

# Annex C to the Statement of Work

## Table of Contents

**Support Area 1- Functional Support**

**Support Area 2- Capability Support**

**Support Area 3- Additional Support**

## **Support Area 1- Functional Support**

- 1.1 Baseline Planning Support
- 1.2 Baseline Military Analysis
- 1.3 Military Intelligence Analysis
- 1.4 Joint Effects / Targeting
- 1.5 INTEL FS Database Management Support
- 1.6 Infrastructure
- 1.7 Project Manager

## **1.1 Functional Support: Baseline Planning Support**

### **Tasking:**

1. Provide subject-matter-expert advice, and contribute to the development, refinement, and delivery of JWC strategic- and operational-level planning information and products tailored to the Training Audience throughout the entire exercise process, including NATO and SHAPE planning activities in the exercise environment. Ensuring that both scenario documentation and planning inputs are realistic, supportable by JWC, and are aligned with the TOs;
2. Provide all information and documentation describing events, circumstances and conditions leading to the exercise, crisis, and/or conflict. This will include, at a minimum, the following:
  - Road to crisis, creating the circumstances and conditions leading to the exercise and/or conflict;
  - Crisis Response Information Package (CRIP) content development and production
  - Crisis Situation(al) Updates (CSU) content development and production;
  - Road to STARTEX development and production;
  - Request for Information (RFI) Responses;
3. Update and amend exercise and scenario documentation throughout the entire exercise process ensuring Scenario documentation remains coherent with both current NATO and SHAPE planning doctrine and policy in order to support the delivery of EOs & TOs;
4. Throughout all phases of the exercise, review and respond to TA-generated activities and products;
5. On request during and after an exercise, provide assessment of TA accomplishment of TOs, as well as feedback and observations for the improvement of NATO exercise processes;
6. Contribute to conceptual refinement and innovation with subject-matter-area expertise.

### 1.1 Technical Requirements and Evaluation Matrix:

1.1 Functional Support: Baseline Planning Support		Please check the box if the candidate is an <input type="checkbox"/> Expert and/or <input type="checkbox"/> Senior Expert		
Technical Requirement	Level	Meets: Y/N	For each line, please explain how the candidate meets the respective Technical Requirements.	
1. Three years of working experience within the last six years in the NATO Joint Operations Planning process	J/G/A/N-5 Leadership level in a NATO Force Structure HQ or JWC	Senior Expert		
	J/G/A/N-5 functional level in a NATO Command Structure HQ or above or JWC	Expert		
2. Three years of frequent user experience within the last six years in the application of relevant core services and functional area systems (including, but not limited to, TOPFAS, and/or LOGFAS)	[Commensurate with experience and knowledge]	Both		
3. Familiarity with NATO's Collective Training and Exercise (CT&E) Doctrine and its application.	[No further description]	Both		
4. NATO Training & Exercise doctrine, planning, and execution.	Have knowledge and understanding and have participated in at least one operational-level NATO exercise in the last seven years	Senior Expert		
	Have knowledge and understanding	Expert		

5.Familiarity with the applicable NATO and SHAPE doctrine, policy, processes, arrangements and procedures	[No further description]	Both		
6.Competent in Microsoft Word, Excel, SharePoint, Outlook and PowerPoint	[No further description]	Both		
7.Have by start of contract a valid and active NATO Secret Security Clearance or National equivalent	[No further description]	Both		
8.Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) – Listening, Speaking, Reading, and Writing) or equivalent	3434	Senior Expert		
	3333	Expert		

## 1.2 Functional Support: Military Analysis

### Tasking:

1. Provide subject-matter-expert advice, and contribute to the development, refinement, and delivery of JWC strategic and operational-level planning information and products tailored to the Training Audience throughout the entire exercise process, including NATO and SHAPE planning activities in the exercise environment. Thus, ensuring that both scenario documentation and planning inputs are realistic, supportable by JWC, and are aligned with the TOs;
2. Design/Develop/Deliver and refine a 360° World view and the associated exercise specific scenarios. This should incorporate, at a minimum, the following:
  - Information on NATO and its allies as actors in exercise scenarios;
  - Exercise-relevant fictitious actors, systems of actors and historical data;
  - Geostrategic information, based on NATO's PMESII environment;
  - All associated data, information and documentation related to the environment and conditions relevant to the crises and conflicts in exercise scenarios;
  - Military domains (LAND, AIR, SPACE, MARITIME, CYBER);
  - Levels of command & control (political, military-political, military-strategic, military-operational, military-tactical);
3. Update and amend exercise and scenario documentation throughout the entire exercise process ensuring Scenario documentation remains coherent with both current NATO and SHAPE planning doctrine and policy in order to support the delivery of EOs & TOs;
4. Throughout all phases of the exercise, review and respond to TA-generated activities and products;
5. On request during and after an exercise, provide assessment of TA accomplishment of TOs, as well as feedback and observations for the improvement of NATO exercise processes;
6. Contribute to conceptual refinement and innovation with subject-matter-area expertise.

## 1.2 Technical Requirements and Evaluation Matrix:

1.2 Functional Support: Military Analysis		Please check the box if the candidate is an <input type="checkbox"/> Expert and/or <input type="checkbox"/> Senior Expert		
Technical Requirement		Level	Meets: Y/N	For each line, please explain how the candidate meets the respective Technical Requirements.
1.Recent, multi-year experience working in relevant field	4 years of relevant work experience within the last 10 years, with at least 2 years in a relevant management position	Senior Expert		
	3 years of relevant work experience within the last 7 years	Expert		
2.Military Service with NATO Rank / Grade of OF-4 or above upon departure from active duty OR Civil Service civilian equivalent.	[No further description]	Both		
3.NATO or National Defense College (or equivalent) graduate OR Advanced academic degree (Master's degree or above) in a relevant subject area	[No further description]	Both		
4.Familiarity with the applicable NATO and SHAPE doctrine, policy, processes, arrangements and procedures	[No further description]	Both		

