mil advice to CONOPS/ OPLAN ● Using a scenario on a fictitious crisis, recognize the elements of the (write main/ selected paras) of the: <ul style="list-style-type: none"> ○ "Mil contribution to PFCA" ○ "Mil contribution to CMC" ○ "MSO" 			
Audience: EUHQ - Military personnel at the EU strategic and operational levels (officers in the EU HQ manning list that have either a direct or supporting role in planning and EUMS double hatted personnel for EU OPSCEN for competences in military planning at the military strategic and operational levels)				
Situation awareness Conflict analysis	Using a scenario on a fictitious crisis, describe the situation and actors, using EUMS existing products, where available.	4	14 ⁶⁰ .DE EUHQ OPTT 20. FR EUHQ OPC 21. IT NATO COPC 37. SE NATO COPC 19. FI NATO JOPG 25. LV NATO COPC	14. DE EUHQ OPTT and 20. FR EUHQ OPC could form the basis of a common "EU HQ Operations Planning Course" by reviewing the "EU Operational Planning Course" provided by the EU HQ Training Guide.

⁶⁰ DE EUHQ OPTT is treated as collective training, and is recorded as such in Appendix 7 to Annex A -Training Opportunities on Operations Planning for CSDP, Collective Training. However, this training opportunity may also meet certain individual training requirements.

Thematics	Performance/ Enabling Objectives	DoK	Existing Courses Serial and Course Code ⁵⁹	Conclusions
			40. ES CJEX 58. NATO COPC 63. NATO ADL 133 64. NATO ADL 134	
Operational art (Comprehensive) Operations design (Military) Estimate	Using a scenario on a fictitious crisis, apply the principles of operational art to determine the strategic level problem and determine the conditions to be achieved: <ul style="list-style-type: none"> interpret the EUMC guidance through IMD 	4	14.DE EUHQ OPTT 20. FR EUHQ OPC	idem
	<ul style="list-style-type: none"> analyse the mission/ mission analysis interpret the OpCdr Planning Guidance/ similar 	4	1.AT OPLAN 12. DE BASIC OP 14.DE EUHQ OPTT 18. EL IJOPC 20. FR EUHQ OPC 19. FI NATO JOPG 21. IT NATO COPC 25. LV NATO COPC 28. RO COP	idem

Thematics	Performance/ Enabling Objectives	DoK	Existing Courses Serial and Course Code ⁵⁹	Conclusions
			29. RO AJOSOC 35. SE MTJSOC 37. SE NATO COPC 40. ES CJEX 58. NATO COPC 63. NATO ADL 133 64. NATO ADL 134	
	<ul style="list-style-type: none"> Design the strategic approach to resolving the crisis (Strategic Design) and understand how it leads to the operational design <ul style="list-style-type: none"> Develop the operations design Formulate CCIR Estimate force requirements 	4	1.AT OPLAN 12. DE BASIC OP 14.DE EUHQ OPTT 18. EL IJOPC 20. FR EUHQ OPC 19. FI NATO JOPG 21. IT NATO COPC 25. LV NATO COPC 28. RO COP 29. RO AJOSOC 35. SE MTJSOC	idem

Thematics	Performance/ Enabling Objectives	DoK	Existing Courses Serial and Course Code ⁵⁹	Conclusions
			37. SE NATO COPC 40. ES CJEX 58. NATO COPC 63. NATO ADL 133 64. NATO ADL 134	
	<ul style="list-style-type: none"> Design and compare multiple courses of action and justify a final recommendation <ul style="list-style-type: none"> Develop, analyse and compare COAs 	4	1.AT OPLAN 12. DE BASIC OP 14.DE EUHQ OPTT 18. EL IJOPC 20. FR EUHQ OPC 19. FI NATO JOPG 21. IT NATO COPC 25. LV NATO COPC 28. RO COP 29. RO AJOSOC 35. SE MTJSOC 37. SE NATO COPC	idem

