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NATO STRATEGIC COMMUNICATIONS (StratCom) TRAINING STANDARDS

**Edition A Version 1
JUNE 2020**



NORTH ATLANTIC TREATY ORGANIZATION

ALLIED STRATEGIC COMMUNICATIONS PUBLICATION

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NATO LETTER OF PROMULGATION

2 June 2020

1. The enclosed Allied Strategic Communications Publication ASCP-01, Edition A, Version 1 NATO STRATEGIC COMMUNICATIONS (StratCom) TRAINING STANDARDS, which has been approved by the nations in the MILITRAY COMMITTEE JOINT STANDARDIZATION BOARD (MCJSB), is promulgated herewith. The agreement of nations to use this publication is recorded in STANAG 6543.
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RECORD OF SPECIFIC RESERVATIONS

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DEU	<p>Insofar as the training of personnel is aimed at influencing the perceptions, opinions and behavior of different audiences, it is essential to take into account the limitations of the MC 0457/3, in particular as defined in para 22, must be respected. The same applies to the relevant rules in PO (2009)0141, specifically para 4.7.</p> <p>The training to be provided must prepare and ensure that, as defined in MC 0457/3, the independent advisory role of the Chief Public Affairs Officer (CPAO, paras 18., 21., 26., 28., 29.) and his management rights with regard to the Functions of Military Public Affairs (MilPA, para 8.) as well as the lead function of MilPA responsible for the External and Internal Communication (para 7.) are respected in practice.</p> <p>Rules for the Education and Training Standard ASCP-01 laid down here under the conditions of the Fast-Track-Procedure do not prejudice the content of superordinate documents in any way, and in particular do not prejudice the doctrine AJP-10 yet to be agreed. As the development of the AJP-10 reveals any need to change the ET-Standard ASCP-01 it should be adjusted immediately.</p>
<p>Note: The reservations listed on this page include only those that were recorded at time of promulgation and may not be complete. Refer to the NATO Standardization Document Database for the complete list of existing reservations.</p>	

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CHAPTER 1 INTRODUCTION

SECTION 1: BACKGROUND

- 1.1. MC0628 sets out the NATO Military Policy governing Strategic Communications (StratCom). It provides the Alliance military definition of StratCom and directs the establishment of a Strategic Communications Directorate (ComDiv) under a Director of Communications (DirCom) within each NATO military headquarters¹; that groups together the Information staff function (Information Operations (Info Ops)) and Communications Capabilities (Military Public Affairs (MilPA) and Psychological Operations (PsyOps)) to provide an organisational structure that coordinates and synchronises their outputs, enabling and maximising their utility, across the full spectrum of Peace, Crisis and Conflict.
- 1.2. The success of this approach requires more than just the structural change. To deliver effective StratCom requires the ComDiv to be staffed with trained and experienced communications practitioners. This STANAG defines the minimum level of proficiency for all personnel assigned to positions within NATO ComDivs in order to ensure Allies' (who are diverse in their national approaches to the concept of StratCom) understand and agree the competency and experience standards required by individuals assigned to serve in NATO StratCom positions.
- 1.3. This STANAG utilises the terms BASIC (national responsibility) and ADVANCED (NATO responsibility) training first adopted in STANAG 2555 – Intelligence Training Standards. It also defines the minimum collective training standards for the NATO StratCom capabilities defined in the Bi-SC Capability Codes and Capability Statements (CC & CS)
- 1.4. The detail found in this STANAG will also enable Allies to adapt and develop their national training programmes to better support interoperability. It has been developed in response to the increasing recognition of a state of Strategic Competition, and a determined effort by adversarial actors to undermine the rules-based order. Its implementation will enable a more effective Alliance response to hybrid and non-linear threats (to which Allies themselves are the first responder).
- 1.5. NATO StratCom success is heavily dependent on the competence of individuals. This competence is determined by criteria including: ability, knowledge, understanding, capability, interaction, experience and motivation. These can only be achieved by effective E&T; initially performed by the nations, then enhanced by NATO. Effective training requires appropriate allocation of resources by both Nations and the Alliance in terms of manpower, finances, infrastructures, equipment and time.

¹ MC0628 Para 13 – Organisation - Integrated Structures. Efficiency and unity of effort dictate that the communication capabilities and information staff function should be structurally grouped together

1.6. Personnel and Force Elements (FE) that are unable to fulfil their duties and role undermine the Alliance's ability to meet its aims, objectives and level of ambition. It is, therefore, critical for the Alliance to define and enforce/uphold minimum proficiency standards for StratCom; and for Nations to ensure compliance with the appropriate pre-requisite education, training and experience necessary for individuals and FE to fulfil their duties and role.

1.7. Further details on the role, functions and utility of StratCom personnel and FE can be found in AJP-10: Strategic Communications², AJP-3.10: Information Operations³, AJP-3.10.1: Psychological Operations⁴, and AJP-10.4: Military Public Affairs⁵.

SECTION 2: PURPOSE

1.8. The purpose of this STANAG is to ensure all NATO commands have appropriately trained StratCom personnel and Force Elements (FE).

1.9. Chapter 2 sets out the roles and responsibilities for the delivery of NATO StratCom E&T.

1.10. Chapter 3 establishes the Core Competency Areas (CCA) common across the StratCom disciplines. It also defines two levels of Core Competency Requirements (CCR) for each CCA:

a. **BASIC CCRs.** The BASIC CCRs establish national E&T responsibilities that, together with relevant experience, form the prerequisite E&T standards for personnel assigned to NATO StratCom posts. They also define the pre-attendance standard for ADVANCED training.

b. **ADVANCED CCRs.** The ADVANCED CCRs define NATO E&T requirements and form the basis for the TRA; which is the start point for developing NATO StratCom JDs.

1.11. Chapter 4 establishes the collective training standards for the CC & CS-defined StratCom capabilities.

SECTION 3: AIM

1.12. To establish a minimum standard of competency for individuals assigned to NATO Peacetime Establishment (PE) and Crisis Establishment (CE) StratCom positions.

² Publication expected by 31 Dec 2020.

³ Numbering realignment to 10.1 expected to coincide with the publication of AJP-10

⁴ Numbering realignment to 10.3 expected to coincide with the publication of AJP-10

⁵ Publication expected by 31 Dec 2021

- 1.13. To establish a minimum collective training standard for the StratCom capabilities identified in the NATO CC & CS.
- 1.14. To enable NATO to better manage and deliver the education and training needed to meet the NATO-specific requirements.
- 1.15. To define minimum 'on assignment' competency and experience levels for personnel assigned to NATO CE/PE StratCom positions and define the responsibility for E&T between Nations and the Alliance.
- 1.16. To provide Nations bidding for positions within NATO StratCom disciplines with the detail needed to ensure that the individuals assigned to the positions meet the minimum competency standards required.

SECTION 4: SCOPE

- 1.17. This Standard applies to all personnel assigned to NATO StratCom PE or CE positions. It provides the core details needed for the development of Job Descriptions (JD) and, when combined with a JD, provides the necessary detail to enable Nations to train and prepare their personnel.
- 1.18. BASIC competencies may be acquired through any combination of national training programmes, training provided under bilateral agreement with another nation, NATO training courses, and on-the-job learning and experience.
- 1.19. This standard does not replace NATO's responsibility to publish, amend, revise, and update JDs; which should include reference to the relevant standards in this STANAG.