5. Have knowledge and understanding of NATO processes, information and documentation, directly and indirectly involved in exercises, crisis, and/or conflict with regards to relevant area	[No further description]	Both		
6. NATO Training & Exercise doctrine, planning, and execution.	Have knowledge and understanding and have participated in at least one operational-level NATO exercise in the last seven years	Senior Expert		
	Have knowledge and understanding	Expert		
7. Competent in Microsoft Word, Excel, SharePoint, Outlook and PowerPoint	[No further description]	Both		
8. Have by start of contract a valid and active NATO Secret Security Clearance or National equivalent	[No further description]	Both		
9. Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) – Listening, Speaking, Reading, and Writing) or equivalent	3434	Senior Expert		
	3333	Expert		

### **1.3 Functional Support: Military Intelligence Analysis**

#### **Tasking:**

1. Provide subject-matter-expert advice, and contribute to the development, refinement, and delivery of JWC strategic- and operational-level planning information and products tailored to the Training Audience throughout the entire exercise process, including NATO and SHAPE planning activities in the exercise environment. Thus, ensuring that both scenario documentation and planning inputs are realistic, supportable by JWC, and are aligned with the TOs;
2. Provide subject-matter-expert advice and updates to JWC documentation to accurately reflect latest and emerging developments in low-intensity conflicts and counter-terrorism activities in non-NATO nations within regions that NATO Forces could operate and incorporate realistic doctrine and TTPs of forces that are hostile to NATO efforts (“RED Forces”), as well as forces that are friendly to NATO efforts (“GREEN Forces”) into the 360 degree setting and scenarios;
3. Assist in the management of information within databases located on appropriate FASs, with a particular emphasis on Intel FS;
4. Update and amend exercise and scenario documentation throughout the entire exercise process ensuring Scenario documentation remains coherent with both current NATO and SHAPE planning doctrine and policy in order to support the delivery of EOs & TOs;
5. Throughout all phases of the exercise, review and respond to TA-generated activities and products;
6. On request during and after an exercise, provide assessment of TA accomplishment of TOs, as well as feedback and observations for the improvement of NATO exercise processes;
7. Contribute to conceptual refinement and innovation with subject-matter-area expertise.

### 1.3 Technical Requirements and Evaluation Matrix:

1.3 Functional Support: Military Intelligence Analysis		Please check the box if the candidate is an <input type="checkbox"/> Expert and/or <input type="checkbox"/> Senior Expert		
Technical Requirement		Level	Meets: Y/N	For each line, please explain how the candidate meets the respective Technical Requirements.
1.Recent, multi-year experience working as an intelligence professional	Experience as a strategic or operational-level analyst and intelligence staff officer, with at least three years of experience in one of those positions within the last six years	Senior Expert		
	Three years of experience within the last six years as a strategic or operational-level intelligence analyst	Expert		
2.Experience working as an intelligence professional within a National or NATO Strategic-level organization within the last 10 years	Experience in strategic-level international intel org (SHAPE J2, NIFC, etc) as well as strategic/military-level national intel org (USA DIA, GBR DI, etc) or JWC	Senior Expert		
	Experience in strategic-level international intel org (SHAPE J2, NIFC, etc) or strategic/military-level national intel org (USA DIA, GBR DI, etc) or JWC	Expert		

3. At least two years of experience in the process of producing NATO tactical, operational, and strategic intelligence reports within the last ten years	Experience supervising the production of NATO intelligence reports	Senior Expert		
	Experience writing and producing NATO intelligence reports	Expert		
4. Completion of the following courses:	All Expert classes, plus	Senior Expert		
	Intel Leadership Course			
	NATO Intelligence Course or National equivalent;	Expert		
	NATO Intelligence Analyst Course or National equivalent;			
5. Knowledge and understanding of NATO and National intelligence capabilities	a. Air, Maritime, and Ground Collection and Sensor capabilities	Both		
	b. Space collection processes and Space sensor capabilities			
	c. HUMINT collection processes and capabilities			
	d. JISR processes			
	e. Targeting Processes			

	f. Training & Exercise doctrine, planning and execution			
6.Experience within last five years of using IntelFS	Post-related frequent user	Senior Expert		
	Frequent/daily IntelFS user with experience as manager, instructor, or administrator	Expert		
7.Exposure within last five years to Link Analysis databases and software applications	[No further description]	Both		
8.Familiarity with the applicable NATO and SHAPE doctrine, policy, processes, arrangements and procedures	[No further description]	Both		
9.Competent in Microsoft Word, Excel, SharePoint, Outlook and PowerPoint	[No further description]	Both		
10.Have by start of contract a valid and active NATO Secret Security Clearance or National equivalent	[No further description]	Both		

11.Proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP))	3434	Senior Expert		
	3333	Expert		

## **1.4 Functional Support: Joint Effects / Targeting**

### **Tasking:**

1. Provide subject-matter-expert advice, and contribute to the development, refinement, and delivery of JWC strategic and operational-level planning information and products tailored to the Training Audience throughout the entire exercise process, including NATO and SHAPE planning activities in the exercise environment. Thus, ensuring that both scenario documentation and planning inputs are realistic, supportable by JWC, and are aligned with the TOs;
2. Provide subject matter expertise on targeting in order to realistically represent the exercise scenario. Provide JWC targeting and targeting intelligence products tailored to the training audience throughout the entire exercise process. Coherent with current NATO Targeting, Joint Effects, Joint Fires, ISR doctrine, and US CDEM methodology;
3. Update and amend exercise and scenario documentation throughout the entire exercise process ensuring Scenario documentation remains coherent with both current NATO and SHAPE planning doctrine and policy in order to support the delivery of EOs & TOs;
4. Throughout all phases of the exercise, review and respond to TA-generated activities and products;
5. On request during and after an exercise, provide assessment of TA accomplishment of TOs, as well as feedback and observations for the improvement of NATO exercise processes;
6. Contribute to conceptual refinement and innovation with subject-matter-area expertise.