Thematics	Performance/ Enabling Objectives	DoK	Existing Courses Serial and Course Code ⁵⁹	Conclusions
			40. ES CJEX 58. NATO COPC 63. NATO ADL 133 64. NATO ADL 134	
Legal basis/ Procedures	<ul style="list-style-type: none"> Describe the operations planning process at the political- strategic level and EUMS role <ul style="list-style-type: none"> Recall the CSDP decision making process Describe the EUMS role in contributing to planning at this level and initiating planning at the military strategic level 	3	14. DE EUHQ OPTT 20. FR EUHQ OPC 39. UK OLPM	idem
	<ul style="list-style-type: none"> Discuss the operations planning process conducted by the OHQ at the strategic level <ul style="list-style-type: none"> Discuss the transfer of planning from EUMS (initiation phase) Explain the interaction with other instruments of comprehensive approach 	3		idem
	<ul style="list-style-type: none"> Describe the main characteristics of the operations planning conducted by the FHQ at the operational level of command 	3	1.AT OPLAN 5. BE SENIOR 6. BE ADVANCED 7. BG STAFF 12. DE BASIC OP 14. DE EUHQ OPTT	idem

Thematics	Performance/ Enabling Objectives	DoK	Existing Courses Serial and Course Code ⁵⁹	Conclusions
			19. FI NATO JOPG 20. FR EUHQ OPC 23. LV NATO COPOC 25. LV NATO COPC 28. RO COP 29. RO AJOSOC 35. SE MTJSOC 39. UK OLPM 40. ES CJEX	
	<ul style="list-style-type: none"> Describe operations assessment and give examples of situations that were assessed, identify patterns 	3	64. NATO ADL 134	idem
	<ul style="list-style-type: none"> Describe the process of producing a termination plan and give examples of situations that required termination 	3		idem
	<ul style="list-style-type: none"> Develop strategic communication messages and give examples of strategic communication campaigns/ messages used in real life operations 	3		idem
Operational Concepts & Tools	<ul style="list-style-type: none"> Explain and give examples of the operational concepts and tools: <ul style="list-style-type: none"> End-states. Objectives. Centres of Gravity. Critical Capabilities, Requirements and Vulnerabilities. Decisive Points. 	3	1.AT OPLAN 5. BE SENIOR 6. BE ADVANCED 7. BG STAFF 12. DE BASIC OP	There is no EU level course on operational concepts and tools and their applicability to the EU CA. More specifically, this is a critical civilian training requirement.

Thematics	Performance/ Enabling Objectives	DoK	Existing Courses Serial and Course Code ⁵⁹	Conclusions
	<ul style="list-style-type: none"> ○ Direct or Indirect Approach. ○ Lines of Operation. ○ Operational Geometry. ○ Offensive and Defensive Operations ○ Sequencing and Phases (Synchronisation, Synergy and Leverage; Simultaneity and Depth; Manoeuvre; Operational Tempo; Culmination; Operational Pause; Branches and Sequels; Conflict Termination. 		18. EL IJOPC 19. FI NATO JOPG 21. IT NATO COPC 23. LV NATO COPOC 25. LV NATO COPC 28. RO COP 29. RO AJOSOC 35. SE MTJSOC 37. SE NATO COPC 40. ES CJEX 58. NATO COPC 63. NATO ADL 133	There is a need for a short module, possible developed in a common civ-mil sequence as part of the 2 distinct courses - Civilian and Military Contribution to Planning at the political-strategic level (see the similar observations at page 4 of the current document).
	Use the tools which support collaborative operations planning (e.g. TOPFAS, EUCCIS) by applying them into short practical situations.	3	14. DE EUHQ OPTT 47-53. EUCCIS series of courses 24. LV NATO KDC 57. NATO COPC	POs to be covered by the EU HQ Planning Course". EUCCIS series of courses to be extended to all users.

Thematics	Performance/ Enabling Objectives	DoK	Existing Courses Serial and Course Code ⁵⁹	Conclusions
			63. NATO ADL 133	
Writing & Communicating Operations Planning Products	Describe CONOPS (SOR, ROE) and OPLAN production		14. DE EUHQ OPTT	POs to be covered by a common module "EU HQ Planning Course"
			12. DE BASIC OP	
			18. EL IJOPC	
			19. FI NATO JOPG	
			28. RO COP	
			29. RO AJOSOC	
			35. SE MTJSOC	
			40. ES CJEX	
			58. NATO COPC 63. NATO ADL 133	
Audience: EUTAC - Military personnel at the EU tactical level (military personnel appointed/ selected/ eligible to join tactical level HQ earmarked for CSDP operations (CC, BG))				
Legal basis/ Procedures	<ul style="list-style-type: none">Describe the military decision making process/ operations planning process at the tactical level	2	3. AT MAPEX 4. AT TEWT 30. RO BSOC 31. RO PSO 32. RO NSOC 33. RO CMC 36. SE MTPC	There is no common module on operations planning at the tactical level. A possible solution is for ESDC to analyse the opportunity of development of a common module as part