SECTION 5: NATO STRATCOM EDUCATION & TRAINING POLICY & GOVERNANCE

- 1.20. NATO Training Policy (MC0458 NATO Education, Training, Exercises and Evaluation (ETEE))⁶ underscores the Nations' responsibility to train their personnel and FEs for service with NATO, provides the framework for governance within each E&T discipline, and presents Global Programming as the primary tool for NATO E&T managers to assess operational requirements against training delivery.
- 1.21. The governance process for NATO E&T is established under the Global Programming (GP) governance structure, including a Requirements Authority (RA) and Department Head (DH) supporting the centralised coordination and decentralised execution of NATO E&T management activities. The responsibilities are set out in Chapter 2.

⁶ Bi-Sc Directives (Bi-SCD) 75-2, 75-3, 75-7 are the principle documents which NATO personnel should reference to illustrate how NATO policy should be applied within NCS and NFS.

1.22. In accordance with NATO ETEE policy, GP Development Methodology converts political and military needs into E&T performance and production requirements, which are subsequently developed into specific E&T solutions. The key elements are:

a. **Strategic Training Plan (STP).** The STP is a holistic integrator that defines a discipline and differentiates it from others within the discipline structure. The NATO STRATEGIC COMMUNICATIONS STP (February 19, 2016) establishes StratCom as the core discipline encompassing StratCom, Public Diplomacy, civilian and military Public Affairs, Information Operations, and Psychological Operations. It also covers the education and exercising of Alliance leadership and staff whose decisions and actions communicate to, shape, and influence the perceptions, beliefs and behaviour of a range of audiences (friendly, neutral, adversarial).

b. **Training Requirements Analysis (TRA).** The TRA is based on the STP and involves a formalized review process that further refines the tasks and identifies the corresponding individual and collective NATO E&T requirements; including depth of knowledge requirements established using the methodology at Annex A. It encompasses the CCRs in this STANAG, but is not limited to them.

c. **Training Needs Analysis (TNA).** TNA considers the provision of individual and collective E&T solutions; engaging stakeholders within a community of interest in the development of an E&T solution in order to eliminate one gap, or several gaps, in the E&T programme identified through the TRA.

d. **Annual Discipline Conference (ADC).** The StratCom ADC is the primary forum for discussing StratCom E&T issues. The ADC will allow the RA, DH and JFD to discuss training requirements and solutions with representatives from NCS, NFS and E&T facilities (ETFs) delivering training solutions.

e. **Discipline Alignment Plan (DAP).** Changes/new requirements identified in the ADC are taken forward through the DAP for inclusion in the following year's TRA: if appropriate, they may be proposed as changes to BASIC and ADVANCED Core Competency Requirements (CCR) set out in this STANAG.

1.23. **Quality Assurance.** The purpose of Quality Assurance (QA) within NATO's E&T is to provide confirmation to the Alliance that courses meet NATO E&T requirements. It also ensures they are delivered by ETFs utilising an effective Quality Management System (QMS). It is achieved by:

a. **Institutional Accreditation.** Institutional Accreditation requires an ETF to demonstrate the existence of an effective QMS as well as to provide evidence of their contribution to NATO. The institutional accreditation process is based on NATO Quality Standards.

b. **Course Certification.** Course Certification assures a course meets NATO E&IT Requirements.

i. Where national training delivers ADVANCED CCRs, nations can have the course certified as NATO Approved or Selected courses by ACT-JFD. Those courses can then be marketed as meeting NATO-specific requirements and delivered according to NATO standards (e.g. language and doctrine). NATO Approved or Selected courses will appear on the NATO Education and Training Opportunities Catalogue (ETOC) catalogue.

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

1.24. **Core Competency Areas (CCA).** The CCAs identify the StratCom functional areas. These are common across all StratCom disciplines, although not all disciplines have all functions

1.25. **Core Competency Requirements (CCR).** CCRs identify the education and training requirements within each CCA. Depth of Knowledge (DoK) standards and Proficiency Levels (PL) are provided to assist alignment of national training with NATO. This will assist greater interoperability.

1.26. **Job Descriptions (JD).** JDs should contain the relevant CCA ADVANCED CCRs as a minimum. JDs should be reviewed no less than prior to each rotation, with any identified changes to the JD fed in through the ADC.

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CHAPTER 2 ROLES AND RESPONSIBILITIES

SECTION 1: KEY RESPONSIBILITIES

- 2.1. Allies are responsible for ensuring personnel arrive in post meeting the BASIC E&T requirements.
- 2.2. The RA is responsible for setting the ADVANCED E&T requirements.
- 2.3. Through the TRA, the RA is responsible for identifying any additional ADVANCED training requirements not identified in this STANAG.
- 2.4. The DH is responsible for identifying and managing the ADVANCED E&T solutions.
- 2.5. Costs for BASIC E&T falls to nations.
- 2.6. Costs for ADVANCED E&T designated as ESSENTIAL in a JD falls to nations.
- 2.7. Costs for ADVANCED training designated as DESIRABLE in a JD falls to NATO.

SECTION 2: NATIONAL RESPONSIBILITY

- 2.8. Nations providing personnel to serve in NATO StratCom PE and CE positions must educate, train, and qualify their personnel to the level set out in the BASIC CCRs at Annex E. The fulfilment of the CCRs can be achieved through a combination of course attendance and experience gained through 'on the job' training.
- 2.9. Nations are also responsible for ensuring that their personnel have attended any NATO training specified as ESSENTIAL in the relevant JD prior to taking up post.
- 2.10. To increase interoperability, Allies and Partners are encouraged to adapt their national E&T programmes to reflect the ADVANCED CCRs in this STANAG and make courses available to other Allies.
- 2.11. Where national training meets the ADVANCED CCRs, nations are encouraged to have it certified as a NATO course and made available to other Allies.
- 2.12. Nations wishing to bid for NATO StratCom PE/CE positions, but without the capacity to train their own personnel, must utilise the BASIC E&T opportunities (resident, distance learning, mobile training, etc) offered by other Allies through the ETOC.⁷

⁷ Accessible via www.act.nato.int

- 2.13. NATO Partners can participate in NATO StratCom E&T courses provided their personnel meet the pre-attendance training and experience standards, and subject to availability. Attendance may also be dependent on security clearance limitations. Applications are to be submitted through NATO Bi-SC Military Partnership Directorate (MPD) in SHAPE.

SECTION 3: NATO RESPONSIBILITY

- 2.14. **NATO Military Authorities (NMA).** NMA are responsible for ensuring personnel posted into StratCom positions meet the minimum standards set out in this STANAG and the JD.
- 2.15. **Supreme Allied Commander Europe (SACEUR).** SACEUR is responsible for appointing the Bi-SC-agreed StratCom Requirements Authority.⁸
- 2.16. **Requirements Authority (RA).** The RA is responsible for articulating the operational requirements for the StratCom disciplines.
- 2.17. **Supreme Allied Commander Transformation (SACT).** SACT is responsible for NATO E&T and appointing the MC-agreed Department Head (DH).
- 2.18. **ACT DCOS Joint Force Development (JFD).** DCOS JFD directs and coordinates all NATO E&T activities. Global Programming is the primary instrument for managing these activities. DCOS JFD is functionally responsible for Global Programming, including establishing the Governance Framework and maintaining the discipline structure.
- 2.19. **StratCom Department Head (DH).** The DH is responsible for the centralised coordination and decentralised execution of E&T activities in order to provide training solutions to the RA-defined requirements; thus closing the E&T and performance gaps identified during the TRA process. The DH also maintains close contact with military and civilian centres of learning (NATO Centres of Excellence, Nations' Defence Colleges, universities, and military and civilian specialist training facilities) in order to keep abreast of emerging developments and new concepts and ideas.
- 2.20. **NCS/NFS Commands.** ACO Units and HQs are responsible for reviewing and updating JDs, using the ADVANCED CCRs in this STANAG to establish minimum essential requirements. HQs are also encouraged to report changes in job requirements to the RA, through the PE/CE review process, and/or to propose the need for new requirements at the ADC or during the scheduled WGs.