### 1.4 Technical Requirements and Evaluation Matrix:

1.4 Functional Support: Joint Effects / Targeting		Please check the box if the candidate is an <input type="checkbox"/> Expert and/or <input type="checkbox"/> Senior Expert		
Technical Requirement		Level	Meets: Y/N	For each line, please explain how the candidate meets the respective Technical Requirements.
1.Recent, multi-year experience working as a targeteer/targeting professional	Experience as a strategic or operational-level targeteer and targeting staff officer, with at least three years of experience in one of those positions within the last six years	Senior Expert		
	Three years of operational-level experience within the last six years, which includes participation in in NATO COPD (or national equivalent) processes and experience in full spectrum Joint Effects support to operational level plans.	Expert		
2.Knowledge and understanding of NATO and National targeting capabilities	NATO Targeting	Both		
	Joint Effects			
	Joint Fires			
	ISR doctrine			
	US CDEM			
	Intel Support to Targeting processes, including use of IntelFS/COINS			
3.Experience within last three years of using JTS, to include Target System Analysis development and exploitation processes	Post-related frequent user	Both		

4.Completion of the following courses:	NATO Joint Targeting Staff course (or National equivalent)	Senior Expert		
	NATO Joint Intermediate Target Development Course (or National equivalent)			
	NATO Joint Targeting Staff course (or National equivalent)	Expert		
	NATO CDE Course (or National equivalent)			
	NATO BDA Course (or National equivalent)			
	NATO TST Course (or National equivalent)			
5.Familiarity with the applicable NATO and SHAPE doctrine, policy, processes, arrangements and procedures	[No further description]	Both		
6.Competent in Microsoft Word, Excel, SharePoint, Outlook and PowerPoint	[No further description]	Both		
7.Have by start of contract a valid and active NATO Secret Security Clearance or National equivalent	[No further description]	Both		
8.Proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP))	3434	Senior Expert		
	3333	Expert		

## 1.5 Functional Support: INTEL FS DB Management Support

### Tasking:

1. Provide subject matter expertise on data management and data management systems to ensure intelligence-related inputs are captured, published and collated in the appropriate data management systems, including, but not limited to, IntelFS, JEMM, SharePoint, and that appropriate information flows smoothly between these systems;
2. Provide subject-matter-expert advice, and contribute to the Design/Develop/Deliver and refine of a 360° World view and the associated exercise specific scenarios. This should incorporate, at a minimum, the following:
  - The design, development, production, refinement, and coordination of associated RED and GREEN exercise force development processes and products;
  - Plan, execute, and manage the translation of RED and GREEN information into data for input into FASs, ensuring data quality, consistency, and interoperability with other systems;
  - The coordination with appropriate offices and organizations to ensure appropriate FAS databases are created and maintained throughout the exercise cycle;
  - Review provided data to ensure it is logical and is aligned with the Setting and the Scenario and make recommendations for corrections;
3. Provide related subject-matter-expert advice and consultation related to functional aspects described above;
4. Throughout all phases of the exercise, review and respond to TA-generated activities and products;
5. On request during and after an exercise, provide assessment of TA accomplishment of TOs, as well as feedback and observations for the improvement of NATO exercise processes;
6. Contribute to conceptual refinement and innovation with subject-matter-area expertise.

## 1.5 Technical Requirements and Evaluation Matrix:

1.5 Functional Support: INTEL FS DB Management Support			Experts only	
Technical Requirement		Level	Meets: Y/N	For each line, please explain how the candidate meets the respective Technical Requirements.
1. At least three years' experience working as an IntelFS user with at least one year serving as an Administrator, Manager, or Instructor in an intelligence office within a National or NATO organization within the last 6 years	[No further description]	Expert		
2. Completion of the following courses:	- NATO Intelligence Course or National equivalent;	Expert		
	- NATO Intelligence Functional Systems Training	Expert		
	- NATO IntelFS ONA Training	Expert		

3.Experience with JTS within last five years	[No further description]	Expert		
4.Familiarity with the applicable NATO and SHAPE doctrine, policy, processes, arrangements and procedures	[No further description]	Expert		
5.Competent in Microsoft Word, Excel, SharePoint, Outlook and PowerPoint	[No further description]	Expert		
6.Have by start of contract a valid and active NATO Secret Security Clearance or National equivalent	[No further description]	Expert		
7.Proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) to a 3333 level	[No further description]	Expert		

## 1.6 Functional Support: Infrastructure

### Tasking:

1. Provide subject-matter-expert advice, and contribute to the development, refinement, and delivery of JWC strategic and operational-level planning information and products tailored to the Training Audience throughout the entire exercise process, including NATO and SHAPE planning activities in the exercise environment. Thus, ensuring that both scenario documentation and planning inputs are realistic, supportable by JWC, and are aligned with the TOs;
2. Provide subject-matter-expert advice, and contribute to the Design/Develop/Deliver and refine of a 360° World view and the associated exercise specific scenarios. This should incorporate, at a minimum, the following:
  - Information and documentation describing/reflecting the infrastructure, including but not limited to nodes and linkages of transportation, water supply, electrical power, telecommunications, and energy[Insert Footnote];
  - Align infrastructure data with the 360 degree setting and scenario specific information in order to support Scenario Branch's corresponding information for each exercise including geospatial, intelligence, country books, and historical data (events, incidents, documentation, etc.);
3. Update and amend exercise and scenario documentation throughout the entire exercise process ensuring Scenario documentation remains coherent with both current NATO and SHAPE planning doctrine and policy in order to support the delivery of EOs & TOs;
4. Throughout all phases of the exercise, review and respond to TA-generated activities and products;
5. On request during and after an exercise, provide assessment of TA accomplishment of TOs, as well as feedback and observations for the improvement of NATO exercise processes;
6. Contribute to conceptual refinement and innovation with subject-matter-area expertise.