Thematics	Performance/ Enabling Objectives	DoK	Existing Courses Serial and Course Code ⁵⁹	Conclusions
			38. SK ISOC	of the military ERASMUS, which will have to be subsequently implemented by the national authorities.
Operational Concepts & Tools	<ul style="list-style-type: none"> Describe the planning (related) terminology: <ul style="list-style-type: none"> Objectives. Mission Command Mission, tasks, activities Commander's intent Scheme of manoeuvre Centres of Gravity. Critical Capabilities, Requirements and Vulnerabilities. Direct or Indirect Approach. Offensive and Defensive Operations Sequencing and Phases (Synchronisation, Synergy and Leverage; Simultaneity and Depth; Manoeuvre; Operational Tempo; Culmination; Operational Pause; Branches and Sequels; Conflict Termination. 	3	3. AT MAPEX 4. AT TEWT 30. RO BSOC 31. RO PSO 32. RO NSOC 33. RO CMC 36. SE MTPC 38. SK ISOC	
(Military) Estimate Operational art	<ul style="list-style-type: none"> Using a scenario on a fictitious crisis: <ul style="list-style-type: none"> Describe the situation Review higher commander's guidance Analyse the mission Develop the scheme of manoeuvre Estimate the force requirements (troops to tasks) Design and compare multiple courses of action and justify a final recommendation 	4	3. AT MAPEX 4. AT TEWT 30. RO BSOC 31. RO PSO 32. RO NSOC 33. RO CMC 36. SE MTPC 38. SK ISOC	

Thematics	Performance/ Enabling Objectives	DoK	Existing Courses Serial and Course Code ⁵⁹	Conclusions
Writing & Communicating Operations Planning Products	<ul style="list-style-type: none"> Using a scenario on a fictitious crisis, produce CONOPS/ OPORD Describe OPLAN 		3. AT MAPEX	
			4. AT TEWT	
			30. RO BSOC	
			31. RO PSO	
			32. RO NSOC	
			33. RO CMC	
			36. SE MTPC	
			38. SK ISOC	

Legend

	Course that matches the PO/EO
	Course that partially matches the PO/EO. A review of course curricula may be required (TNA)
	No existing course. A new course is proposed (TNA)
	Complementary courses. External course that contribute to the accomplishment of PO/EO from a general planning skill-perspective

Depth of Knowledge (DoK)⁶¹

Level	DoK Title	Description	Key Word
500	Master Skills and Competences Concept Knowledge Level	Requires a learner to have the full extent of comprehension that will enable a level of forward leadership reasoning and strategic thinking skills to see outward and immediately plan for today to achieve strategic goals of the future in the most effective, efficient and affordable way possible.	Leadership and Command
400	Expert Skills and Competences Concept Knowledge Level	Requires a level of comprehension that will enable a learner to investigate and apply solutions to complex problems. This requires the ability to research and process multiple conditions of the problem or task, based on in-depth complex reasoning, planning and development skills that have been acquired across disciplines and over an extend period of time.	Excel
300	Advanced Skills and Competences Concept Knowledge Level	Requires a level of comprehension that will enable a learner to reason, analyse and interpret concepts, patterns and relationships to develop a plan and sequenced steps. This requires the ability to make some decisions and justification using abstract and complex analytical thinking skills and to offer more than one possibility to solve a problem.	Apply
200	Foundation Skills and Competences Concept Knowledge Level	Requires a level of comprehension that will enable a learner to use foundational conceptual and procedural knowledge in a controlled working environment with ease and with minimum supervision.	Understand
100	General Knowledge	Requires a level of understanding that will enable a learner to recall elements and details of structure or process and recognise or identify specific information.	Remember

⁶¹ Cf NATO BI-SC Directive 75-2,2 October 2013.