SECTION 4: EDUCATION AND TRAINING FACILITIES (ETF) RESPONSIBILITIES

⁸ StratCom RA has responsibility for the entire StratCom discipline; incl. StratCom, Info Ops, MilPA, PSYOPS

- 2.21. **National/Multinational ETFs.** National/Multinational ETFs are strongly encouraged to redesign their StratCom E&T solutions to align with the BASIC CCRs in this STANAG. This will ensure that personnel attending the courses are eligible for assignment to positions with NATO ComDivs and meet the pre-attendance standards for NATO ADVANCED E&T solutions.
- 2.22. National/Multinational ETFs are also encouraged to develop E&T solutions to satisfy the ADVANCED CCR requirements; enabling them to achieve NATO course certification.
- 2.23. ETFs are required to keep E&T solutions up to date and ensure the content is continuously reviewed in line with D&G from DH.
- 2.24. **Discipline Working Groups.** The StratCom Working Groups play a vital role in supporting the Requirements Authority (RA). While authority for StratCom Training requirements sits with the RA, the RA will usually consult with the working groups as the individual SME's for the disciplines before implementing changes to the StratCom Training Requirements.

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CHAPTER 3 INDIVIDUAL EDUCATION AND TRAINING STANDARDS

3.1. The primary building block for NATO's StratCom function and capabilities is the individual. The collective contribution of those functions and capabilities is dependent on the training, experience and quality of the individuals assigned to the PE and CE positions within them.

3.2. A key deliverable within MC0628 was to develop an integrated and joint approach to training for NATO communicators⁹. To support this, the StratCom Requirements Authority identified the key functional areas within each NATO StratCom discipline. These key functional areas are:

- a. StratCom.
 - i. Leadership and Management.
 - ii. Planning
- b. Info Ops.
 - i. Leadership and Management.
 - ii. Planning
 - iii. IEA
- c. MilPA.
 - i. Leadership and Management.
 - ii. Planning
 - iii. IEA
 - iv. Media Operations
 - v. Digital Engagement
 - vi. Internal Communications
 - vii. Media Production
- d. PsyOps.
 - i. Leadership and Management.
 - ii. Planning
 - iii. IEA
 - iv. Psychological Operations
 - v. Digital Engagement
 - vi. Media Production

⁹ MC0620 para 33.

3.3. These functional areas were then rationalised into a number of cross-cutting Core Competency Areas have been identified. These enable individuals from within the individual StratCom disciplines who fulfil similar roles to be trained to use the same methodology and to the same standard.

3.4. The NATO StratCom Core Competency Areas (CCA) are defined as:

- a. **Flag Officer/General Officer (FOGO).** Applicable to all 1* and above officers assigned to NATO appointments.
- b. **Non-StratCom Division/Branch Heads.** Applicable to all personnel of OF-5 rank assigned to NATO appointments. An understanding of NATO StratCom is particularly relevant to personnel those assigned to J2, J3, J5, J7 and J9 appointments.
- c. **StratCom Common Core Competencies.** Applicable to all personnel assigned to positions within the NATO StratCom disciplines.
- d. **StratCom Leadership and Management.** Applicable to all personnel assigned to positions within the NATO StratCom disciplines that include a responsibility to supervise others and/or a specified requirement to provide advice to commanders.
- e. **Information Environment Assessment Specialists.** Applicable to all personnel assigned to positions within NATO StratCom disciplines that involve the analysis, monitoring and assessment of the Information Environment (IE). Sub-specialisms are:
 - i. **Focussed Audience Analyst.** Applicable to those personnel assigned to IEA positions contributing to Focussed Audience Analysis products.
 - ii. **Information Systems Analyst.** Applicable to those personnel assigned to IEA positions contributing to Information Systems Analysis products.
 - iii. **Monitoring and Assessment Specialist.** Applicable to those personnel assigned to IEA positions contributing to Monitoring and Assessment products.
- f. **StratCom Planning Specialist.** Applicable to all personnel assigned to positions within the NATO StratCom disciplines that involve a requirement to develop contributions to written plans, the responsibility to understand, support and contribute to planning efforts at higher and/or lower levels, and/or the requirement to contribute to the Joint Effects or Joint Targeting processes.

- g. Media Operations Specialist.** Applicable to all personnel assigned to positions within the NATO StratCom disciplines who are required to plan for and/or engage, directly or indirectly, with the media.
- h. Psychological Operations Specialist.** Applicable to all personnel assigned to positions within the NATO StratCom disciplines who are required to plan and/or conduct PsyOps activities.
- i. Strategic Engagement Specialist.** Applicable to all personnel assigned to positions within the NATO StratCom disciplines that require them to plan and support interaction with external audiences/stakeholders by non-StratCom personnel.
- j. Digital Engagement Specialist.** Applicable to all personnel assigned to positions within the NATO StratCom disciplines that require them to engage and interact with external audiences/stakeholders through digital platforms.
- k. Internal Communications Specialist.** Applicable to all personnel assigned to positions within the NATO StratCom disciplines that require them to explain and promote the aims, objectives and role of any NATO military body to its personnel.
- l. Media Production Specialists.** Applicable to all personnel assigned to positions within the NATO StratCom disciplines that require them to generate printed, audio and video products to support NATO communications activities. Sub-specialisms are:

 - i. Electronic News Gatherer (ENG).** Applicable to all personnel responsible for the gathering and/or editing of video and audio material to support communications products.
 - ii. Stills Photographer.** Applicable to all personnel responsible for the gathering and/or editing of stills imagery to support communications products.
 - iii. Journalist.** Applicable to all personnel responsible for the production of text to support communications products.
 - iv. Graphic Artist.** Applicable to all personnel responsible for the production of print and graphic content to support communications products.
 - v. Digital Animator.** Applicable to all personnel responsible for the production of digital animation content to support communications products.

3.5. Each CCA then has a number of Core Competency Requirements (CCR) that constitute the minimum training and experience levels required to fulfil the role.

3.6. The BASIC Core Competency Requirements (CCR) for each CCA are at Annex E.

3.7. The ADVANCED Core Competency Requirements (CCR) for each CCA are at Annex F.

CHAPTER 4 COLLECTIVE TRAINING STANDARDS

SECTION 1: THE STRATCOM MINDSET

4.1 The StratCom Mindset describes a holistic approach to achieving a desired end state and/or strategic objectives through communication with own, neutral and adversary/competitor audiences. It understands that communication is achieved by the coherent, synchronised and cumulative effect of words, images and deeds by all levels of an organisation.

4.2 Specific guidance on StratCom in CTE is provided through SACEUR's Annual Guidance on Education, Training, Exercises and Evaluation (SAGE). SAGE focusses on developing the StratCom Mindset, and ensuring an understanding of the role and function of StratCom and the ComDiv within the HQ processes and procedures.