## 1.6 Technical Requirements and Evaluation Matrix:

1.6 Functional Support: Infrastructure		Please check the box if the candidate is an <input type="checkbox"/> Expert and/or <input type="checkbox"/> Senior Expert		
Technical Requirement		Level	Meets: Y/N	For each line, please explain how the candidate meets the respective Technical Requirements.
1.Recent, multi-year experience working in relevant field	4 years of relevant work experience within the last 10 years, with at least 2 years in a relevant management position	Senior Expert		
	3 years of relevant work experience within the last 10 years	Expert		
2.Advanced degree in a relevant subject area	Master's degree or higher in a relevant subject area or Master's degree in Management with a bachelor's in relevant subject	Senior Expert		
	Bachelor's degree in a relevant subject area	Expert		
3.Have knowledge and understanding of NATO processes, information and documentation, directly and indirectly involved in exercises, crisis, and/or conflict	[No further description]	Both		
4.NATO Training & Exercise doctrine, planning, and execution.	Have knowledge and understanding and have participated in at least one operational-level NATO exercise in the last seven years	Senior Expert		
	Have knowledge and understanding	Expert		
5.Familiarity with the applicable NATO and SHAPE doctrine, policy, processes, arrangements and	[No further description]	Both		

procedures				
6. Have by start of contract a valid and active NATO Secret Security Clearance or National equivalent	[No further description]	Both		
7. Competent in Microsoft Word, Excel, SharePoint, Outlook and PowerPoint	[No further description]	Both		
8. Proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP))	3434	Senior Expert		
	3333	Expert		

## **1.7 Functional Support: Project Management Support**

### **Tasking:**

1. Provide project management support for JWC Exercise planning and delivery, as projects with set deadlines and complex dependencies. A Project Manager must be able to understand different aspects of Exercise Scenario delivery, supporting Scenario Branch Military Staff by advocating for additional resource, when necessary or recommending team members from existing Military Staff or within JWC contracts, whilst setting and/or adjusting exercise project schedules to adhere to changing priorities and deadlines.
2. Provide all information and documentation describing events, circumstances and conditions leading to the exercise, crisis, and/or conflict. This will include, at a minimum, the following:
  - Creating long- and short-term plans, including setting targets for milestones and adhering to deadlines;
  - Recommending to Scenario Branch leads, applicable tasks on the project and suitable staff best positioned to complete them;
  - Making effective decisions when presented with multiple options for how to progress with the project;
  - Serving as a point of contact for teams when multiple individuals/branches are assigned to support the same Exercises to ensure team actions remain in synergy;
  - Communicating with EXProd Div staff and the Training Audience to keep the projects aligned with their goals;
  - Performing quality control on the project throughout development to maintain the standards expected;
  - Adjusting schedules and targets on the project as requirements for the project change.
3. Provide subject-matter-expert advice, and contribute to the development, refinement, and delivery of JWC strategic- and operational-level planning information and products tailored to the Training Audience throughout the entire exercise process, including NATO and SHAPE planning activities in the exercise environment. Thus, ensuring that both scenario documentation and planning inputs are realistic, supportable by JWC, and are aligned with the TOs;

Over the course of a project, the Project Manager will need to communicate with JWC Staff and Exercise Training Audience, support decision makers and monitor the progress of the project to keep it on schedule;

4. On request during and after an exercise, provide assessment of TA accomplishment of TOs, as well as feedback and observations for the improvement of NATO exercise processes;

5. Contribute to conceptual refinement and innovation with subject-matter-area expertise.

## 1.7 Technical Requirements and Evaluation Matrix:

1.7 Functional Support: Project Management Support				
Please check the box if the candidate is an <input type="checkbox"/> Expert and/or <input type="checkbox"/> Senior Expert				
Technical Requirement	Level	Meets : Y/N	For each line, please explain how the candidate meets the respective Technical Requirements.	
1.Held Military Service with NATO Rank / Grade of OF-3 or higher upon retirement from active duty.  -or- Advanced degree (Bachelor's or relevant degree) in a relevant subject area	Leadership level in a NATO Force Structure HQ or JWC	Senior Expert		
	Functional level in a NATO Command Structure HQ or above or JWC	Expert		
2.2 years of working experience within the last ten years in NATO	Leadership level in a NATO Force Structure HQ or JWC	Senior Expert		
	Functional level in a NATO Command Structure HQ or above or JWC	Expert		
3.NATO Training & Exercise doctrine, planning, and execution.	Have knowledge and understanding and have participated in at least one operational-level NATO exercise in the	Senior Expert		

	last seven years			
	Have knowledge and understanding	Expert		
4.Expert in project management tools and Microsoft Word, Excel, SharePoint, Outlook and PowerPoint	[No further description]	Both		
5.Have by start of contract a valid and active NATO Secret Security Clearance or National equivalent	[No further description]	Both		
6.Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) – Listening, Speaking, Reading, and Writing) or equivalent	3434	Senior Expert		
	3333	Expert		

## **Support Area 2- Capability Support**

2.1 STRATCOM – Subject Matter Expert

2.2 Political Advisor –Subject Matter Expert

2.3 MILSTRAT - Subject Matter Expert

2.4 CIMIC - Subject Matter Expert

2.5 Socio-Economic - Subject Matter Expert

2.6 Senior Advisor – Subject Matter Expert

2.7 Target Systems Analysis – Subject Matter Expert

## **2.1 Capability Support: STRATCOM**

### **Tasking:**

1. Provide subject-matter-expert advice, and contribute to the development, refinement, and delivery of JWC strategic- and operational-level planning information and products tailored to the Training Audience, with a focus on STRATCOM activities, throughout the entire exercise process including NATO and SHAPE planning activities in the exercise environment. Thus, ensuring that both scenario documentation and planning inputs are realistic, supportable by JWC, and are aligned with the TOs;
2. As the STRATCOM subject-matter-area expert contribute to the design/development/delivery of all information and documentation describing events, circumstances and conditions leading to the exercise, crisis, and/or conflict. This will include, at a minimum, the following:
  - Road to crisis, creating the circumstances and conditions leading to the exercise and/or conflict;
  - Crisis Response Information Package (CRIP) content development and production
  - Crisis Situation(al) Updates (CSU) content development and production;
  - Road to STARTEX development and production;
  - Request for Information (RFI) Responses.
3. Update and amend exercise and scenario documentation throughout the entire exercise process ensuring Scenario documentation remains coherent with both current NATO and SHAPE planning doctrine and policy in order to support the delivery of EOs & TOs;
4. Throughout all phases of the exercise, review and respond to TA-generated activities and products related to STRATCOM products and processes.
5. On request during and after an exercise, provide assessment of TA accomplishment of TOs, as well as feedback and observations for the improvement of NATO exercise processes;
6. Contribute to conceptual refinement and innovation with subject-matter-area expertise.