Collective Training

Thematics	Performance/ Enabling Objectives	Existing Exercises Serial and Exercise Code ⁶²	Conclusions
Audience: MILDEC - EU military decision making personnel (EUMC - MILREPs and their relevant supporting staff, DG/DDG and directors EUMS; current, designated or potential EU O(F/M)HQ commanders and their deputies)			
<ul style="list-style-type: none"> Situation awareness Conflict analysis Comprehensive (Grand) Strategy 	Using a scenario on a fictitious crisis (real life), practice key decisions during conduct phase of the military operation focusing on <ul style="list-style-type: none"> potential role and availability of the military CSDP instrument CONOPS, OPSPLAN, ROE 	14.EU ML 15.EU MILEX	
Audience: EUMSCPT - EUMS Core Planning Team (CPT, Directorates pool of potential CPT members)			
<ul style="list-style-type: none"> Situation awareness Conflict analysis Military Estimate Operations 	Practice the military aspects of EU crisis management planning procedures, by providing military contribution to planning at the politico-strategic level and initiating planning at the military strategic level, leading to the presentations of a Mil contribution to PFCA, CMC, MSO, IMD to the OCE or the EUMC under the following conditions : <ul style="list-style-type: none"> Making use of scenario describing a fictitious crisis; On the basis of a shared conflict analysis; 	14.EU ML 15.EU MILEX	

⁶² As per Appendix 7 to Annex A - Training Opportunities on Operations Planning for CSDP, Collective Training.

Thematics	Performance/ Enabling Objectives	Existing Exercises Serial and Exercise Code ⁶²	Conclusions
<ul style="list-style-type: none"> design Writing & Communicating Operations Planning Products 	<ul style="list-style-type: none"> Under the need to co-ordinate with the CSDP and CION civilian instruments; Co-ordinating and interacting with OHQ; Using the standard planning process; ...in accordance with the provisions of the EU Concept for Military planning at the Political Strategic level and EUMS Crisis Management Manual (standards). 		
Audience: EU OHQ teams - EU strategic level (Command group, APT, MNCPT/ SOPG, HQ CJ branches, Functional structures, Specialist staff ⁶³)			
<ul style="list-style-type: none"> Situation awareness Conflict analysis Military Estimate Operations design Writing & Communicati 	Practice the military aspects of EU crisis management planning procedures at the OHQ level, by conducting military planning at the military strategic level , leading to the presentations of a draft Concept of Operations (CONOPS), and a Strategic OPLAN, Provisional Statement of Requirements (PSOR) to the OCE or the EUMC under the following conditions : <ul style="list-style-type: none"> Making use of scenario describing a fictitious crisis; Co-ordinating and interacting with EUMS and FHQ and relevant EU civilian crisis response and management entities; Using the standard planning process; 	6. IT MOLE PIT EXE 11. SE VIKING CAX Series 12. DE EUROPEAN EXPLORATION 2016 13. DE EUHQ OPTT	

⁶³ These structures are manned by pre-identified position in the manning database, filled by KN, PA and AA.

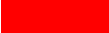

Thematics	Performance/ Enabling Objectives	Existing Exercises Serial and Exercise Code ⁶²	Conclusions
ng Operations Planning Products	<ul style="list-style-type: none"> Based on the input provided by the Initiating Military Directive (IMD) to the OpCdr... ...in accordance with the provisions of the latest EU HQ SOPs on planning (standards). 	14.EU ML 15.EU MILEX	
Audience: EU FHQ teams - EU operational level (Command group, MNCPT/JOPG, HQ CJ branches, Functional structures, Specialist staff ⁶⁴)			
<ul style="list-style-type: none"> Situation awareness Conflict analysis Military Estimate Operations design Writing & Communicati ng Operations Planning Products 	Practice the military aspects of EU crisis management planning procedures at the OHQ level, by conducting military planning at the military strategic level , leading to the presentations of a draft Concept of Operations (CONOPS), and a Strategic OPLAN, Provisional Statement of Requirements (PSOR) to the OCE or the EUMC under the following conditions : <ul style="list-style-type: none"> Making use of scenario describing a fictitious crisis; Co-ordinating and interacting with EUMS and FHQ and relevant EU civilian crisis response and management entities; Using the standard planning process; Based on the input provided by the Initiating Military Directive (IMD) to the OpCdr... ...in accordance with the provisions of the latest EU HQ SOPs on 	1. AT HOA 11. SE VIKING CAX Series 12. DE EUROPEAN EXPLORATION 2016 13. DE EUHQ OPTT 14.EU ML	

⁶⁴ ibidem.