SECTION 2: STRATCOM CAPABILITIES

4.3 NATO currently has six StratCom capabilities defined in CC & CS. These are:

- a. **MILITARY PUBLIC AFFAIRS (MiPA-)**
 - i. NATO Media Information Centre (NMIC)
 - ii. Joint Media Operations Team (JMOT)
 - iii. Combat Camera Team (CCT)
- b. **PSYCHOLOGICAL OPERATIONS (PSYOPS-)**
 - i. Combined Joint PSYOPS Task Force (CJPOTF)
 - ii. PSYOPS Support Element (PSE)
 - iii. Tactical PSYOPS Team (TPT)

4.4 Three further capability areas will be proposed in the next the NATO Defence Planning Process (NDPP) cycle, these are:

- a. **STRATEGIC ENGAGEMENT.** There is a recognised requirement for NATO's Strategic Engagement capabilities to be expanded and enhanced. Strategic Engagement capabilities will be considered as part of the NDPP 2023 process.

- b. **DIGITAL ENGAGEMENT.** There is a recognised requirement for NATO's Digital Engagement capabilities to be expanded and enhanced. Digital Engagement capabilities will be considered as part of the NDPP 2023 process.
 - c. **INFORMATION ENVIRONMENT ASSESSMENT.** There is a recognised requirement for an Information Environment Assessment capability. IEA capabilities will be considered as part of the NDPP 2023 process
- 4.5 The collective training standards for MilPA capabilities are at Annex G.
 - 4.6 The collective training standards for PSYOPS capabilities are at Annex H.

ANNEX A	DEPTH OF KNOWLEDGE – PERFORMANCE PROFICIENCY
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Bi-SCD 075-007 (Annex O) defines Proficiency Levels (PL) and Depth of Knowledge (DoK) as follows:

Job/Function Proficiency Level		Levels of Learning Depth of Knowledge		Learning Key Word Indicators
100	Basic Level - (Follow) Skill & Knowledge The level of proficiency required to successfully perform a routine task or series of task elements (e.g. a step in a sequence of actions) in a structured environment with supervision. Is expected to seek guidance in unexpected conditions. This requires remembering information including facts, terms, concepts, principles as well as the processes and procedures defining job requirements .	100	Cognitive: Remembering explicit knowledge Enable an individual to recall elements and details of structure or process and recognize or identify specific information.	arrange, define, duplicate, identify, label, list, mark, match, name, order, recall, recite, reproduce, recognize, reproduce, select, state.
200	Intermediate Level (Assist) Skill & Knowledge The level of proficiency required to become functional and successfully perform a series of	200	Cognitive: Comprehending/Understanding: Enable an individual to interpret	arrange, categorize, classify, convert, distinguish, estimate, explain, extrapolate, group,

	tasks independently with minimal oversight. Uses discretion in resolving problems and may plan and schedule work within short timeframes. This requires interpreting information, constructing meaning and the comprehension of facts, terms, concepts, and principles as well as the processes and procedures essential to enable understanding and accomplishing job requirements.		information; construct meaning and comprehend facts, terms, concepts, principles and procedures.	illustrate, label, match, paraphrase, predict, reiterate, restate, reword, rewrite, report, select, separate, summarize, translate.
300	Advance Level (Apply) Skill & Knowledge The level of proficiency required to interpret direction and guidance and successfully plan and complete tasks independently as well as potentially monitoring the work of others. Uses discretion to resolve increasingly complex problems. This requires the application of concepts, principles processes and procedures in non-routine, new, and concrete situations as well as executing, implementing and carrying out processes and procedures to satisfy job requirements.	300	Cognitive: Applying Enable an individual to use concepts, principles and procedures in both new and concrete situations – put theory into practice.	administer, apply, calculate, change, compute, construct, examine, execute, employ, identify, implement, manipulate, modify, operate, perform, predict, prepare, produce, relate, respond, show, solve.

400	<p>Expert Level (Enable/Advisor)</p> <p>Skill & Knowledge The level of proficiency required executing a broad range of complex professional and/or technical work activities leveraging prior education, training and practical experience; this includes maintaining an awareness of developing trends within the wider occupational field, analytical thinking and providing institutional leaders discipline and/or inter-disciplinary related advice. This level requires setting work objectives and assigning task and the ability to deconstruct and integrate concepts, principles and procedures to support reasoning and as well as the application of a systematic approach to solving non-routine and ill-defined problems.</p>	400	<p>Cognitive:</p> <p>Analysing Enable an individual to deconstruct concepts, principles and procedures to support analytical thinking and reasoning; includes the examination of information, making inferences and finding evidence to support generalizations.</p>	<p>analyse, break down, compare, condense, contrast, deconstruct, design, diagram, differentiate, discriminate, distinguish, divide, experiment, extrapolate, graph, infer, interpret, modify, measure, plan, plot, predict, produce, project, quantify, resolve, revise, search, solve, test, troubleshoot.</p>
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500	<p>Master Level (Initiate, Shape and Influence)</p> <p>Skills & Knowledge The level of proficiency required to execute highly complex work activities covering, technical, financial and quality aspects for a functional area. Leverages considerable education, training and extensive practical experience to advise commanders as well as exert significant influence over policy development and contribute to the formulation of strategy and organizational objectives. Decisions made impact the functional area of the enterprise. Able to assess and evaluate risks and understand the implications of new concepts, technologies and trends. This requires adapting concepts and principles as well as processes and procedures to support critical, asymmetric thinking and reasoning potentially leading research efforts and building knowledge, theory and alternative approaches within a recognized body of knowledge.</p>	500	<p>Cognitive:</p> <p>Assessing/Building/Creating Adapting and integrating concepts, principles and procedures to create and build knowledge, theory and alternative approaches. Enables higher order thinking and reasoning and includes the examination of information, making inferences and formulating solutions.</p>	<p>appraise, assemble, assess, build, categorize, combine, compile, compose, conclude, construct, contrast, create, critique, defend, design, derive develop, devise, diagnose, discriminate, encrypt, estimate, evaluate, formulate generate, hypothesize, integrate, interpret, invent, investigate, judge, justify, measure, modify, outline, originate, organize, plan, predict, propose, rank, rearrange, recommend, reconstruct, reframe, revise, rewrite, summarize, validate, war game, write.</p>
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ANNEX B TERMS AND DEFINITIONS

BASIC TRAINING

- B.1. This is NATO pre-requisite training. The term BASIC describes the foundational skills, knowledge and competency of a StratCom function or skill relevant to the CCAs. Basic training is individual or collective national training that provides personnel entering NATO with the requisite competencies outlined in Annex E.

ADVANCED TRAINING

- B.2. This is NATO required training that uses an incremental approach to improving individual and collective proficiency and bridges the gap between an individual's BASIC skills, knowledge and competency, and NATO's required depth of knowledge. MC 458/3, NATO Policy for ETEE, governs the management and delivery of NATO training. Bi-SC Directive 075-002 (Training and Education) provides nations with a useful description of the skills methodology used to assess proficiency for individual training. Competencies required for ADVANCED training are outlined at Annex F.

CORE COMPETENCY AREAS

- B.3. Core Competency Areas guide Education and Individual Training for the StratCom disciplines. They enable individuals from within the different disciplines, but fulfilling similar roles, to be trained to use the same methodology and to the same standard.

CORE COMPETENCY REQUIREMENTS

- B.4. These are statements of performance expressed in terms of proficiency levels for each CCA. Requirements are translated into Education and Learning Objectives with Depth of Knowledge and are a guide to assist training managers in developing a programme of instruction or training plan that will result in enhancing an individual's proficiency specific to their NOC and PE or CE position. They are to be used in conjunction with Job Descriptions and holistically applied across the continuum of training.