## 2.1 Technical Requirements and Evaluation Matrix:

2.1 Capability Support: STRATCOM		Please check the box if the candidate is an <input type="checkbox"/> Expert and/or <input type="checkbox"/> Senior Expert		
Technical Requirement		Level	Meets: Y/N	For each line, please explain how the candidate meets the respective Technical Requirements.
1.Recent, multi-year experience working in STRATCOM	4 years of relevant work experience in NATO within the last 10 years, with at least 2 years in a relevant management position	Senior Expert		
	3 years of relevant work experience within the last 7 years	Expert		
2.Advanced degree in Strategic Communications	Master's degree or higher in a relevant subject area or Master's degree in Management with a bachelor's in relevant subject	Senior Expert		
	Bachelor's degree in a relevant subject area	Expert		
3.Have knowledge and understanding of NATO processes, information and documentation, directly and indirectly involved in exercises, crisis, and/or conflict with regards to STRATCOM and IE	[No further description]	Both		
4.NATO Training & Exercise doctrine, planning, and execution.	Have knowledge and understanding and have participated in at least one operational-level NATO exercise in the last seven years	Senior Expert		
	Have knowledge and understanding	Expert		

5.Familiarity with the applicable NATO and SHAPE doctrine, policy, processes, arrangements and procedures	[No further description]	Both		
6.Competent in Microsoft Word, Excel, SharePoint, Outlook and PowerPoint	[No further description]	Both		
7.Have by start of contract a valid and active NATO Secret Security Clearance or National equivalent	[No further description]	Both		
8.Proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP))	4444	Senior Expert		
	3434	Expert		

## **2.2 Capability Support: Political Advisor**

### **Tasking:**

1. Provide subject-matter-expert advice and mentoring, and also contribute to the development, refinement, and delivery of JWC strategic and operational-level planning information and products tailored to the Training Audience throughout the entire exercise process, including NATO and SHAPE planning activities in the exercise environment. Thus, ensuring that both scenario documentation and planning inputs are realistic, supportable by JWC, and are aligned with the TOs;
2. Produce and deliver fictitious military-political documentation (e.g. NAC decision sheets, MC and IMS Messaging) throughout all phases of the exercise. This should incorporate, at a minimum, the following:
  - Scenario documentation to support the delivery of military-political MEL/MIL storylines, incidents and injects in support of identified, applicable exercise and training objectives;
  - Political advice to Scenario Branch;
  - Assist Scenario staff in the “Coach / Mentor” - function at the strategic and operational level;
3. Update and amend exercise and scenario documentation throughout the entire exercise process ensuring Scenario documentation remains coherent with both current NATO and SHAPE planning doctrine and policy in order to support the delivery of EOs & TOs;
4. Throughout all phases of the exercise, review and respond to TA-generated activities and products;
5. On request during and after an exercise, provide assessment of TA accomplishment of TOs, as well as feedback and observations for the improvement of NATO exercise processes;
6. Contribute to conceptual refinement and innovation with subject-matter-area expertise.

## 2.2 Technical Requirements and Evaluation Matrix:

2.2 Capability Support: Political Advisor		Please check the box if the candidate is an <input type="checkbox"/> Expert and/or <input type="checkbox"/> Senior Expert		
Technical Requirement	Level	Meets: Y/N	For each line, please explain how the candidate meets the respective Technical Requirements.	
1.Recent, multi-year experience working in relevant field	4 years of relevant work experience within the last 10 years, with at least 2 years in a relevant management position	Senior Expert		
	3 years of relevant work experience within the last 7 years	Expert		
2.Multi-year experience within a NATO or National Military organization	Served at NATO HQ, SHAPE, or JWC in the rank of OF-6 or Civilian Equivalent (or higher)	Senior Expert		
	Served at JWC directly supporting exercise processes in the rank of OF-4 or Civilian Equivalent (or higher)	Expert		
3.NATO Training & Exercise doctrine, planning, and execution.	Have knowledge and understanding and have participated in at least one operational-level NATO exercise in the last seven years	Senior Expert		
	Have knowledge and understanding	Expert		
4.Have knowledge and understanding of NATO processes, information and documentation, directly and indirectly involved in exercises, crisis, and/or conflict with regards to relevant area	[No further description]	Both		

5.Competent in Microsoft Word, Excel, SharePoint, Outlook and PowerPoint	[No further description]	Both		
6.Have by start of contract a valid and active NATO Secret Security Clearance or National equivalent	[No further description]	Both		
7.Proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP))	3434	Senior Expert		
	3333	Expert		

## 2.3 Capability Support: MILSTRAT

### Tasking:

1. Provide subject-matter-expert advice and contribute to the development, refinement, and delivery of JWC strategic and operational-level planning information and products tailored to the Training Audience throughout the entire exercise process, including NATO and SHAPE planning activities in the exercise environment. Thus, ensuring that both scenario documentation and planning inputs are realistic, supportable by JWC, and are aligned with the TOs;
2. Produce and deliver fictitious MILSTRAT documentation throughout all phases of the exercise. This should incorporate, at a minimum, the following:
  - Scenario documentation to support the delivery of MILSTRAT MEL/MIL storylines, incidents and injects in support of identified, applicable exercise and training objectives;
  - MILSTRAT advice to Scenario Branch;
3. Update and amend exercise and scenario documentation throughout the entire exercise process ensuring Scenario documentation remains coherent with both current NATO and SHAPE planning doctrine and policy in order to support the delivery of EOs & TOs;
4. Throughout all phases of the exercise, review and respond to TA-generated activities and products;
5. On request during and after an exercise, provide assessment of TA accomplishment of TOs, as well as feedback and observations for the improvement of NATO exercise processes;
6. Contribute to conceptual refinement and innovation with subject-matter-area expertise.