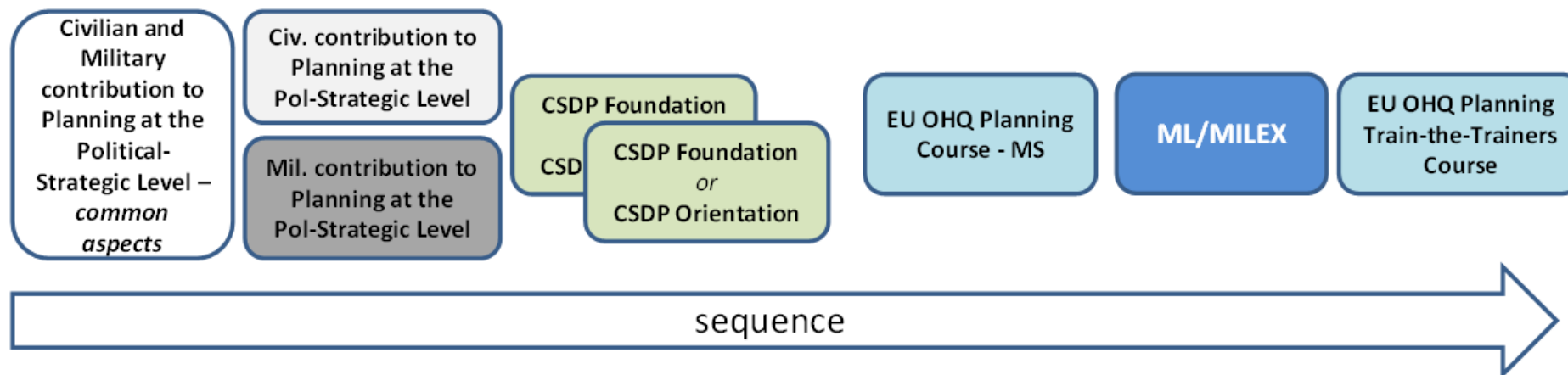
Thematics	Performance/ Enabling Objectives	Existing Exercises Serial and Exercise Code ⁶²	Conclusions
	planning (standards).	15.EU MILEX	
Audience: EUTAC – National HQs earmarked for EU military operations and teams at the tactical level (command groups, planning team and staff officers involved in planning)			
<ul style="list-style-type: none"> Situation awareness Conflict analysis Military Estimate Operations design Writing & Communicating Operations Planning Products 	Practice the operations planning capability and its interaction with FHQ, by conducting military planning at the tactical level , leading to the presentations of a draft Concept of Operations (CONOPS) to the FCdr, under the following conditions : <ul style="list-style-type: none"> Making use of scenario describing a fictitious crisis; Co-ordinating and interacting with FCdr/ BG staff and relevant EU civilian crisis response and management entities; Using the standard planning process; Based on the input provided by the operational level Planning Guidance/ CONOPS to the CC Cdrin accordance with the provisions of national/ multinational SOPs in force (standards).	10. PT ORION16 EXE	
		11. SE VIKING CAX Series	
		13. DE UNITED ENDEAVOUR	

Legend

	Exercises that matches the PO/EO
	Exercises that partially matches the PO/EO. A review of the exercise specifications may be required

-  No existing exercise. A new exercise is proposed
-  Complementary exercises, contributing to the accomplishment of PO/EO from a general planning skill-perspective

CSDP Operations Planning Proposed Annual Training Scheme



Description

- **Civilian and Military contribution to planning at the Political-Strategic Level Course** (annually)
 - Civilian and Military contribution to Planning at the Political-Strategic Level common aspects - ESDC
 - Civilian contribution to Planning at the Pol-Strategic – CPCC
 - Military contribution to Planning at the Pol-Strategic - EUMS
- **CSDP Foundation Course or CSDP Orientation Course** (twice a year) – EUMS or ESDC – prerequisites for EU OHQ Planning Course
- **EU OHQ Planning Course** (annually) organized by the EU HQ community, in preparation of ML/MILEX, on a rotational basis
- **EU OHQ Planning Train-the-Trainers Course** (biennially) organized by the Multinational Mobile Training Team