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ANNEX C ACRONYMS

ACT-JFD	Allied Command Transformation Joint Force Development
ADC	Annual Discipline Conference
AJP	Allied Joint Publication
CCA	Core Competency Areas
CCR	Core Competency Requirements
CC & CS	Capability Codes and Capability Statements
CCT	Combat Camera Team
CE	Crisis Establishment
CJPOTF	Combined Joint Psychological Operations Task Force
ComDiv	Strategic Communications Directorate
CPAO	Chief Public Affairs
CRM	Crisis Response Measures
DirCom	Communications Director
DAP	Discipline Alignment Plan
D&G	Direction and Guidance
DH	Department Head
E&IT	Exercise and Individual Training
E&T	Exercise and Training
ETEE	Education, Training, Exercises and Evaluation
ETF	Exercise and Training Facility
ETOC	Education and Training Opportunities Catalogue
FAA	Focused Audience Analysis
FE	Force Elements
GP	Global Programming
IE	Information Environment
InfoOps	Information Operations
JD	Job Description
JMOT	Joint Media Operations Team
KLE	Key Leader Engagement
MCP	Military Contingency Planning
MilPA	Military Public Affairs
MPD	Military Partnership Directorate
NCS	NATO Command Structure
NDPP	NATO Defence Planning Process
NFS	NATO Force Structure
NMA	NATO Military Authorities
NMIC	NATO Media Information Centre
OASIS	Objectives, Audience, Strategy, Implementation, Scoring
OPP	Operations Planning Process
OSINT	Open Source Intelligence
PE	Peacetime Establishment

PL	Proficiency Level
POLMIL	Political Military
PSE	Psychological Support Element
PSYOPS	Psychological Operations
QA	Quality Assurance
QMS	Quality Management System
RA	Requirements Authority
ROE	Rules of Engagement
SACEUR	Supreme Allied Commander Europe
SACT	Supreme Allied Commander Transformation
SAGE	SACEUR's Annual Guidance on Education, Training and Exercises
SMART	Specific, Measurable, Achievable, Realistic, Timebound
STANAG	Standardization Agreement
STP	Strategic Training Plan
StratCom	Strategic Communications
SUPLAN	Support Plan
TNA	Training Needs Analysis
TPT	Tactical PSYOPS Team
TRA	Training Requirement Analysis
TSA	Target Systems Analysis
WG	Working Group

ANNEX D REFERENCES

- A. MCM-0145-2015 Change 1, NATO Strategic Communications Strategic Training Plan, dated 04 April 2016
- B. Strategic Communications Training Requirements Analysis Report REV 3, dated Dec 19
- C. Bi-SC Directive 75-2 Education and Training Directive (E&TD), dated 02 OCT 13
- D. Bi-SC Dir 75-7 Education and Individual Training Directive, dated 10 SEP 15
- E. MCM-0111-2018, Progress Report - NATO Strategic Communications Military Capability Implementation Plan, dated 03 July 2018.
- F. MC 0458/3 (FINAL), NATO Education, Training, Exercises and Evaluation (ETEE) Policy, dated 03 September 2014.
- G. Bi-SC (SH/DIR/COMDV/SQ/18-001495)(5550 TSC-GSU-0010/TT-0563/Ser:0701) Analysis Report on the Potential Transfer of Department Head Responsibilities from ACT to the StratCom Centre of Excellence, dated 14 November 2018
- H. StratCom Annual Discipline Conference in Riga, Latvia, April 10 – 11, 2019
- I. IMSM-0527-2018 (INV) Transfer of the StratCom DH role, dated May 7, 2019
- J. NATO Standard AAP-47 Allied Joint Doctrine Development, dated February 20, 2019
- K. StratCom COE-R-19/1/NU, Role of the Department Head for the NATO strategic Communications Discipline, dated 18 January, 2019
- L. MC 0458/3 (Final), NATO Education, Training, Exercise and Evaluation (ETEE) Policy, dated 03 September 2014
- M. Bi-SC EDUCATION AND INDIVIDUAL TRAINING DIRECTIVE (E&ITD) 075-007, dated 10. September 2015
- N. Bi-SC 075-002 Education and Training (E&T) Directive dated 6 September 2016.
- O. Bi-SC 075-003 Collective Training Directive, dated 2 October 2016
- P. PO(2009)0141 NATO Policy on Strategic Communications dated 30 Sep 2009
- Q. MC0628, NATO Military Policy on Strategic Communications, dated 19 Jul 2017.

- R. MC0457/3, NATO Military Policy on Public Affairs dated 6 Dec 2018.
- S. MC0402/3, NATO Military Policy on Psychological Operations dated 20 Aug 2019
- T. MC422/6, NATO Military Policy for Information Operations dated 10 Oct 2019

ANNEX E BASIC EDUCATION AND INDIVIDUAL TRAINING STANDARDS

E.1. This section sets out the BASIC competency standards (skills and knowledge) and experience that Nations are required to provide for their personnel prior to assignment to a NATO ComDiv PE/CE position **in order to Understand and Assimilate the content of NATO ADVANCED StratCom training**

E.2. They also form the relevant mandatory pre-attendance standards for all ADVANCED NATO StratCom E&T solutions.

E.3. The E&T solutions needed to fulfil the BASIC E&T requirements are the responsibility of national and multinational E&T facilities (ETF). Proficiency levels (PL) are provided to ensure common training standards across those E&T solutions.

E.4. The BASIC CCRs are:

a. **FOGO** .

Competencies

Able to:

- i. Understand the principles of Strategic Communications. (PL 200)
- ii. Understand national StratCom¹⁰ policy, structure and their relationship to POLMIL D&G. (PL 200)

b. **Non-StratCom Division/Branch Heads.**

Competencies

Able to:

- i. Understand the principles of Communications. (PL 200)
- ii. Understand national StratCom¹¹ policy, structure and their relationship to POLMIL D&G. (PL 200)

¹⁰ or national equivalent

¹¹ or national equivalent

- c. **StratCom Common Core Competencies.** All personnel assigned to NATO StratCom-related position should have the following Common Core Competencies:

Experience

- i. Have previously held a national appointment within a StratCom related position.

Language

- ii. Able to easily speak and write English Language to NATO Standard 3/3

Competencies

Able to:

- iii. Understand the principles of Strategic Communications. (PL 200)
- iv. Understand National StratCom policy and structure and their relationship to POLMIL D&G. (DoK 200)

- d. **StratCom Leadership and Management.** In addition to Common Core Competencies, personnel should have the following:

Experience

- i. Have previously held a national Leadership and Management appointment in a StratCom related organisation; or have previously served in a NATO StratCom PE/CE position.
- ii. For MilPA positions (incl CPAO), have previously served in a national or NATO MilPA position.
- iii. For PsyOps positions (incl Comd CJPOTF), have previously served in a national or NATO PsyOps position.

Competencies

Able to:

- iv. Explain the role, function, utility and limitations of NATO StratCom functions and capabilities. (PL 200)

- v. Explain the contribution of each of the StratCom core competency areas to achieving effects in the Information Environment and apply this. (PL 200)
- vi. Provide advice about effects of activities in the IE. (PL 300)
- e. **Information Environment Assessment Specialist.** In addition to Common Core Competencies, personnel assigned to StratCom IEA posts should have the following:

Experience

- i. Have previously held a national or NATO appointment within J2 or a StratCom-related discipline.
- f. **StratCom Planning Specialist.** In addition to Common Core Competencies, personnel should have the following:

Experience

- i. Have previously held a national / NATO appointment in a StratCom related organisation.