## 2.3 Technical Requirements and Evaluation Matrix:

2.3 Capability Support: MILSTRAT		Please check the box if the candidate is an <input type="checkbox"/> Expert and/or <input type="checkbox"/> Senior Expert		
Technical Requirement		Level	Meets: Y/N	For each line, please explain how the candidate meets the respective Technical Requirements.
1.Recent, multi-year experience working in relevant field	4 years of relevant work experience within the last 10 years, with at least 2 years in a relevant management position	Senior Expert		
	3 years of relevant work experience within the last 7 years	Expert		
2.Multi-year experience within a NATO or National Military organization	Served at NATO HQ, SHAPE, or JWC in the rank of OF-5 or Civ Eq (or higher)	Senior Expert		
	Served at JWC directly supporting exercise processes in the rank of OF-4 or Civ Eq (or higher)	Expert		
3.NATO Training & Exercise doctrine, planning, and execution.	Have knowledge and understanding and have participated in at least one operational-level NATO exercise in the last seven years	Senior Expert		
	Have knowledge and understanding	Expert		
4.Have knowledge and understanding of NATO processes, information and documentation, directly and indirectly involved in exercises, crisis, and/or conflict with regards to relevant area	[No further description]	Both		
5.Competent in Microsoft Word, Excel,	[No further description]	Both		

SharePoint, Outlook and PowerPoint				
6. Have by start of contract a valid and active NATO Secret Security Clearance or National equivalent	[No further description]	Both		
7. Proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP))	3434	Senior Expert		
	3333	Expert		

## 2.4 Capability Support: CIMIC

### Tasking:

1. Provide subject-matter-expert advice and contribute to the development, refinement, and delivery of JWC strategic and operational-level planning information and products tailored to the Training Audience throughout the entire exercise process, including NATO and SHAPE planning activities in the exercise environment. Thus, ensuring that both scenario documentation and planning inputs are realistic, supportable by JWC, and are aligned with the TOs;
2. Focused on CIMIC/CMI inputs, contribute to the production and delivery of all information and documentation describing events, circumstances and conditions leading to the exercise, crisis, and/or conflict. This should incorporate, at a minimum, the following:
  - Scenario documentation to support the delivery of CMIC/CMI MEL/MIL storylines, incidents and injects in support of identified, applicable exercise and training objectives (e.g. DIASPORAS, humanitarian catastrophes, refugees and IDPs);
  - CIMIC/CMI advice to Scenario Branch;
3. Update and amend exercise and scenario documentation throughout the entire exercise process ensuring Scenario documentation remains coherent with both current NATO and SHAPE planning doctrine and policy in order to support the delivery of EOs & TOs;
4. Throughout all phases of the exercise, review and respond to TA-generated activities and products;
5. On request during and after an exercise, provide assessment of TA accomplishment of TOs, as well as feedback and observations for the improvement of NATO exercise processes;
6. Contribute to conceptual refinement and innovation with subject-matter-area expertise.

## 2.4 Technical Requirements and Evaluation Matrix:

2.4 Capability Support: CIMIC		Please check the box if the candidate is an <input type="checkbox"/> Expert and/or <input type="checkbox"/> Senior Expert		
Technical Requirement		Level	Meets: Y/N	For each line, please explain how the candidate meets the respective Technical Requirements.
1.Recent, multi-year experience working in a CIMIC/CMI position	4 years of relevant work experience within the last 10 years, with at least 2 years in a relevant management position	Senior Expert		
	3 years of relevant work experience within the last 7 years	Expert		
2.Advanced degree in a relevant subject area	Master's degree or higher in a relevant subject area or Master's degree in Management with a bachelor's in relevant subject	Senior Expert		
	Bachelor's degree in a relevant subject area	Expert		
3.Recent, multi-year working experience with IOs / NGOs / Civil Actors	4 years of relevant work experience within the last 10 years, with at least 2 years in a relevant management position	Senior Expert		
	3 years of relevant work experience within the last 7 years	Expert		
4.Familiarity with the applicable NATO, UN and / or IO/NGO doctrine, policy, processes, arrangements and procedures	[No further description]	Both		
5.Knowledge and understanding of NATO processes, information and documentation, directly and indirectly involved in exercises,	[No further description]	Both		

crisis, and/or conflict with regards to the CIMIC/CMI environment				
6.NATO Training & Exercise doctrine, planning, and execution.	Have knowledge and understanding and have participated in at least one operational-level NATO exercise in the last seven years	Senior Expert		
	Have knowledge and understanding	Expert		
7.Familiarity with the applicable NATO and SHAPE doctrine, policy, processes, arrangements and procedures	[No further description]	Both		
8.Competent in Microsoft Word, Excel, SharePoint, Outlook and PowerPoint	[No further description]	Both		
9.Have by start of contract a valid and active NATO Secret Security Clearance or National equivalent	[No further description]	Both		
10.Proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP))	3434	Senior Expert		
	3333	Expert		