Competencies

Able to:

- ii. Explain the role, function, utility and limitations of all NATO StratCom related functions and capabilities. (PL 200)
 - iii. Explain the contribution of each of the StratCom core competency areas to achieving effects in the Information Environment and apply this. (PL 300)
 - iv. Integrate StratCom considerations into planning activities, operations, missions and tasks. (PL 300)
- g. **Media Operations Specialist** In addition to Common Core Competencies, personnel should have the following:

Experience

- i. Have served in a national MilPA role

Competencies

Able to:

- ii. Understand and be able to operate in the media environment (including preparing news releases, conducting interviews and press conferences). (PL 300)
 - iii. Prepare personnel for a media engagement. (PL 300)
 - iv. Understand and develop products to support media relations activity. (PL 300)
 - v. Understand the use of imagery to support MilPA activities. (PL 200)
- h. **Psychological Operations Specialist.** In addition to Common Core Competencies, personnel should have the following:

Experience

- i. Have served in a national PSYOPS role (or equivalent position).

Competencies

Able to:

- ii. Understand and apply Focussed Audience Analysis to PSYOPS activities. (PL 300)
 - iii. Conceive and Develop the development of PSYOPS products (PL 300)
 - iv. Identify hostile information activities and related effects. (PL 200)
- i. **Strategic Engagement Specialist** No additional requirements to Common Core Competencies needed.
- j. **Digital Engagement Specialist.** In addition to Common Core Competencies, personnel should have the following:

Experience

- i. Specific experience with Digital/ Social Media Engagement.
- k. **Internal Communications Specialist.** No additional requirements to Common Core Competencies needed.
- l. **Electronic News Gatherer (ENG).** In addition to Common Core Competencies, personnel should have the following:

Able to:

- i. Capture broadcast quality imagery and audio to support communications outputs (PL 300)
- ii. Prepare broadcast quality rushes packages to support communications outputs (PL 300)
- iii. Edit imagery and audio to produce broadcast quality products to support communications outputs (PL 300)

- m. **Stills Photographer.** In addition to Common Core Competencies, personnel should have the following:

Able to:

- i. Capture high quality still images to support communications outputs (PL 300)
- ii. Edit still images to produce high quality products to support communications outputs (PL 300)

- n. **Journalist.** In addition to Common Core Competencies, personnel should have the following:

Able to:

- i. Understand media production and communication (PL 200)
- ii. Conduct interviews and research to gain information for the stories. (PL 300)
- iii. Write and edit stories. (PL 300)

- o. **Graphic Artist.** In addition to Common Core Competencies, personnel should have the following:

Able to:

- i. Use design and photo-editing software skills to produce required designs. (PL 300)
- ii. Understand, apply and explain design style, format, print production and timescales. (PL 300)

- iii. Develop concepts, graphics and layouts for product illustrations, logos and websites (PL 300)

p. **Digital Animator**

Able to:

- i. Understand and apply computer animation, digital design, or integrated media arts in developing required products (PL 300)

ANNEX F ADVANCED EDUCATION AND INDIVIDUAL TRAINING STANDARDS

F.1. This section sets out the ADVANCED competency standards (skills and knowledge) and experience that NATO requires for personnel assigned to a NATO PE/CE positions within NATO StratCom disciplines. ***These competencies are comprehensive and incorporate, where appropriate, E&T delivered as BASIC training.***

F.2. The E&T solutions needed to fulfil the ADVANCED E&T requirements are provided by national and multinational E&T facilities (ETF) providing NATO certified Selected and Approved courses. ***Eligibility to attend ADVANCED training is dependent on individuals meeting the BASIC competency standards at Annex E.***

F.3. Proficiency levels (PL) are provided to ensure common training standards across those E&T solutions. ***They are the minimum expected competency standards following any NATO specified training in JD.***

F.4. The ADVANCED CCRs are:

a. FOGO.

Able to:

- i. Understand the principles of NATO Strategic Communications. (PL 200)
- ii. Understand NATO StratCom policy, structure and their relationship to POLMIL D&G. (PL 200)
- iii. Understand the role, function, utility and limitations of all NATO StratCom related functions and capabilities. (PL 200)
- iv. Apply NATO StratCom considerations to their direction and guidance. (PL 300)
- v. Understand Information Activities as a part of the Joint Effects process. (PL 200)

In order to

- vi. **Approve StratCom D&G at both strategic and operational levels.**

vii. Issue D&G to their Staff cognisant of NATO StratCom requirements and implications.

viii. Oversee integration of StratCom in the HQ processes.

b. Non-StratCom Division/Branch Heads

Able to:

- i. Understand the principles of NATO Strategic Communications. (PL 200)
- ii. Understand NATO StratCom policy, structure and their relationship to POLMIL D&G. (PL 200)
- iii. Understand behavioural science and narrative thinking. (PL 200)
- iv. Understand the current security environment in context of strategic competition, hybrid threats and StratCom's role within it (PL 200)
- v. Understand the Information Environment and Information Environment Assessment. (PL 200)
- vi. Understand the role, function, utility and limitations of all NATO StratCom related functions and capabilities. (PL 200)
- vii. Understand and Apply StratCom D&G to Joint Effects, and Joint/ Full Spectrum Targeting. (PL 300)
- viii. Understand and integrate StratCom considerations into processes and products of their branch/department. (PL 200)

In order to:

- ix. Plan activities cognisant of StratCom D&G and implications.**
- x. Execute activities cognisant of StratCom D&G and implications.**

c. StratCom Common Core Skills Competencies.

Able to:

- i. Understand and use the principles of NATO Strategic Communications. (PL 200)

- ii. Understand NATO StratCom policy and structure and its relationship to POLMIL D&G. (PL 200)
- iii. Understand the role and basic concepts of behavioural science and narrative thinking. (PL 200)
- iv. Understand the current security environment in context of strategic competition, hybrid threats and StratCom's role within it. (PL 200)
- v. Understand the Information Environment and Information Environment Assessment in relation to StratCom. (PL 200)
- vi. Understand the role, function, utility and limitations of NATO StratCom related functions and capabilities. (PL 200)
- vii. Understand and use StratCom Frameworks, Implementation Guidance, Integrated Communications Plans and communications campaigns. (PL 200)
- viii. Understand the role of StratCom in the Planning Process, Joint Effects and Targeting. (PL 200)

In order to:

- ix. **Understand the principles, tools, techniques and procedures of NATO Strategic Communications. (PL 200)**
- x. **Use the principles, tools, techniques and procedures of NATO Strategic Communications. (PL 200)**

d. StratCom Leadership and Management.