## 2.5 Capability Support: Socio-Economic

### Tasking:

1. Provide subject-matter-expert advice, and contribute to the development, refinement, and delivery of JWC strategic and operational-level planning information and products tailored to the Training Audience throughout the entire exercise process, including NATO and SHAPE planning activities in the exercise environment. Thus, ensuring that both scenario documentation and planning inputs are realistic, supportable by JWC, and are aligned with the TOs;
2. Provide subject-matter-expert advice, and contribute to the Design/Develop/Deliver and refine of a 360° World view and the associated exercise specific scenarios. This should incorporate, at a minimum, the following:
  - Strategic- and operational-level Socio-Economic products tailored to the training;
  - Current socio-economic theories, practices, doctrine, and policy to JWC products;
  - Depiction of relevant, existing socio-economic conditions forming an overarching conflict environment on global-, regional-, and (as required) national-level;
  - Fictitious corresponding opposing entities and systems, as well as NATO-related, socio-economic systems and actors.
3. Update and amend exercise and scenario documentation throughout the entire exercise process ensuring Scenario documentation remains coherent with both current NATO and SHAPE planning doctrine and policy in order to support the delivery of EOs & TOs;
4. Throughout all phases of the exercise, review and respond to TA-generated activities and products;
5. On request during and after an exercise, provide assessment of TA accomplishment of TOs, as well as feedback and observations for the improvement of NATO exercise processes;
6. Contribute to conceptual refinement and innovation with subject-matter-area expertise.

## 2.5 Technical Requirements and Evaluation Matrix:

2.5 Capability Support: Socio-Economic		Please check the box if the candidate is an <input type="checkbox"/> Expert and/or <input type="checkbox"/> Senior Expert		
Technical Requirement		Level	Meets: Y/N	For each line, please explain how the candidate meets the respective Technical Requirements.
1.Recent, multi-year experience working in relevant field	4 years of relevant work experience within the last 10 years, with at least 2 years in a relevant management position	Senior Expert		
	3 years of relevant work experience within the last 7 years	Expert		
2.Advanced degree in a relevant subject area	Master's degree or higher in a relevant subject area or Master's degree in Management with a bachelor's in relevant subject	Senior Expert		
	Bachelor's degree in a relevant subject area	Expert		
3.Have knowledge and understanding of NATO processes, information and documentation, directly and indirectly involved in exercises, crisis, and/or conflict with regards to the socio-economic domains.	[No further description]	Both		
4.NATO Training & Exercise doctrine, planning, and execution.	Have knowledge and understanding and have participated in at least one operational-level NATO exercise in the last seven	Senior Expert		

	years			
	Have knowledge and understanding	Expert		
5.Familiarity with the applicable NATO and SHAPE doctrine, policy, processes, arrangements and procedures	[No further description]	Both		
6.Have by start of contract a valid and active NATO Secret Security Clearance or National equivalent	[No further description]	Both		
7.Competent in Microsoft Word, Excel, SharePoint, Outlook and PowerPoint	[No further description]	Both		
8.Proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP))	3434	Senior Expert		
	3333	Expert		

## 2.6 Capability Support: Senior Advisor

### Tasking:

1. Provide subject-matter-expert advice and mentoring, and also contribute to the development, refinement, and delivery of JWC strategic and operational-level planning information and products tailored to the Training Audience throughout the entire exercise process, including NATO and SHAPE planning activities in the exercise environment. Thus, ensuring that both scenario documentation and planning inputs are realistic, supportable by JWC, and are aligned with the TOs;
2. Advise and support Scenario Branch during the planning, preparation and execution of JWC-directed exercise events, including Phases II, IIIB, and MEL/MIL Scripting Events. This should incorporate, at a minimum, the following:
  - Scenario input into the MEL/MIL development process based on the setting and scenario developed by JWC's Scenario Branch, and the identified/ applicable exercise and training objectives;
  - Scenario documentation to support the delivery of storylines, incidents and injects in support of identified applicable exercise and training objectives;
  - Assist in the production and delivery of fictitious military-political documentation during exercise development phase.
3. Update and amend exercise and scenario documentation throughout the entire exercise process ensuring Scenario documentation remains coherent with both current NATO and SHAPE planning doctrine and policy in order to support the delivery of EOs & TOs;
4. Throughout all phases of the exercise, review and respond to TA-generated activities and products;
5. On request during and after an exercise, provide assessment of TA accomplishment of TOs, as well as feedback and observations for the improvement of NATO exercise processes;
6. Provide related subject-matter-expert advice and consultation
7. Contribute to conceptual refinement and innovation with subject-matter-area expertise.

**2.6 Technical Requirements and Evaluation Matrix:**

2.6 Capability Support: Senior Advisor		Senior Expert Only
Technical Requirement	Meets: Y or N	For each line, please explain how the candidate meets the respective Technical Requirements.
<p>1. Held Military Service with NATO Rank / Grade of OF-6 or higher upon retirement from active duty.</p> <p style="text-align: center;">-or-</p> <p>Advanced degree (Bachelor's or relevant degree) in a relevant subject area.</p>		
<p>2. NATO or national Defense College Graduate (or equivalent).</p>		

<p>3. 3 years of working experience within the last 10 years</p> <p>a. in the field of Exercise Planning and Delivery to include project management experience within a complex and dynamic environment.</p> <p>b. in briefing senior leaders/decision makers at the governance level in a National or Multinational environment.</p> <p>c. in a National or NATO Command at military-political or strategic level.</p>		
<p>4. Ability to compose, edit, contribute to and comprehend collaborative texts in advanced English language reflecting the terminology and form of the respective subject matter area of expertise at senior staff level (e.g. NATO HQ, SHAPE or national equivalents).</p>		

<p>5. In-depth knowledge and understanding of NATO's:</p> <p>a. Combined joint operations, both planning and execution, at operational, political-military and strategic levels.</p> <p>b. Crisis Response Management System.</p> <p>c. Strategic and operational planning systems and processes.</p> <p>d. Capability development process.</p> <p>e. Training &amp; Exercise doctrine, planning and execution.</p>		
<p>6. Working knowledge of:</p> <p>a. Microsoft Office (MS Word, MS Powerpoint, MS Outlook, MS Sharepoint)</p>		
<p>7. Current NATO Secret Security Clearance or National equivalent.</p>		(Attach National Clearance)
<p>8. Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 4343 – Listening, Speaking, Reading, and Writing) or equivalent.</p>		