Able to:

- i. Understand and explain the specific roles and responsibilities of Director of Communications, CPAO and Comd CJPOTF within a NATO headquarters. (PL 200)
- ii. Provide advice on the contribution of each of the StratCom core competency areas to achieving effects in IE. (PL 400)
- iii. Oversee and harmonise StratCom with J2, J3, J5, J6 and J9 processes and advise on 1st, 2nd and 3rd order effects of activities on the IE. (PL 400)

- iv. Advise on StratCom aspects in the NATO Capability Development process. (PL 400)
- v. Contribute to the development of NATO StratCom. (PL 400)
- vi. Integrate Strategic Communications Theories and Concepts in directing communication and information activities. (PL 400)
- vii. Contribute to StratCom-related NATO Military Contingency Planning (MCP), Crisis Response Measures (CRM) and Rules of Engagement (ROE). (PL 300)
- viii. Ensure the coordination of NATO and national StratCom efforts with StratCom authorities in Allied and Partner nations. (PL 300)
- ix. Apply knowledge and analysis of audiences and target systems and make defensible Strategic Communications recommendations. (PL 300)

In order to:

- x. **Assure all activities are conducted in accordance to the policy, doctrine and practices of NATO Strategic Communications.**
- xi. **Plan Communication and information activities in support of NATO aims and objectives.**
- xii. **Direct the Communication and information activities in support of NATO aims and objectives.**
- xiii. **Support the Commander and Command Group as part of the Special Advisory Group.**

e. Information Environment Assessment Specialists.

i. IEA Common Competencies

Able to:

- (a). Understand the concepts of Information Environment and Information Environment Assessment capability. (PL 200)
- (b). Understand the role and importance of IEA to StratCom Direction and Guidance. (PL 200)

- (c). Understand the relationship between Open Source Intelligence (OSINT) and StratCom. (PL 200)
- (d). Understand and apply the principles of social and behavioural research, geo-political, and media analysis. (PL 300)
- (e). Understand, define and assess against SMART¹² communications objectives. (PL 300)
- (f). Present Findings. (PL 300)
- (g). Analyse and evaluate problems and issues. (PL 300)
- (h). Collect and interpret statistical data. (PL 300)
- (i). Understand and apply Artificial Intelligence/ Machine Learning in IEA. (PL 200)

In order to:

- (j). Contribute to the overall understanding of the Information Environment. (PL 300)**
- (k). Contribute to an assessment of changes in the Information Environment. (PL 300)**

ii. IEA Focused Audience Analysis (FAA)

Able to:

- (a). Identify, understand and explain relevant stakeholders and audiences for a specific desired outcome/end state. (PL 300)
- (b). Plan and manage the collection of FAA data. (PL 300)
- (c). Develop analysis and evaluation reports for key audiences and stakeholders (PL 300)

In order to:

- (d). Baseline attitudes, perceptions and behaviours;**
- (e). Identify changes to attitudes, perceptions and behaviours.**

¹² SMART (Specific, Measurable, Achievable, Realistic, Timebound)

iii. IEA Information Systems Analysis (ISA)

Able to:

- (a). Understand the characteristics and utility of communications channels (PL 200)
- (b). Plan and manage the collection of TSA data. (PL 300)
- (c). Understand, identify and analyse patterns and relationships in the IE (PL 300)
- (d). Understand and explain the information eco system relevant to a specific desired outcome/end state (PL 300)

In order to:

- (e). **Baseline flow of information patterns;**
- (f). **Identify changes in the flow of information.**

iv. IEA Monitoring and Assessment Specialist (MAS)

Able to:

- (a). Understand and use monitoring and analysis methods, tools and capabilities to assess Information Environment relevant to specific area or interest or outcome. (PL 300)
- (b). Plan, Conduct and Manage monitoring of the Information Environment (PL 300)
- (c). Plan and manage the collection monitoring data. (PL 300)
- (d). Assess information effects on a defined stakeholder/audience from known activity. (PL 300)
- (e). Assess own, earned and adversary communications (PL 300)
- (f). Develop and manage a data collection plan (PL 300)

In order to:

- (g). **Identify the effects;**

(h). Inform refinement of Communication and information activities.

f. StratCom Planning Specialist

Able to:

- i. Understand, Interpret and apply IEA to planning activities. (PL 300)
- ii. Understand the role, function, utility and limitations of all NATO StratCom related functions and capabilities and plan for their implementation in NATO activities, missions and operations accordingly. (PL 300)
- iii. Understand the role, function, utility and limitations of all NATO StratCom related functions and capabilities and plan for their implementation in NATO activities, missions and operations accordingly. (PL 300)
- iv. Contribute to the NATO StratCom planning process utilising the OASIS¹³ tool, StratCom frameworks, Implementation Guidance, Integrated Communications Plans and communications campaigns. (PL 300)
- v. Understand and apply the approval processes and release authorities. (PL 300)
- vi. Contribute to the Operations Planning Process (OPP), Joint Effects and Targeting. (PL 300)
- vii. Understand, identify and assess first, second and third order effects in the IE. (PL 300)

In order to:

- viii. **Plan and Integrate Communication and information activities in support of NATO aims and objectives.**
- ix. **Integrate Communication and information activities in support of NATO aims and objectives.**

¹³ OASIS (Objectives, Audience, Strategy, Implementation, Scoring)

- x. **Assure StratCom direction, guidance, and considerations are integrated into the planning processes of the HQ.**

g. Media Operations Specialist

Able to:

- i. Understand and apply IEA to Media Ops. (PL 300)
- ii. Contribute to IEA. (PL 200)
- iii. Apply StratCom principles, Direction and Guidance in planning and conducting Media Ops. (PL 300)
- iv. Be prepared to act as a spokesperson. (PL 300)
- v. Identify and Develop appropriate products to support NATO media relations activity. (PL 300)
- vi. Understand, Interpret and Apply NATO Policy and Doctrine to MilPA activities. (PL 300)
- vii. Support MilPA inputs to Integrated Communications Plans and other operational planning documents (PL 300)
- viii. Provide advice to the commander on the use of MilPA and be prepared to act as a spokesperson. (PL 300)
- ix. Anticipate, plan, execute and manage a communications crisis. (PL 300)

In order to:

- x. **Plan, Synchronise and Execute Media Operations and Relations activities in line with StratCom D&G.**
- xi. **Oversee and manage Media Operations activities across multiple subordinated headquarters and formations.**
- xii. **Conduct Media Operations and Media Relations activities in line with StratCom D&G.**

h. Psychological Operations Specialist

Able to:

- i. Understand and apply IEA to PSYOPS. (PL 300)
- ii. Contribute to IEA. (PL 200)
- iii. Apply StratCom principles, Direction and Guidance in planning and conducting PSYOPS. (PL 300)
- iv. Conceive and develop products to support PSYOPS. (PL 300)
- v. Understand, Interpret and Apply NATO Policy and Doctrine to PSYOPS. (PL 300)
- vi. Support PSYOPS inputs to Integrated Communications Plans and other operational planning documents (PL 300)
- vii. Understand and apply marketing theory, consumer behaviour and marketing research concepts to the conduct of PSYOPS. (PL 300)
- viii. Contribute to conducting counter-disinformation and counter-propaganda activities. (PL 300)

In order to:

- ix. **Plan, Synchronise and Execute PSYOPS in line with StratCom D&G.**

i. Strategic Engagement Specialist

Able to:

- i. Understand and apply IEA for KLE, Engagement and outreach activities. (PL 300)
- ii. Contribute to IEA. (PL 200)
- iii. Apply StratCom principles, Direction and Guidance in planning and conducting KLE, Engagement and Outreach (PL 300)
- iv. Present KLE, Engagement and Outreach Audiences to the Command Group, or Targeting Working Group. (PL 300)
- v. Support Engagement inputs to Integrated Communications Plans and other operational planning documents (PL 300)

- vi. Understand the use of media production to support Engagement and Outreach. (PL 200)
- vii. Prepare engagement packs to support KLE, Engagement and Outreach (PL 300)
- viii. Prepare non-communications personnel for Strategic Engagement (PL 300)
- ix. Understand and apply the cultural diversity and gender perspective in Strategic Engagement (PL 300)

In order to:

- x. **Plan, Synchronise and Execute KLE, Engagement and Outreach in line with StratCom D&G.**

j. Digital Engagement Specialist.

Able to:

- i. Understand and apply IEA for Digital Engagement and Outreach. (PL 300)
- ii. Contribute to IEA. (PL 200)
- iii. Support Digital Engagement inputs to Integrated Communications Plans and other operational planning documents. (PL 300)
- iv. Apply StratCom principles, Direction and Guidance in planning and conducting Digital Engagement and Outreach. (PL 300)
- v. Understand the use of media production to support Digital Engagement and Outreach activities. (PL 200)
- vi. Understand the technology behind digital platforms and exploit them for Digital Engagement and Outreach. (PL 300)
- vii. Understand and apply marketing strategy, consumer behaviour and marketing research concepts to develop a digital campaign. (PL 300)
- viii. Understand and explain the risks in the digital engagement and advise on the principles of digital force protection. (PL 300)

- ix. Advise and prepare non-communications personnel for Digital Engagement and Outreach. (PL 300)

In order to:

- x. **Plan, Synchronise and Execute Digital Engagement and Outreach in line with StratCom D&G.**

k. Internal Communications Specialist

Able to:

- i. Understand and apply IEA. (PL 300)
- ii. Apply StratCom principles, Direction and Guidance in planning and conducting Internal Communications. (PL 300)
- iii. Understand and apply the concept and principles of Internal Communications. (PL 200)
- iv. Understand and apply NATO branding to products. (PL 300)
- v. Integrate narratives, themes and messages into products. (PL 300)
- vi. Understand and apply Operational Security and Personal Security considerations while collecting and editing products. (PL 300)

In order to:

- vii. **Plan, Synchronise and Execute Internal Communications.**

l. Media Production Specialists.

i. Common Core Skills

Able to:

- (a). Understand and apply audience understanding to imagery product development (PL 300)
- (b). Apply StratCom principles, Direction and Guidance in planning and conducting Media Production. (PL 300)
- (c). Understand and apply NATO branding to products. (PL 300)
- (d). Integrate narratives, themes and messages into products. (PL 300)

- (e). Understand and apply Operational Security and Personal Security considerations while collecting and editing products. (PL 300)

In order to:

- (f) Collect, Edit, Transmit media products in line with StratCom D&G.**

Additional 'role specific' Competencies:

ii. Electronic News Gatherer (ENG)

Able to:

- (a) Capture broadcast quality imagery and audio to support communications outputs (PL 300)
- (b) Prepare broadcast quality rushes packages to support communications outputs (PL 300)
- (c) Edit imagery and audio to produce broadcast quality products to support communications outputs (PL 300)

iii. Stills Photographer

Able to:

- (a) Capture high quality still images to support communications outputs (PL 300)
- (b) Edit still images to produce high quality products to support communications outputs (PL 300)

iv. Journalist

Able to:

- (a) Understand media production and communication (PL 200)
- (b) Conduct interviews and research to gain information for the stories. (PL 300)
- (c) Write and edit stories. (PL 300)

v. Graphic Artist

Able to:

- (a) Use design and photo-editing software skills to produce required designs. (PL 300)
- (b) Understand, apply and explain design style, format, print production and timescales. (PL 300)
- (c) Develop concepts, graphics and layouts for product illustrations, logos and websites (PL 300)

vi. **Digital Animator**

Able to:

- (a) Understand and apply computer animation, digital design, or integrated media arts in developing required products (PL 300)

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ANNEX G MILPA COLLECTIVE TRAINING STANDARDS

1. The required collective training standards for NATO MilPA capabilities¹⁴ are:

- a. NATO Media Information Centre.** The NMIC is constituted by the deployment of up to four JMOTs.

Able to:

- i. Act as the primary interface between the Joint Force and the media.
- ii. Act as the primary information release mechanism for the Joint Commander; including responsibility for OPSEC and PERSEC.
- iii. Provide oversight and enforcement of media guidelines and ground rules.
- iv. Develop and integrate MilPA plans and programmes within overall StratCom Integrated Communications Plan.
- v. Coordinate media coverage, visits and embeds.
- vi. Provide media registration and accreditation.
- vii. Coordinate with all participating Alliance national PA/MilPA entities.
- viii. Prepare and conduct press briefings and news conferences.
- ix. Facilitate the declassification and release of operational imagery and weapon system video.
- x. Collect, archive and disseminate imagery.
- xi. Conduct Media Monitoring as part of IEA.
- xii. Conduct Digital Engagement and Outreach.

b. Joint Media Operations Team

Able to:

¹⁴ The roles of the MilPA Force Elements will be defined in detail within a new AJP on Military Public Affairs expected by end 2021. Until then the NATO Public Affairs handbook provides guidance on their role and utility.

- i. Act as the primary interface between a commander and the media.
- ii. Develop plans and programs for MilPA activities.
- iii. Coordinate media coverage, visits and embeds
- iv. Prepare and conduct press briefings and news conferences
- v. Conduct Media Monitoring as part of IEA.
- vi. Conduct Digital Engagement and Outreach
- vii. Provide the C2 framework for an NMIC

c. Combat Camera Team

Able to:

- i. Collect, Edit and Transmit video imagery and audio products.
- ii. Collect, Edit and Transmit still photography.
- iii. Conduct interviews, write and edit stories.

ANNEX H PSYOPS COLLECTIVE TRAINING STANDARDS

H.1. The required collective training standards for NATO PSYOPS capabilities¹⁵ are:

a. Combined Joint PSYOPS Task Force HQ (CJPOTF).

Able to:

- i. Acts as the Joint Force Command PSYOPS support element.
- ii. Provide PSYOPS advice to the Commander and Staff.
- iii. Develop and execute a PSYOPS support plan (SUPLAN).
- iv. Contribute to IEA.
- v. Develop and integrate PSYOPS plans and programmes within overall StratCom Integrated Communications Plan.
- vi. Control and coordinate developing, producing and disseminating PSYOPS products.
- vii. Coordinate reach back support and contracting of local assets.
- viii. Liaise and coordinate with supported civilian organisations.
- ix. Direct, Coordinate and Support subordinated PSYOPS units.
- x. Plan and Conduct counter propaganda and counter-disinformation activities.

b. PSYOPS Support Element (PSE)

Able to:

- i. Provide PSYOPS advice to a commander.
- ii. Provide PSYOPS contribution to planning process.
- iii. Contribute to IEA.

¹⁵ The roles of the PsyOps Force Elements are defined in detail within AJP-3.10.1: Psychological Operations

- iv. Develop and integrate PSYOPS plans and programmes within overall StratCom Integrated Communications Plan.
- v. Coordinate support for Tactical PSYOPS Teams.
- vi. Plan and Conduct counter propaganda and counter-disinformation activities.
- vii. Coordinate product distribution and direct product dissemination.
- viii. Plan and Conduct counter propaganda and counter-disinformation activities.
- ix. Provide the C2 Framework for a CJPOTF
- x. Execute programs on order of CJPOTF

c. Tactical PSYOPS Team (TPT)

Able to:

- i. Conduct face-to-face PSYOPS activities with audiences.
- ii. Disseminate approved printed material.
- iii. Conduct loudspeaker activities.
- iv. Contribute to IEA.
- v. Contribute to the pre- and post-testing of PSYOPS products.
- vi. Conduct counter propaganda and counter-disinformation activities.
- vii. Provide PSYOPS advice to a supported Commander

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