## **2.7 Functional Support: Target System Analyst**

### **Tasking:**

1. Provide subject-matter-expert advice, and contribute to the development, refinement, and delivery of JWC strategic and operational-level planning information and products tailored to the Training Audience throughout the entire exercise process, including NATO and SHAPE planning activities in the exercise environment. Thus, ensuring that both scenario documentation and planning inputs are realistic, supportable by JWC, and are aligned with the TOs;
2. Provide JWC targeting and targeting intelligence products tailored to the training audience throughout the entire exercise process. Coherent with current NATO Targeting, Joint Effects, Joint Fires, ISR doctrine, and US CDEM methodology.
3. Update and amend exercise and scenario documentation throughout the entire exercise process ensuring Scenario documentation remains coherent with both current NATO and SHAPE planning doctrine and policy in order to support the delivery of EOs & TOs;
4. Throughout all phases of the exercise, review and respond to TA-generated activities and products;
5. On request during and after an exercise, provide assessment of TA accomplishment of TOs, as well as feedback and observations for the improvement of NATO exercise processes;
6. Contribute to conceptual refinement and innovation with subject-matter-area expertise.

## 2.7 Technical Requirements and Evaluation Matrix:

2.7 Functional Support: Target System Analyst		Please check the box if the candidate is an <input type="checkbox"/> Expert and/or <input type="checkbox"/> Senior Expert		
Technical Requirement	Level	Meets: Y/N	For each line, please explain how the candidate meets the respective Technical Requirements.	
1.Recent, multi-year experience working in intelligence support to targeting	Experience as a strategic or operational-level intelligence professional supporting targeting, with at least three years of experience in one of those positions within the last six years	Senior Expert		
	Three years of operational-level experience on intelligence support to targeting within the last six years, which includes participation in in NATO COPD (or national equivalent) processes and experience in full spectrum Joint Effects support to operational level plans.	Expert		
2.Knowledge and understanding of NATO and National targeting capabilities	NATO Targeting	Both		
	Joint Effects			
	Joint Fires			
	ISR doctrine			
	US CDEM			
	Intel Support to Targeting processes, including use of IntelFS/COINS			
3.Experience within last three years of using JTS and FAST (v3.0 onwards)	Post-related frequent user	Senior Expert		
	Frequent/daily user with experience performing Target System Analysis development and exploitation	Expert		
4.Completion of the	NATO Joint Targeting Staff	Senior Expert		

following courses:	course (or National equivalent)			
	NATO Joint Targeting Staff course (or National equivalent)	Expert		
5.Familiarity with the applicable NATO and SHAPE doctrine, policy, processes, arrangements and procedures	[No further description]	Both		
6.Competent in Microsoft Word, Excel, SharePoint, Outlook and PowerPoint	[No further description]	Both		
7.Have by start of contract a valid and active NATO Secret Security Clearance or National equivalent	[No further description]	Both		
8.Proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP))	3434	Senior Expert		
	3333	Expert		



## Support Area 3 - Additional Capability Support

Serial	Title	Description
3.1	Strategic Communications (STRATCOM)	Including Public Diplomacy, Public Affairs, Military Public Affairs, Information Operations and Psychological Operations in order to plan and deliver products and documentation in support of JWC exercises.
3.2	Space Operations	Requirements definition, concepts, dependencies and interoperability in order to plan and deliver products and documentation in support of JWC exercises.
3.3	Cyberspace Operations	Requirements definition, concepts, dependencies and interoperability in order to plan and deliver products and documentation in support of JWC exercises.
3.4	Medical Support	Requirements definition, concepts, dependencies and interoperability in order to plan and deliver products and documentation in support of JWC exercises.
3.5	Logistics Engineer and Infrastructure Support	To optimise the collaborative planning and delivery of logistic, engineering and infrastructure products and documentation in support of JWC exercises.
3.6	Future Operating Environment	To support the exploration and understanding of the future operating environment and within the environment, the enhancement of cooperation, planning and information sharing with Allies, Partners and non-NATO actors.
3.7	Emerging and Disruptive Technologies (E&DT)	To support the exploration and understanding of E&DT (such as Data, Artificial Intelligence, Autonomy, Hypersonic and new missile technologies, Biotechnology, Quantum technologies, Space systems, Next generation networks (e.g. 5G) and others) to enhance cooperation, planning and information sharing with Allies, Partners and non-NATO actors.
3.8	Quantitative Analysis	Products and reports to support and enable situational awareness, visualization, information fusion, course of action analysis, cost estimation, schedule estimation, and benefit analysis at the NATO political, strategic, and operational military level.
3.9	Qualitative Analysis	Products and reports to support and enable situational awareness, visualization, information fusion, course of action analysis, cost estimation, schedule estimation, and

		benefit analysis at the NATO political, strategic, and operational military level.
3.10	Modelling and Simulation	Products and reports to support decisions on the optimal use of resources and capabilities at the NATO political, strategic, and operational military level.
3.11	Data Science and Visualisation	Products and reports to support business understanding, data understanding, data preparation, data modelling, model evaluation, model deployment, and model monitoring.
3.12	Economic Analysis	Requirements definition, concepts, dependencies and interoperability in order to plan and deliver products and documentation in support of JWC exercises.
3.13	Social Analysis	Requirements definition, concepts, dependencies and interoperability in order to plan and deliver products and documentation in support of JWC exercises.
3.14	Civil-Military Operation (CIMIC)	Requirements definition, concepts, dependencies and interoperability in order to plan and deliver products and documentation in support of JWC exercises.
3.15	Wargaming	Requirements definition, concepts, dependencies and interoperability in order to design, develop, facilitate, adjudicate, and deliver professional games in support of JWC exercises or a sponsor's wargame objective.